

# Ujyalo Bhabisya



Working Title	UJYALO BHABISYA: " <i>A Brighter Future</i> "
Project Purpose	Community Poverty Alleviation in Rural Nepal
Location	Sunsari District, Nepal
Target group	Socially / economically excluded rural communities
Responsible Institution	Development Nepal ( <a href="http://www.developmentnepal.org">www.developmentnepal.org</a> ) 49 Penn Road Beaconsfield Buckinghamshire HP9 2LW UK Registered Charity No. 1085199
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Total budget	GBP 28,844
Duration	5 years

## Executive Summary

Ujyalo Bhabisyā (meaning 'A Brighter Future') is a 5-year project designed to alleviate poverty in the Sunsari district of Nepal. It aims to give the poorest communities and individuals improved access to essential resources and opportunities, and increased ability to make choices and influence change.

Over a period of five years (2005-9), 15 different communities in Sunsari District will benefit from the project. This will involve a series of short and medium term activities, refined to the identified needs of each local community. The wide range of activities will cover non-formal and formal education, promotion of life skills, health awareness and saving groups. To support increased household income there will be basic business and income generation training, vocational training opportunities and access to a revolving fund. To encourage the project benefits to be sustainable, the project will set up a resource centre for local people to use, a network of resource people within the communities, and also work continually to build the capacity of the local NGO, UCHEP.

There are three project partners: Development Nepal (DN); the Nepal office of Students Partnership Worldwide (SPW); and UCHEP, a Sunsari-based Nepali non-governmental organisation with a strong reputation in the area and an invaluable local knowledge. Together these three partners have been running projects in Sunsari since 2000. DN's board of trustees will be responsible for overseas fundraising for Project Ujyalo Bhabisyā, overall policy direction and annual programming oversight. SPW will support UCHEP in-country, providing monitoring, advice and local financial and project review, and liaise with both UCHEP and DN. UCHEP will be responsible for implementing and monitoring the project on the ground, according to annual and quarterly plans agreed by DN and SPW, and will provide quarterly financial and progress reports.

Full systems of reporting, monitoring and evaluation are in place, as described in this report. The degree of success will be measured by the following results:

- 1 Increased level of basic education
- 2 Increased life skills, and positive social and behavioural change of target group
- 3 Increased school enrolment of school-age children
- 4 Increased income levels of target households
- 5 Increased access to financial capital, in the forms of savings and loans
- 6 Improved health and nutritional situation
- 7 Increased knowledge and access to existing resources and opportunities
- 8 Increased capacity of UCHEP to design and deliver community development and poverty reduction initiatives

The detailed budget has been informed by expenditure on previous projects run by DN and UCHEP in Sunsari. Over 5 years, the project budget is £28, 844. This includes a revolving fund of £5, 130.

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# 1. Working Title

UJYALO BHABISYA: Community poverty alleviation in rural Nepal

*(Ujyalo Bhabisya means 'A brighter future')*

## 2. Background and Justification

In 2003, Nepal was ranked 143 in the UNDP Human Development Index. Although Nepal's average economic growth rate has been around the 5% mark over the last two decades, the level of income poverty has actually risen for the rural population as advances have been focused on urban areas (UNDP Poverty Report 2000). Over 80% of the population remains dependent on agriculture for survival.

Between 40 and 50 per cent of Nepal's population of 24 million are living below the absolute poverty line. The UNDP Poverty Report 2000 identifies a need to 'focus on making growth more pro-poor, to target inequality and emphasize empowering the poor'. Rural poverty has been reinforced by a lack of education, a lack of access to resources, a lack of access to credit, and a lack of alternative employment opportunities.

Inclusion of the poorest remains a key issue identified in HMG Nepal's 10th Five Year Plan. Analysis of the shortfalls has revealed an 'ingrained pattern of discrimination and exclusion of women and girls, disadvantaged castes, ethnic groups and remote populations' (UNICEF Website 2004). The UNDP recognised that in spite of human development and poverty alleviation having been central to public policy in Nepal, "poverty perpetuates itself because of inequity and inequality in the distribution of resources and opportunities". (UNDP Human Development Report 2001 for Nepal).

## 3. Project Purpose

The overall objective of Ujyalo Bhabisya is poverty alleviation in the Sunsari district of Nepal. This will contribute to the United Nations Millennium Development Goals, in particular the eradication of extreme poverty and hunger.

To achieve the overall objective of poverty alleviation, Ujyalo Bhabisya has two project purposes to which project activities will contribute:

- 1 Improved access of the rural poor to essential resources and opportunities.
- 2 Increased ability of individuals and communities to make choices and influence change through gains in knowledge, skills, attitudes and practices.

The project will have a significant impact by:

- 1 Increasing the access of rural poor to employment, income generation, basic education, primary education, financial capital, information services, and health services.
- 2 Empowering rural poor through increased literacy and numeracy, life skills, health awareness, and income generation skills.

## 4. Strategy and Sustainability

UJYALO BHABISYA is a holistic community development programme working towards poverty alleviation by addressing low human, social and financial capital, which are characterised by a lack of skills, physiological deprivation, social deprivation, vulnerability, low income and inequality.

Through a series of short and medium term activities, refined to the identified needs of each local community, Ujyalo Bhabisya will have a significant impact on increasing the access of rural poor to resources and opportunities and empowering individuals and communities to improve their situation.

Over a period of five years (2005-9), fifteen different communities in Sunsari District will benefit from the project. Three new communities will be introduced per year, and each will receive a year long programme with a two year programme of follow-up support.

The wide range of activities will cover non-formal and formal education, promotion of life skills, health awareness and saving groups. To support increased household income there will be basic business and income generation training, vocational training opportunities and access to a revolving fund.

The key objectives are attainable and sustainable as training is locally agreed, sourced and focused on knowledge and skills transfer, and both existing and new opportunities and services are promoted: for example supporting the enrolment of children in government schools..

Maintaining sustainability will be via a three-pronged approach:

- A permanent resource centre for the benefit of local communities will be established. This will act as a focal point for providing information on matters of concern and be a knowledge hub of existing services and resources provided by government and non-governmental organisations in the Sunsari district;
- A member of each local community is encouraged to become the local 'resource person', and will be able to access ongoing training from the UCHEP, the local implementing organisation for Ujyalo Bhabisya, while sharing information and ideas with the other community resource persons; and
- The project is expected to build the capacity of UCHEP to design and implement community development projects in the future. This five year project builds on a year's consultation and design workshops and 4 years of similar projects being undertaken by the three partners. This experience has developed the planning, management and implementing skills of UCHEP and its members, and further areas for training and capacity building have been identified and factored into the project design.

## 5. Project Area

UJYALO BHABISYA will be focused on the southern part of the Sunsari district, one of seventy-five districts in Nepal. Sunsari contributes to a substantial part of the densely populated Terai, with the main occupation of its 600,000 population being subsistence farming. There are high levels of unemployment / underemployment, and although there are industrial market centres in the southern part of the district, most of the rural population are not involved in the industrial sector.

## 6. Beneficiaries

The fifteen beneficiary communities are clusters of households of the excluded castes, such as Dalit ('untouchable castes'), who traditionally own little or no land and for whom social exclusion manifests itself through a lack of opportunities to move out of poverty. UCHEP has selected the first five of fifteen communities, identified through social and economically excluded criteria, through discussions with the local community and ward elders, and through consideration of UCHEP's logistical ability to reach the communities.

Each of the fifteen communities will comprise about thirty households, totalling 150-200 people. Different aspects of Ujyalo Bhabisya will target the needs of different household members, according to their interests and availability. The project therefore expects to reach between 2,250 and 3,000 of the poorest inhabitants directly over the course of the five year timeframe.

Central to Ujyalo Bhabisya is the concept of community and the majority of the project components will be available to the entire community. However, certain components including life skills, business training and vocational apprenticeships will be specifically targeted at individuals aged between eighteen and thirty, with around ten to twenty participants being transparently selected from each community. The positive inclusion of female participants is an important principle for the selection process.

## 7. Institutional Framework

### Partner Organisations

UJYALO BHABISYA is the result of the close collaboration of three organisations:

**Development Nepal (DN)** ([www.developmentnepal.org](http://www.developmentnepal.org)) is a UK charity established in 1999 (Registered Charity number 1085199), which has been working in Sunsari district with SPW and UCHEP since 2000 (Appendix 1). Development Nepal has been responsible for initiating and developing UJYALO BHABISYA, and has responsibility for final policy decisions, annual programming, monitoring project progress through quarterly reports, and providing full annual reports. DN is fully responsible for fundraising outside of Nepal and liaising with donors.

**SPW Nepal** ([www.spwnepal.org.np](http://www.spwnepal.org.np)) is the Nepalese branch of Students Partnership Worldwide (SPW), the international UK based charity (Registered Charity number 292492). SPW Nepal has been running health, environment and education programmes since 1991 and is responsible for advising and supporting UCHEP on project developments, for monitoring, evaluating and reporting project progress to Development Nepal at quarterly intervals and for reviewing local financial expenditure.

**UCHEP** is the local implementing organisation for UJYALO BHABISYA. It is a Nepali non-governmental organisation with a strong reputation within Prakashpur and the surrounding area of the Sunsari district and has an invaluable knowledge of local resources. UCHEP was established in 1997 and has worked on projects addressing poverty alleviation, health education and environmental conservation. UCHEP will be responsible for implementing, coordinating and monitoring all project activities at the local level, according to annual and quarterly plans approved by SPW and DN. UCHEP will provide SPW with quarterly progress and financial reports in an agreed format. UCHEP is committed to undertaking local fundraising activities for the long-term sustainability of the project.

Organisation	Role and Responsibility in Project UB
DN	Overall policy and project direction, long term planning and fundraising, and review and dialogue around quarterly progress

SPW	In-country support, monitoring, guidance, and communications link between DN and UCHEP
UCHEP	Project management and local implementation

## Accountability and Reporting

Timely Reporting and accountability are key issues with any project where funding and policy development are co-ordinated overseas. Given the rural location of UJYALO BHABISYA, over the last four years Development Nepal has had to develop a rigorous monthly and quarterly reporting system.

Quarterly Reports are produced by UCHEP, reviewed by SPW and then communicated within SPW's own quarterly report to Development Nepal. Reports consider progress against time-bound objectives, capacity building, management issues and constraints, together with consideration of monitoring and evaluation performed during the period and financial matters.

UJYALO BHABISYA's project co-ordinator produces monthly income and expenditure statements supported by receipts for all expenditure which are reviewed by the UCHEP President. These are then sent monthly to SPW Nepal's qualified accountant, where they are reviewed against agreed expenditure and incorporated within the quarterly financial reports that are then sent to Development Nepal.

To support UCHEP in achieving their commitments a detailed monthly work plan with indicators has been developed, together with an overall 5 year work plan.

## Monitoring and Evaluation

At the beginning of the project in each community a basic baseline survey will be carried out, as a means against which to measure progress and carry out a mid-term and final project evaluation.

The regular local monitoring of project progress will be the responsibility of the project co-ordinator and assistant project coordinator, supported by the network of resource persons. The project co-ordinator, assistant project co-ordinator and resource persons, will observe activities regularly and meet participants to obtain feedback. SPW, together with UCHEP, will conduct an annual review of the project, with the active involvement of key stakeholders, including the communities and participants. Findings from these reviews will be used to inform the future annual project cycles.

A Mid Term Evaluation will take place during the third year of the project, in order to assess the project design. In addition to necessary modifications made annually any major adjustments will be made to the project according to the mid term findings.

At the end of the project a Final Evaluation involving internal and external evaluators will be conducted. The findings and learning of both the mid-term and final evaluations will be shared with all involved partners and will be available to other organisations working in community development in Nepal.

## 8. Major Outputs

The major expected outputs of UJYALO BHABISYA over five years in fifteen communities are as follows:

- Increased access of the rural poor to essential resources and opportunities.
- Increased ability of individuals and communities to make choices and influence change through gains in knowledge, skills, attitudes and practices.

These outputs will be identifiable through:

- 8.1 Increased level of basic education
- 8.2 Increased life skills, and positive social and behavioural change of target group
- 8.3 Increased school enrolment of school-age children
- 8.4 Increased income levels of target households
- 8.5 Increased access to financial capital, in the forms of savings and loans
- 8.6 Improved health and nutritional situation
- 8.7 Increased knowledge and access to existing resources and opportunities
- 8.8 Increased capacity of UCHEP to design and deliver community development and poverty reduction initiatives

## 9. Indicators of Achievement

At the end of the project period the achievements of Ujyalo Bhabisya will be assessed against the following criteria

- 9.1 20 members of each community reach basic literacy and numeracy, of which at least 50% are female. 70% of initial participants show significant progress from baseline survey.
- 9.2 Beneficiaries are able to name their rights and 75% give instances where skills they have gained have positively impacted on their lives, and/or positive change is observed in 75% or participants. Reduction in problems identified in baseline survey.
- 9.3 90% of target group are made aware of importance of education. At least 10 children per community are enrolled as a result of intervention, either awareness raising or completion of OSP course.
- 9.4 75% of target households show at least a 10% increase in income after 1 year, and 35% after 3 years.
- 9.5 Savings groups established in all communities and still functioning after 3 years. Each group can give at least 5 examples of successful initiatives supported by group savings. Revolving fund has not decreased in value and has supported at least 5 participants per community.
- 9.6 Follow-up surveys reveal increased knowledge of HIV/Aids and other health or sanitary issues, reduced risk behaviour, and improved sanitary infrastructure and take-up of health services such as vaccines. Kitchen gardens increased by 30% in each community.
- 9.7 Resource centre receives at least 100 visits per month, all 15 communities have at least one active resource person in touch with the centre at least once a month, and information is acquired, stored and disseminated by the centre. 50% of community members at Evaluation are aware of the centre and 25% have directly used its services.
- 9.8 UCHEP has identified and benefited in at least 3 administrative and 3 thematic areas of training or other capacity building. Staff express satisfaction with project progress and growth in personal and professional capacities.

## 10. External Factors and Assumptions

The success of the project is based on the following assumptions:

- The political situation remains favourable and does not deteriorate
- The Communities, UCHEP and SPW remain committed and interested in the project
- Adequate funding is secured
- Communication channels remain open and strong between all parties

## 11. Main Activities

Output	Target Group	Activity	Method
1. Increased level of basic education	Whole community	(a) Community-based adult non-formal education classes for basic literacy & numeracy	(a) Daily classes in community run by trained local facilitator (curriculum)
2. Increased life skills, and positive social & behavioural change	Age 18-30	(b) Life skills programme for core participants (c) Mentoring of participants by project staff, NGO members, and resource persons to support positive change	(a) One month life skills programme facilitated by PC with outside resource persons (UB course) (b) Continuous mentoring and monitoring of core participants
3. Increased school enrolment of school-age children	Whole community	(c) Awareness activities in communities to promote importance of education (d) Support process of free enrolment of children in government schools (e) Non-formal education programme to mainstream out-of-school children into formal education in government schools	(a) Community discussions and sharing (b) Work with resource persons, teachers, and local govt. to ensure process for free entitlement to ed. (c) Daily classes in community for children by trained local facilitator (d) (UNICEF OSP curriculum)
4. Increased household income levels	Age 18-30	(e) Business training to core participants from each community (f) Apprenticeship training in vocational skill for selected core participants from community (g) Income generation training	(a) 5-day business training course for core participants (b) Apprenticeship training in local businesses, 3-9 months (c) Exposure visits and income generation training
5. Increased access to financial capital	Whole community	(d) Establish savings group in each community and promote saving habit (e) Provide access to revolving loan fund for business to core participants in community	(a) Establish savings group, rules and open account in cooperative (b) Provide business loans to core participants
6. Improved health and nutritional situation	Whole community	(c) Promote improved awareness on health issues including HIV/AIDS, sexual & reproductive health, sanitation, vaccinations etc. (d) Promote improved links between community and government health posts (e) Improved nutrition through awareness-raising and promotion of kitchen gardening (f) Improved environment through awareness of agro-forestry and promoting appropriate rural technologies (Charpi and Improved Cooking Stoves)	(a) Community health discussions and training of local resource persons (b) Use community health worker for awareness activities. Motivate community to use health post (e.g. vaccinations) (c) Nutrition awareness and training on kitchen gardening. Support for seeds. (d) Awareness workshops and support for seedlings. Demonstrations and support for constructing basic appropriate rural technologies
7. Increased knowledge of and access to resources and opportunities	Whole community	(e) Establish resource centre accessible to all 15 communities, with information on all existing resources and services (f) Develop and train resource persons from each community to develop long-term network	(a) Research & document available resources and services in the district. Establish resource centre (b) Train and support network of local resource persons

Output	Target Group	Activity	Method
8. Increased capacity of UCHEP to design and deliver community development projects	Whole community	(c) Support and monitor UCHEP's performance (d) Identify areas for capacity building and provide necessary training	(a) Support in planning and management process. Monitor and advise through quarterly reports (b) Training for staff and NGO

## 12. Inputs

Several core assumptions have been made in the planning of Project Ujyalo Bhabisya:

- *Project Components* - The Budget has been calculated on the assumption that each community partakes in the full range of project components offered. Given the emphasis on active community participation in the planning and structure of the programme the expected take up of components will vary between communities.
- *Exchange Rate and Inflation* - A fixed exchange rate of 125Rps to £1GB has been used in costing the five year project. This is below the current rate, as at October 2004 of 134 Rps, but has been arrived at through consideration of fluctuations in the rate of exchange of the Nepali Rupee over the past 3 years. An annual uplift of 5% to account for inflation has been used.
- *Sensitivity Analysis* - A sensitivity analysis has been conducted in which the rate of exchange and inflation have been flexed. An exchange rate movement of 1Rp gives a costing movement of £230 (28,750Rps), while a movement in the Inflation index of 1% gives a costing movement of £260 (33,000Rps) over the course of the five year project. Development Nepal will undertake to review the costings after the initial year, at mid-term evaluation, and upon any major movements of either the exchange rate or inflation indices.
- *Contingency Uplift* - A contingency uplift of 10% of the cost of the project has been included to cover unforeseen costs, including additional unplanned monitoring costs.

## 13. Budget

The budget has been informed with consideration to the spend on similar previous Development Nepal projects. The Key Cost Lines are considered in greater detail in Appendix 1. Development Nepal will undertake to review the costings after the initial year, at mid-term evaluation, and upon any material changes in the projects structure.

### Revolving Fund

A lack of access to financial capital is a key contributing factor to the cycle of poverty. The revolving fund exists to enable participants of UJHAYLO BHABISYA to access carefully considered cheap loans for a specific income generating purpose. The revolving fund is deposited with the local co-operative bank in Inarwa, Sunsari and can only be accessed after dialogue with, and application to the Project Co-ordinator, UCHEP President and SPW contact person. An average loan will be for 7,500 Rps (£60), is repayable over 6 months and requires the participant to deposit their ID Card and open their own savings account at the bank. Repayment can be daily or weekly and interest is charged at the reduced rate of about 15%, of which an element is used to grow the revolving fund and offset inflation and bad debts (up to 10% per prior experience), and an element is paid to the Co-operative bank in return for operating the facility.

A total revolving fund of 641,000 Rps (£5,130) has been calculated on the assumption that for each set of three communities, fifteen participants access the revolving fund in the first year, fifteen in the second and six in the third year. Considering that different communities may wish to access the fund at different times the maximum exposure over any two years has been used to inform this calculation.

The future of the revolving fund past the end of the Project will be considered further at mid-term review, but a possibility is that the revolving fund may be left to be managed by UCHEP in its then current capacity.

## Appendix 1 - Budget Details

TOTAL Costing per Budget		2005 Np Rps	2006 Np Rps	2007 Np Rps	2008 Np Rps	2009 Np Rps	5 Year Total Np Rps	5 Year Total GB £
<b>OFFICE</b>		28,537	29,964	31,462	33,035	34,687	157,685	1,261
<b>WAGES and SALARIES</b>		159,000	166,950	175,298	184,062	193,265	878,575	7,029
<b>PROJECT COMPONENTS (PC)</b>	(PC)							
Non Formal Education	(PC 1+2)	20,415	21,436	22,508	23,633	24,815	112,806	902
Out of School Programme	(PC 3)	25,410	26,681	28,015	29,415	30,886	140,406	1,123
Income Enhancement Training	(PC 4)	39,522	41,498	43,573	45,752	48,039	218,384	1,747
Access to Financial Capital	(PC 5)	112,500	236,250	185,175	76,309	30,512	640,746	5,126
Health/Nutrition/Agriculture	(PC 6)	26,208	27,518	28,894	30,339	31,856	144,816	1,159
Resource Centre	(PC 7)	65,500	8,820	9,261	9,724	10,210	103,515	828
Capacity Building	(PC 8)	42,542	44,669	46,903	49,248	51,710	235,071	1,881
<b>DOCUMENTATION</b>		10,420	10,941	11,488	12,062	12,666	57,577	461
<b>MONITORING + EVALUATION</b>		23,800	24,990	42,501	27,551	83,323	178,366	1,427
Sub-Total for Project UB		553,854	639,717	625,077	521,131	551,969	2,867,948	22,944
SPW Management / Resource Fee		83,511	75,695	79,480	83,454	87,627	409,767	3,278
Contingency Costing @ 10%		63,736	71,541	70,456	60,459	63,960	327,771	2,622
<b>TOTAL for Project UB</b>		<b>701,101</b>	<b>786,953</b>	<b>775,013</b>	<b>665,044</b>	<b>703,555</b>	<b>3,605,486</b>	<b>28,844</b>



## Key Cost Lines

**Office** – This covers office costs of the Ujyalo Bhabisy Office in Prakashpur, Sunsari, and includes the Project Co-ordinators travel and communication costs

**Wages and Salaries** – This includes the Project Co-ordinator (c£50 monthly) and Assistant Project Co-ordinator's salaries together with UCHEP's monthly Capacity Building / Implementation fee (c£30 monthly).

**Non- Formal Education (PC 1+2) and Out of School Programme (PC 3)** – The majority of costs are for local facilitators to run NFE and OSP Courses in the communities.

**Income Enhancement Training (PC 4)** – This comprises costs of basic and follow up business training workshops, some vocational training placements and an annual market survey to identify income generating / vocational training opportunities.

**Access to Financial Capital (PC 5)** – This comprises the Revolving fund (see previous) and the savings group, the latter of which should have minimal costs associated with it.

**Health / Nutrition / Agriculture (PC 6)** – This includes costs for awareness raising workshops for Health and Sanitation, Improved Cooking Stoves, Kitchen Gardening and Agro Forestry. Included within this line is the construction of working demonstration pit latrines and improved cooking stoves.

**Resource Centre (PC 7) and Capacity Building (PC 8)** – The Resource Centre comprises set up costs including a desktop computer and ongoing rent for the Office Space. Capacity Building includes specific training costs and annual workshops for the Project Co-ordinator, Assistant Project Co-ordinator and Resource Persons.

**Monitoring and Evaluation and Documentation** – Annual scheduled monitoring costs include two UCHEP Visits to Kathmandu, two SPW Visits to Sunsari, and a visit by a DN Trustee or representative. The mid-term evaluation will be conducted by SPW and includes time costings of fifteen days for the primary contact and five for the secondary contact. The final evaluation will be conducted by an external evaluator (ten days) together with an SPW team as per the mid-term evaluation. Documentation primarily includes photographic film and development costs.

## Appendix 2 - Development Nepal Prior Projects in Sunsari with SPW and UCHEP

Development Nepal has been working in the Sunsari district with SPW and UCHEP since 2000. Development Nepal's early Ujyalo Bhabisyas projects focused on empowering socially and economically excluded youth through a holistic programme aimed at education, empowerment and income generation.

The pilot Ujyalo Bhabisyas project (August 2000 – December 2001) focused on a target group of 25 participants aged 14 – 22 years old within Prakashpur bazaar, a small market town in Sunsari district. The Project used a functional literacy approach called REFLECT, combined with elements of life skills and health and sanitation training. Vocational Training and Income Generation training and apprenticeships were offered to the majority of the participants. Ratna Kumar Ram was a participant in this pilot project:

Ratna Kumar Ram now earns up to 10 times his previous daily takings (c25p-£1 a day) from making shoes. Ratna is from what is traditionally seen as the untouchable shoe-making caste, but had only ever repaired shoes. Ratna feels that one of the greatest benefits of participating has been his increased confidence in social situations and an increased awareness of his potential. With the additional income Ratna has been able to spend time teaching his nephews the skills he has gained.



There followed two further UJHAYLO BHABISYA projects, in April 2002 – December 2002 and April 2003 – January 2004. Each project focused on a group of 15 – 20 participants. The age limit was raised and eventually dropped, as it was felt that this enhanced the project being offered. In April 2003 the target group was selected from a single community in an effort to build the community aspect of the project. In April 2003 a Business Training Programme was additionally established for those who already owned a small business, but wished to grow the business and benefit from the business training and revolving loan credit facility that Development Nepal could provide. The development of the Business Training Programme was looked on positively as UCHEP identifying a local need and responding proactively to it.

During 2004 UCHEP and the Project Co-ordinator were involved in researching for the 2005 – 09 Project Cycle period, including Participatory Rural Appraisals and Baseline Surveying.