The IDRC Tracer Study on NEPED  
(NEPED Project 100925)  
‘empowerment through knowledge’

Report

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**List of Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AEA</td>
<td>American Evaluation Association</td>
</tr>
<tr>
<td>ATMA</td>
<td>Agriculture Technology Management Agency</td>
</tr>
<tr>
<td>CAPRi</td>
<td>Collective Action and Property Rights</td>
</tr>
<tr>
<td>GoN</td>
<td>Government of Nagaland</td>
</tr>
<tr>
<td>HoD</td>
<td>Head of Department</td>
</tr>
<tr>
<td>HTM</td>
<td>Horticulture Technology Mission</td>
</tr>
<tr>
<td>ICEF</td>
<td>India Canada Environment Facility</td>
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<tr>
<td>IDRC</td>
<td>International Development Research Centre</td>
</tr>
<tr>
<td>IFAD</td>
<td>International Fund for Agriculture Development</td>
</tr>
<tr>
<td>INGO</td>
<td>International non government organisations</td>
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<tr>
<td>JFM</td>
<td>Joint Forest Management</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>NERLP</td>
<td>North Eastern Regional Livelihood Project</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>OM</td>
<td>Outcome Mapping</td>
</tr>
<tr>
<td>PM&amp;E</td>
<td>Participatory Monitoring and Evaluation</td>
</tr>
<tr>
<td>PRA</td>
<td>Participatory Rapid Appraisal</td>
</tr>
<tr>
<td>PR&amp;D</td>
<td>Participatory research and development</td>
</tr>
<tr>
<td>POU</td>
<td>Project Operations Unit</td>
</tr>
<tr>
<td>RBM</td>
<td>Results Based Management</td>
</tr>
<tr>
<td>SACON</td>
<td>Salim Ail Centre for Ornithology and Natural History</td>
</tr>
<tr>
<td>SARS</td>
<td>State Agriculture Research Station</td>
</tr>
<tr>
<td>SHGs</td>
<td>Self Help Groups</td>
</tr>
<tr>
<td>TP</td>
<td>Test Plot</td>
</tr>
<tr>
<td>VDB</td>
<td>Village Development Fund</td>
</tr>
<tr>
<td>VC</td>
<td>Village Council</td>
</tr>
</tbody>
</table>
Acknowledgement

The researchers would like to express their heartfelt gratitude to the International Development Research Centre (IDRC) for having given us the opportunity to undertake this tracer study which has been an enriching and learning experience.

We would particularly like to thank all the – old and new - members of the project operations unit (POU) and researchers from the state agriculture research station (SARS) for not just agreeing to share with us their inner most thoughts and comments but also for always be available when ever we need to meet with them. Without your support and cooperation, this report would not have been possible and we hope that the report truly reflects your responses.

Thank you also to all the informants - departmental heads, community leaders and farmers - from across the state that have so willingly hosted us during our visits, and shared with us their experiences and thoughts on the NEPED project, its members and their overall impact. Your contributions have not only added value to this report but in many ways validated what was reported to us by the respondents of this tracer study.

Finally, we would like to particularly thank Merle Faminow, Sarah Earl, Li Zhang, Oliver Puginer and all others who have contributed towards the design and development of this tracer study. Without your guidance, support and confidence in us we would never have achieved what we have. We hope that this study fulfills your expectations and that it provides valuable lessons and future directions to the IDRC and its partners.

While the report has been prepared with utmost care and efforts to represent what was reported by respondents and other informants, we would like to claim all responsibilities for any erroneous representations and stand corrected with apologies if any.

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I. Executive Summary

Since 1995, the project on sustainable resources management was initiated in Nagaland as ‘Nagaland Environmental Protection and Economic Development (NEPED) through people’s action’, jointly funded by Government of Nagaland, the India-Canada Environmental Facility (ICEF) and the International Development Research Centre (IDRC). The tracer study is an attempt to understand the impact of the IDRC supported capacity-building inputs on the project members and project, its influence on the beneficiaries; to document the skills and knowledge acquired and other learning, as well as, assess its impact of gender mainstreaming.

Understandably, besides the project objectives, the donor’s mission was to initiate and support the project through capacity building processes that respond to needs determined by the partners, specially the Project Operations Unit (POU) and researchers in the State Agriculture Research Station (SARS). The capacity building involved series of trainings, workshops, exposure visits, study tours, exchange visits and even scholarships. IDRC’s approach to capacity building evidently was to develop NEPED as an organization to adapt its approach to changing situations and thereby allow the community to benefit the results.

The report summarizes the results of the survey and related research and presents them as a narrative in the context of the objectives of the study. The report presents an analysis of the data by highlighting strengths and weaknesses and rather than offering any direct recommendation, flags areas of concern.

It may be noted that throughout the report, where the word ‘respondents’ have been used, it refers to the twenty-two respondents from POU and SARS. All other contributors have been referred to as ‘informants’.

**NEPED through the Phases with IDRC**

- **1995-2000 NEPED I**, ICEF funding administered by IDRC, with supplemental funding from IDRC channeled within the ICEF project. Plus IDRC research project with SARS that trained SARS staff and offered some limited research collaboration with POU.

- **2001-2006 NEPED II**, ICEF project administered by Government of Nagaland. IDRC parallel research project that involved SARS and POU staff, intermixed with ICEF project.

- **2007 + NEPED III**, project administered in Government of Nagaland with funds from internal Indian sources. IDRC parallel project extended and continues, just ending in December 2007.
The Findings

An analysis of the survey has clearly established that project members of the different phases of NEPED found the IDRC supported capacity building activities greatly valuable in supporting their individual growth and development, thus having a large positive influence on how the project was implemented. The members of the project operations unit (POU) and the state agriculture research station (SARS), hereafter referred to as respondents, largely emphasized that while the capacity building cannot be attributed to any single entity, the role of IDRC supported initiatives has directly helped in enhancing their skills, influencing research agendas and approaches, building their confidence and status and in being recognized as worthy professionals which in the long term has also helped them influence policy making.

1. The exposure trips and visits outside of the project area greatly influence respondents in their worldview and helped them appreciate the different ways and perspectives of addressing environment and development challenges. While some respondents mentioned that they did not get the opportunity to go for exposure trips, they nonetheless, learned from their colleagues and reported it as a great learning.

2. Aside from formal trainings and workshops on a wide number of skills and methodologies, the respondents reported gaining new insights and knowledge on undertaking research and development by using participatory methodologies; which further influenced their perceptions of how research and development must be taken to the people.

3. “The constant interaction with donors (read IDRC); living up to their expectations and fulfilling their requirements in it self was a learning experience”. Such sentiments were expressed by more than 60% of the respondents and they reported that their on the job learning was something that no training or workshop could have achieved.

4. The respondents stated that although there was tremendous impact on their personal development and at the organizational level, the impact on their professional career was limited or yet to be experienced. This could be because of the fact that all the respondents serve in the government and their promotions are based on seniority and not performance. More than 70% reported that their capacities have been noticed by their departments and are often approached for special assignments.

5. The professional confidence gained through interacting with different IDRC project partners, researchers and staff during workshops, meetings, exposure visits and project reviews was reported as a significant capacity enhancing input. However, except for about 30% of
the respondents, there was not much evidence of much or follow up activities or networking at the individual level. Nonetheless, when it came to making use of contacts or networks at the organizational level, the results were good.

6. The respondents’ involvement in the project gave them visibility and recognition from different government and non-government agencies, as well as, made them accessible to almost all levels of government and policy making bodies. This strengthened their ability to influence policy making not just by way of making available valuable project experiences as lessons for policy makers but by also applying their newly gained skills, knowledge, and expertise to influence both policy makers, as well as, the common people that are the drivers for policy change.

7. The IDRC support for capacity building not only helped in enhancing the individual and professional skills and knowledge of the respondents but it made them confident, helped them get a sense of satisfaction in their job and propelled them to go beyond the call of duty and work with community groups and institutions across the state.

8. Respondents reported that the style of project management, reporting and accounting mechanisms and the monitoring and evaluation were what enabled them to innovate while learning on the job. They reported that besides the far-sighted vision of Team Leaders, it was the initial IDRC administered phases of the project that helped develop this system which was decentralized, flexible and transparent. This they reported was not just one of the greatest influences on them but was path breaking in terms of organizational and project management in Nagaland.

9. On IDRC’s capacity building inputs and emphasis on gender sensitivity and gender mainstreaming, many (43%) reported that they were exposed to such concepts the first time. In this manner, they reported that it not only made them aware of such theories and concepts but also enabled them to put such theories to action both at home and professionally. The gender mainstreaming at the institutional level however, remains a weak sector and will requires to be strengthened.

10. The researchers at the state agriculture research station (SARS) particularly reported that the community based or community oriented research helped them to view their work from a complete different perspective. They reported that it helped them connect with the communities, understand their problems and challenges and most importantly ensured that the communities directly benefited from their on-field research activities.
11. On the whole, while nothing can be specifically attributed to IDRC or any other donor, the fact remains that without the initial IDRC supported capacity building initiatives, the project would not have benefitted from such skilled and dedicated professionals. This has also given an impetus to the government of Nagaland to focus on capacity building throughout the state and the year 2008-09 has been declared by the state government as ‘Year of Capacity Building’.
II. Objectives of the Study

The Tracer study is an opportunity to capture the effectiveness in strengthening the project leaders through capacity building, assess the application of acquired skills and the capacity to influence institutions or policy- directly or indirectly. It also aimed to assess the impact of capacity building beyond the project to situations with new perspectives and the ability to strategic planning and management.

Initially the first phase of NEPED was developed to ensure environmental protection by working with shifting cultivators by introducing trees as an additional single crop into the normal cropping pattern of shifting cultivators. The aim was simply to ensure that farmers plant trees in their fields so that when they return to the plot for the next cycle, they will have trees – either of economic or other value – and thereby, farmers will be more conscious or careful of what they clear for the farming purposes. Building upon traditional knowledge, the project also introduced a number of scientifically designed land shaping options to ensure soil and water conservation. While ICEF was the main donor, the IDRC administered the project, as well as, supported the research and capacity building components during this formative stage of the project.

In NEPED II, the IDRC together with the NEPED members helped in the design and development of the project and continued its support for research. This phase of the project provided the critical link between environment and development and further ensured that capacities were built for not just field based activities but for other critical activities such as revolving fund, institutional development for support services and networking. The project shifted the gear of Naga farmers from the traditional to modern mode. Farmers started growing cash crops and moved on from progressive farmers to becoming entrepreneurs. On the other hand, the research findings of the scientists and researchers in SARS were further developed into models for being used in the fields, particularly in areas with short farming cycles. The SARS researchers during this phase initiated several research activities that continue to benefit farmers across the state.

The third phase of NEPED in many ways consolidated the activities of Phase I and Phase II in the sense that it now focused on watershed development in shifting cultivation areas. It in many was manifested the increasing capacity and confidence of NEPED as an organization. This project was conceived by the members of the project operations unit and they independently sought the funding from the government of India. The IDRC during this phase also continued its parallel support and therefore achieved its record of a sustained supporting role towards the NEPED project.
Following are the objectives of the study as laid out in the Terms of Reference:

1. Determine the types of skills and knowledge acquired via SARS and POU by staff and partners: influence of those skills and knowledge on their work, and career path, contributions to leadership development amongst the teams, both within as well as with other organizations, if people moved on;

2. Document the other learning in relation to the capacity enhancement of the POU and SARS personnel: include, apart from their research and research management skills, other skills such as training, communications, project management, fund raising, networking, etc;

3. Assess the impact of gender mainstreaming: has a gender approach been internalized in terms of staffing, type of work done, applications of training received that may have broadened the subsequent work;
4. Assess how former and current NEPED team members are represented or positioned in Nagaland and how they have worked with or attracted other donors into their work environment;

5. Determine how research networks and the exposure of the staff to outside donors have influenced their capacity to develop, monitor and present research results; and

6. Identify examples where former POU or SARS staff have utilized the skills and capacities developed in NEPED to further the mission of organizations in which they subsequently worked;

The tracer study was designed not to evaluate or assess the quality of capacity building initiatives of the IDRC but rather to see what impacts and long term influences it has had on the people and institutions it directly or indirectly capacitated. While it is not entirely possible to completely attribute all aspects of the capacity building to the IDRC alone, there can be no denying the fact its role in the overall capacity building of the project members and the project itself. While it was the ICEF which contributed the major share of the funding for the project’s activities, the critical support provided by IDRC for research and capacity building purposes has had tremendous effect not just on the project activities but on the people and institutions that managed the project, as well as, those that benefited from the project.

On the other hand, the IDRC’s support extended much beyond the project and its activities. It provided intellectual support and contribution at all levels and phases of the project and even between the phases. The IDRC for example, contributed to the project development of the second phase of NEPED and such support continues even today in the third phase.

This report is therefore, completely based on information got from independent informants; and from the 22 respondents on how the capacity building activities – and their own experience in the NEPED project - have enhancement in their skills, knowledge and experiences both as professionals and as individuals.
III. Methodology

The key methodologies applied in the tracer study are:

1. **Questionnaire based survey:** A prescribed questionnaire was developed and dispatched to all present and former POU and SARS members. The questions ranged from personal to professional background to the types of capacity building opportunities the project members availed; and thereby its impact on career and profession, and more importantly, on the organizations and institutions they represent or work with. The following are the five sections in the questionnaire—

   - **Section I** focused on the demographic profile of team leaders, duration of employment in the project, designation and responsibilities in their parent department and with NEPED.

   - **Section II** includes capacity building inputs and opportunities during their tenure in NEPED and the impact of the capacity building on their personal work or career growth.

   - **Section III** showed on the application of enhanced skills in their work and the challenges faced while applying their skills.

   - **Section IV** dwelled on the impact of their enhanced capacity on the organization, community and their departments.

   - **Section V** of the questionnaire assessed on networking for creating opportunities with individuals, communities, institutions and agencies.

2. **Personal interaction** (telephonic and face to face): Depending on the response and where possible, the research team personally met with and conducted one to one interviews and discussion.

3. **Focused Group Discussions:** This was undertaken at two levels – one with the community members and then with POU and SARS members during the validation workshop.

4. **Validation and Analysis workshop:** A one day workshop was designed for all POU and SARS (included past and present members, including Team Leaders) to not just validate the findings but to also get them to analyse on specific aspects such as impact on policy and influence on people and institutions.

The tracer study’s primary respondents were the project’s implementation team - called the Project Operations Unit (POU) - consists of an average of 12 to 14 government officers from various agriculture and allied departments, headed by a senior official as its Team Leader – and the researchers of the State
Agriculture Research Station (SARS). The POU is an unusual arrangement within the government establishment and almost functions like a non governmental organization (NGO) or as the members prefer say, a “non-departmental government organization”. Following are the different groups of respondents that the tracer study researchers contacted:

- POU staff from NEPED I and II;
- POU staff after NEPED III¹
- SARS staff who participated in the two phases of NEPED;
- Departmental heads and beneficiaries².

“Respondents” and “Informants”:
Throughout the report, the term ‘respondent’ refers to the 22 respondents from POU and SARS whom we interviewed through questionnaires and involved them through one to one interviews, as well as, in a participatory workshop.

The term ‘informants’ have been used for the numerous individuals, consisting of farmers, NGO leaders, Village elders and chiefs, women, youth, government officials and even the Team Leaders that we could contact. In all, the researcher team informally met with and spoke to more than 100 such individuals - most of whom were farmers - throughout the research for this tracer report.

¹ POU members in the NEPeD (Energy team) who were not involved in NEPED I, II and III were not included in this study
² Departmental heads and community members were not required to fill in the questionnaires
TRACER STUDY REPORT ON NEPED PROJECT

IV. The Analysis

In order to retain the richness and spirit of the responses got, the report is presented in three separate analysis sections:

A. An overview

B. The impact of Capacity Building
   (i) Personal Changes
   (ii) Organizational Changes
   (iii) Influence on policy making
   (iv) Influence on people and its institutions

C. Conclusion

D. Annexure

A. An overview

Over the three phases of NEPED there have been 29 individuals who have served in the project either as POU or SARS members. While one member is deceased, questionnaires were sent out to all the remaining 29 members which consisted of 20 from the POU and 9 from the SARS.

Table 1: Table showing number of respondents

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>SARS</th>
<th>POU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questions send</td>
<td>30</td>
<td>9</td>
<td>21</td>
</tr>
<tr>
<td>Responses got</td>
<td>21</td>
<td>7</td>
<td>14</td>
</tr>
</tbody>
</table>

Questionnaires send out to 30 respondents
21 POU (two ladies)
9 SARS (three ladies)

Responses from 22 (73 %) respondents
15 POU – (71 %)
7 SARS – (78 %)
The members of project operations unit (POU) of NEPED consists of young mid-ranking government servants with varied experiences and educational backgrounds. They were drawn from numerous government departments such as:

- Department of Agriculture
- Department of Forests and Environment
- Department of Horticulture
- Department of Rural Development
- Department of Social Security and Welfare
- Department of Soil and Water Conservation
- Department of Veterinary and Animal Husbandry
- Department of Cooperative
- State Administrative Services
- State Agriculture Research Station (under the department of Agriculture)
- Department of Employment

**Impact on skills – individual and professional**
Following are a list of overall skills that have been reported as enhanced skills and knowledge by the respondents:

**Table 2: Table showing Skill Improvement of NEPED staff**

<table>
<thead>
<tr>
<th>Improvement in Skill</th>
<th>Percentage reporting great improvement</th>
<th>Description of skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall improvement</td>
<td>100%</td>
<td>This included attitudinal and behavioural changes, being sensitized to gender issues and becoming a more confident and purposeful person. 75% reported being better equipped as a professional and the ability to handle and deal with situations on and off the field.</td>
</tr>
<tr>
<td>Leadership/facilitation and mentoring</td>
<td>65%</td>
<td>While 65% reported a significant or great improvement in their leadership, facilitation or mentoring skills, almost 82% reported that being given independent charge of project areas (districts) in itself had an empowering effect at both the personal and professional levels. This they reported was further enhanced by numerous trainings and workshops across different periods of the project. About 66% reported that they have also become better facilitators and mentors as they get to hone their skills on the job.</td>
</tr>
<tr>
<td>Planning and Management skills</td>
<td>98%</td>
<td>Improvement in project planning and management skills was reported by almost all respondents.</td>
</tr>
</tbody>
</table>
These ranged from conceptual theories to tools and methodologies acquired through capacity building initiatives in the project. The most prominent remark being that of ‘participatory methodologies’ which almost all members not just “got to learn in theory but also got the opportunity to apply it on the field”.

In terms of financial management 48% of respondents reported enhanced skills and knowledge.

Only about 20% reported enhanced capacities in project administration.

<table>
<thead>
<tr>
<th>Communication and documentation skills</th>
<th>90%</th>
</tr>
</thead>
</table>
| While an overwhelming 90% reported increase in communication skills, only 21% mentioned improved writing and documentation skills. However this is despite the fact that almost 83% of the respondents has written and presented papers both in seminars and for publications. 57% of respondents reported that their reporting and communication skills have greatly improved and 80% reported that they are now “more confident and able to communicate with both higher officials, as well as, with donors and the project communities”. Interestingly 45% reported that they are better listeners and are now therefore able to better appreciate what others mean. This they added has also helped them to become “more responsive and adaptable both at the personal and professional fronts”.

<table>
<thead>
<tr>
<th>Technical know-how and skills</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>All respondents reported great improvement in their technical know-how and research skills. This was more pronounced for the researchers in SARS and the POU members in Phase 2 of the project. Many reported that their involvement in the IDRC support project besides improving their “skills in research and managing projects also provided newer perspectives on issues of development, research and environment protection”. Almost 98% reported better monitoring skills and thereby better job satisfaction. 100% of the researchers at the state agriculture research station reported gaining better insights</td>
<td></td>
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</table>
into community oriented research and expressed “great satisfaction in research experience under the watchful eyes of IDRC mentors and consultants”.

<table>
<thead>
<tr>
<th>Networking and fund raising</th>
<th>15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>While almost all respondents reported that their networking skills and opportunities were positively influenced, only 15% reported great improvement in this skill.</td>
<td></td>
</tr>
</tbody>
</table>

Overall, the respondents reported that the capacity building support to the NEPED project was effective in enhancing the capacities of the project staff, as well as, of the organisation. It also greatly influenced the government departments, the communities and their institutions. The involvement of IDRC as a technical back-stopping and support agency and the overall vision of the project leaders ensured that the project is professional and yet informal with highly conducive work culture and environment that supported innovation and success.

“Although the NEPED team members had not invented any approach new to development, the fact that the project is implemented differently from conventional approaches had gained the respect of the people in the rural areas, as well as, of the government. This ‘different approach’ could be attributed to the careful mentoring of erstwhile trend setters such as A.M. Gokhale, R. Kevichusa, Merle Faminow, Alemtemshi Jamir, K.K. Sema and so on.” – POU member

**Impact and Influence on work and organization**

While attribution in itself was not the goal of the tracer study, a majority of respondents stated that the IDRC component of the project had moderate or great influence over their work, organization and career. It must however be noted that the strongest influence by ways of the capacity building has been at their individual level, and to a lesser degree on their careers or organizations.

“Being in the NEPED project has truly broadened my horizons and I have learned invaluable lessons and experiences both from our own farmers, as well as, from around the world.” – POU member

“I am now more confident and skilled and I am ready to face and undertake challenges in any situation. My reporting and writing skills, as well as, use of computer has also been greatly enhanced. At best I am a skilled and efficient manager both at home and at work.” – POU member

The respondents reported that while some have left the project and gone to their parent government departments, most continue to remain in the project and therefore have had no opportunity to directly contribute to their departmental activities. The other possible reason reported by the respondents is that within
the government system, promotions or rewards are not based simple on performance but on seniority and where promotions are just matters of time and privilege.

![Graph showing impact of capacity building on NEPED staff](image)

**Table 3:** Impact of capacity building on NEPED staff

At least 50% of the respondents reported that while there was not much direct influence in their career and 57% reported moderate influence in their organizations. They reported that they are being noticed by their superiors in the government and that they are often given special assignments or consulted by the seniors. The 55% who reported great influence in their work reported that this would not have happened if they were not involved in the IDRC supported project activities which enhanced their skills, knowledge and visibility. Only 12.5% reported that in spite of all the experience and capacity building received, there has been no influence in their careers as yet.

<table>
<thead>
<tr>
<th></th>
<th>No Influence</th>
<th>Little Influence</th>
<th>Moderate Influence</th>
<th>Great Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your work, n = 22</td>
<td>-</td>
<td>5%</td>
<td>40%</td>
<td>55%</td>
</tr>
<tr>
<td>Your organization, n = 22</td>
<td>-</td>
<td>9.5%</td>
<td>57%</td>
<td>33%</td>
</tr>
<tr>
<td>Your career, n = 22</td>
<td>12.5%</td>
<td>18.7%</td>
<td>18.7%</td>
<td>50%</td>
</tr>
</tbody>
</table>

**Table 4:** Influence of capacity building

“Although I am just a mid-ranking official, I have been deputed to attend one of the highest policy making meetings chaired by the Prime Minister and attended by Chief Ministers and Chief Secretaries of states. This would not have been possible without my involvement in the project.” – POU member
Application of skills
While almost all the respondents provided concrete examples of how they had applied their newly acquired skills, 45% reported that “the chief challenge remained in breaking the working culture or norms within the government departments or even with many community institutions.”

According to a senior government official, “the NEPED project has nurtured committed and motivated leaders both within and outside the project. They have been put through a lot of capacity building and these leaders – either as individual POU members, SARS researchers or progressive farmers - have taken initiatives much beyond the project and its activities.”

Quotes from POU/SARS members
- “I have been mentoring the Phek District Farmers’ Union into a vibrant organization capable of delivering an attitudinal change from expectations to self-reliant mindset of its members.”
- “My service has been requisitioned by [government] departments [and] NGOs to act as “Resource Person” to talk on empowerment, equity, women land rights issues etc.”
- “I used my newly acquired skills and knowledge to train my colleagues and members of the SARS on participatory methodologies.”
- “I used Outcome Mapping tools in preparing a Vision Statement for Pholami village, which was used in sourcing a project from the Department of Agriculture, Nagaland.”

Peer Testimonies
- “After joining NEPED, V. Nakro has developed the vision to bring change to farmers. He has taken lead in preparation of project proposals and fund raising for strengthening of community efforts and on watershed development, as well as on access and benefit sharing.”
- “Z. Kikon, after joining his parent department computerized the whole system of documentation and reporting in the Directorate of Agriculture. He also trained many officers and staff and has won the confidence of his superiors through hard work and dedicated achievements in the department.”
- “Qhutovi Wotsa after leaving NEPED has become a real asset to the department as one of the most resourceful person to impart trainings to staff. He has contributed towards in achieving high-technology on green-houses and marketing in floriculture.”
- “Chozhule conducts trainings on women empowerment and SHGs’ activities. She is amongst the few officers in the government with specialization in gender and related sector. She represents the department to various high level forums and contributed many writings to the public. Her knowledge in participatory approach is well known in the Angami Naga country.”
- “Raj Verma is now an expert in Outcome Mapping and his services as a consultant is much sought both across the region and abroad.”
Networking
All respondents reported networking skills to be a very important and prominent aspect of their capacity building. This however was not really reflected on their responses on how they followed up with networking or on how they applied their skills. While respondents (69%) reported that networking helped in sustaining their newly acquired skills through sharing of knowledge and research activities; only about 15% of the respondents reported that they actively network by participating in e-networks.

According to the respondents, the opportunity to create linkages with other partners and agencies was initially made possible through the IDRC. While networking has been reported at both the organizational and individual levels, the level of networking is more prominent at the organizational level. The individual network limitations, particularly to participate in e-based networks, according to respondents were due to technological constraints such as inaccessibility to networking facilities and hurdles caused by poor technology. Respondents also reported that while they have been given much exposure, they still lack networking skills.

The rural network that the NEPED project has developed is however, amongst the best in the state. Within the state the members of the project are also equally accessible to both policy and law makers. The researchers conclude that while individuals have not been forth coming in utilizing their networking skills with researchers and other donors, they have managed to utilize their skills very well at the local level.

Gender Mainstreaming
85% of respondents reported becoming more aware of gender issues and rights, while 15% commented that “being aware does not necessarily mean being sensitized”. Most of the information got from respondents for this section was derived from the one day workshop help with respondents. A majority of the participants reported that “NEPED has tried to be gender sensitive and cautious but since it was not a given project objective, it is very difficult to measure this or comment on it”.

While the POU as a whole has not been given any special capacity building on gender issues, three individuals did get to attend gender related trainings and workshops and one amongst them even went on for a Master’s degree on the subject. This was made possible through the IDRC network. At the project level, 100% of the respondents reported that conscious efforts are made to ensure that gender mainstreaming is institutionalized.

The opinion of respondents on gender sensitivity of the project members greatly varied amongst the men and women. While 100% (n=3) of the women in the workshop reported that the men in the project though aware of gender issues were yet to be truly sensitized, almost 60% (n=19) of the male respondents
TRACER STUDY REPORT ON NEPED PROJECT

opined that since they “consciously try to ensure gender equality” in the course of implementation of project activities, they are gender sensitive and therefore gender has been mainstreamed into the project and its activities.

32% of all the respondents reported that IDRC’s skill enhancement opportunities on Social and Gender Analysis, Women Rights in Development and sponsored scholarships for Small Grants Research Projects for individual POU members as ‘a real learning experience’

One very positive impact of the gender sensitization of project members and its activities is the overall influence on the people and institutions they worked with. An overwhelming 100% of respondents reported positive feedback and stories on how women have made progress and how even traditionally male dominated institutions are also now becoming more considerate towards gender issues. The project has also indirectly influenced policy making at the government and local levels. NEPED is probably one of the first government organizations to consciously work towards building capacities and awareness of gender issues and therefore, what ever little has been achieved, is progress in the right direction.

“The women folk have become more proactive and vocal in ensuring their due share in developmental activities both on and off farming activities. Their participation has greatly enhanced from being silent partners to agents of change both in terms of farming, as well as, in improving the livelihood and lifestyle status of families.” – POU member

“After NEPED introduced this gender mainstreaming, we the men have begun to recognize the abilities of our women even in critical issues of decision making and development of the community” – A village elder

“Women in some villages have not only fully utilized their share of funds but have influenced the village members to allocate them land and additional funds. Their voices are much more respected and the women have taken a lead role in marketing activities”. – POU member

NEPED and Gender Empowerment (Extracted from “NEPED Self Assessment – Sept 1999”)

- NEPED is the first Organization to address Gender issues in the State. So far, 213 women from 123 villages were given Women Empowerment Training.
- An out-of-state conducted tour for Naga women from all Districts of Nagaland to Karnataka State organized by NEPED was acknowledged by the Naga Mothers Association in a press release, appreciating the efforts taken by NEPED to directly address gender issues and create awareness in women to take charge of their own development.
- The presentation of Ms. N. Angami member of the Advisory Committee, Ministry of Environment and Forests, New Delhi, made reference to the strides made by NEPED in women’s empowerment and helping women identify their role in Joint Forest Management.
B. Impacts of Capacity Building: A narrative

“For many of us, the capacity building initiatives in the project supported by the IDRC were amongst the first such inputs and these had tremendous impacts on both in our personal and professional lives.” – POU member

(i) Individual Change
Respondents reported that the greatest impact of the capacity building on them was opening of their minds and positive change in attitudes and behavior. Almost 78% reported that the exposure to outside systems and environments enhanced their confidence and instilled them with professional confidence, skills and knowledge.

“The long term changes in the attitude and behavior of project staff and the communities and the institutions we worked with is probably one of the biggest contributions that the ICEF-IDRC supported project has brought about.” – POU member

“To have a Vision and a Mission with a message to convey had been a guiding force for development. Developing this passion was result of capacity building imparted to me.....” – POU member

The changes ranged from change in attitude, aptitude and behaviour to enhanced worldviews; working systems; ability to communicate and analyse; leadership qualities; confidence in self and the teams they work with; and more importantly, about 77% of the respondents noted that after their participation in the project, the have “found a purpose, commitment and satisfaction” in their work and in their personal lives.

Another 80% reported that while the capacity building opportunities instilled better project planning and management methodologies and interpersonal skills, it also greatly enhanced their communication with farmers and helped project members identify problems and understand the needs of the people.

One respondent reported that the enhanced capacity ‘made the POU go beyond the project management plans or guidelines’. The improved communication and facilitation skills also meant improved strategic planning and better designing of micro plans which thereby contributed towards providing alternative strategies for livelihood, creating market linkages and most importantly in bringing about a changed mind-set in the communities and individuals that the project worked with.

“Had it not been for the capacity building that we had undergone, the approach [to the project] would have been conventional and the results would have been short-lived and unsustainable.” – POU member
Following are some specific impacts of capacity building that the respondents have reported:

**Technical skills and methodologies**

IDRC support comprised of extensive technical skills on - PRA concepts, Project Management, PR&D, PM&E, Micro-credit Operations, Livelihood Analysis, CAPRI, productive use of hydropower, basic computer skill (reported as very important input by 58%), access and benefit sharing, and RBM technique etc.

89% of the respondents reported that by being involved with the NEPED project, their capacities have improved in many ways and they are now recognized as ‘experts’ by government agencies, NGOs, as well as, other donors and civil societies. The project members of NEPED are often consulted for technical inputs on writing proposals, report writing, preparing presentations, financial management, participatory approaches, research methodologies and numerous trainings and workshops as resource people.

"I have been invited as a resource person in several fora: student, Church, Public Organization and Farmers' Organizations. Had it not been for the capacity buildings acquired through various trainings and workshops, I would not have been recognized in the first place and I would not have been able to deliver." – POU member

**Research Methodologies**

45% of respondents reported that they are more confident as researchers with the newly acquired technical skills, knowledge and exposure. All respondents from SARS opined that “training on the methods of conducting participatory research and analysis was of primary importance” and very beneficial for them. They reported that their collaboration with the IDRC and its staff has showed them new research perspectives and issues, as well as, improved their capabilities to undertake community-based research and to present their findings. 100% of the POU and SARS members also report that due to the IDRC research components and related capacity building, they are confident to undertake the challenges of development and research activities in any situation.

"Research was once a term that was frightening, I learnt now that any observation that was interesting and recording them systematically is research. Therefore research is a doable activity, I only need to ensure that time is set aside to reflect and analyze what I saw, heard and observed." – POU member

According to 72% of respondents, the improved research focus and methodologies, as well as, up-gradation of research skills is rated as one of the most important contributions of IDRC’s skill development initiative.
Attitudinal Change and wider world-view
While the technical capacity building processes were considered crucial, 68% of the respondents reported that being in NEPED project itself increased their self-esteem and motivation. The culmination of all the trainings, workshops and seminars changed their thought process in terms of project management and that the members now able to add value to their professional activities. They reported that the enhanced self-confidence also facilitated better articulation with colleagues, project partners, policy makers and donors. 87% reported that the shift in attitude and outlook translated into behavior changes which again greatly enhanced their personal and professional way of looking at challenges and addressing them. Respondents were unanimous in their opinion that the exposure tours and visits to other project sites and countries, as well as, meeting with IDRC staff, researchers and consultants were in itself very enriching.

Being Inclusive
An overwhelming 100% of respondents reported that their introduction to participatory methodologies not only gave them professional skills but also made them realize the importance of being inclusive. They reported that the participatory decision making process not only ensured ‘people’s empowerment’ but also made them accountable to the activities. It also made them more acceptable to project partners and helped clear any doubts or apprehensions.

“The capacity building enabled me to think out of the box, and address challenging issues even beyond the call of duty in the project. It is now no longer an issue of them, you or me – it is us” – POU member

“Change in outlook made me realize that the reality of partners is more important than just the guidelines of projects. This realization made me start to perform; seeing positive changes happening is something very satisfying” – POU member

“The officers from NEPED have shown us that it is very essential to be ‘inclusive’ for successful implementation of community based work. They have shown us by doing and this has set a benchmark for all other government departments to do suit.” – Senior government official.

Leadership, Communication and Facilitation skills
77% of respondents reported enhanced leadership skills and knowledge, 90% reported enhanced communication skills and about 65% reported enhanced facilitation skills. All were unanimous in attributing the enhanced capacities to the fact that the project, besides providing them training gave them the space and scope to further hone their skills and knowledge in the field.

Respondents reported that they are not only well equipped with the right skills and attitudes but are ready to proactively involve much beyond the frameworks of the project. 63% respondents reported that they have now become better listeners and therefore are “able to better appreciate and understand what farmers mean or need”.

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“Taking advantage of the media, I have been able to create awareness on marketing of agricultural produce. When a village was having problem of selling their cabbage, I contacted the media and persuaded them to make a story. The reporters came out with a front page story that enabled farmers of that village to sell their cabbage. I think this in itself is an example of leadership, communication and facilitations skills at work”. – POU member

“I have been given official assignment in the department with the responsibilities to lead the women development program through the formation of women SHGs under HTM3.” – POU member

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3 Horticulture Technology Mission
(ii) Organizational level

The capacity building of the individual project team members facilitated their personal and professional development and more importantly ensured the development of an organisation that is increasingly being recognised and counted amongst the best development organizations in the region. 78% of respondents reported that the organisational strength of NEPED gradually strengthened since the first phase and that it greatly enhanced during Phase II.

NEPED as an organisation is today no longer only referred to as a project implementation agency but a “flagship development organisation”. It is looked upon as a ‘knowledge hub’ and various institutions and organisations consult NEPED for resources, knowledge and information, including for technological know-how. The members of NEPED are called upon as resource persons and the government has entrusted it with numerous additional responsibilities that can have far-reaching impacts on the state’s progress towards sustainable development.

As an organization, NEPED now has in place good governance systems, internal policies and strategies. Its relationship with different internal and external agencies is well established and unlike most government organizations, NEPED has excellent technical and managerial competency with a professional outlook.

“NEPED is now considered by the government as a creditable research and development organization. It is referred to as an example of the government's agents of change and numerous departments and agencies emulate the work-culture and organizational practices of the NEPED project. NEPED, e.g., is designated as the Nodal Agency for the World Bank designated NERLP.” – POU member

Strong Leadership and clear Vision

All the respondents reported that NEPED had always had strong leadership and today this has been further strengthened by the fact that all members of the project have been provided with constant support to enhance their individual leadership skills and qualities.

According to 83.5% of the respondents, NEPED today is capable to handling any challenge through their “collective leadership” and team work. The NEPED project is amongst the first government organization in Nagaland to have developed a common Vision and Mission all developed during in-house sessions using the IDRC’s Outcome Mapping” methodology during Phase II of the project.

“The IDRC’s OM exercise provided [this opportunity], wherein even the minutest details, that would otherwise have remained forgotten, emerged. By using the Organizational Practices tool and developing success markers; solid quantifiable data on best examples materialized and this clearly established how the team as an organization had evolved along with its partners.” - POU member
Open and Inclusive Work culture

75% of respondents reported that the support of IDRC for exposure visits and capacity building programs exposed the project members to different cultures, systems and working models across the world. Such opportunities were eye-openers for NEPED and these ensured that its work culture is professional, innovative and adaptable to varying circumstances. On the other hand, 48% reported that NEPEDs - ‘people’s first’ - approach encouraged farmers and others to freely interact with the team members at all levels and this has enabled NEPED to positively make a difference.

Respondents also reported that all project decisions are based on the needs from the field and decided in the team meetings. This they (89%) reported was due to the capacity building to participatory methodologies, changes in attitude of team members and “most importantly being taught to be willing learners”.

“Officers from government come to village with formal dresses but NEPED members come to the village wearing ‘hunting boots’ and yet filled with ideas, knowledge and humility. When we go to visit them, they are always ready to meet us and they listen to us. This is the secret of their success and I wish all other government servants and offices become like this.” – Naga farmer

“NEPED officials are always punctual and do what they say they will. Even we have started becoming punctual after interacting with them.” - Naga farmer

“Earlier we use to wonder why they always insisted on women coming to meetings, now we understand the importance. If we allow women to progress, they are very hard working and sincere – maybe better than us men!” – Naga Village Elder

Human resource and knowledge hub

100% of respondents reported that “NEPED because of all its well trained and capacitated members” is one of the best organizations in terms of human resource and development experience. Unlike a government department, NEPED is made up of officials from various departments with inter-disciplinary backgrounds. This provides NEPED with a unique standing as they have linkages to almost all important departments and are equipped with vast knowledge and information from across the world and all districts of Nagaland.

Given that the members are well exposed and trained on technical skills, knowledge and techniques, almost 90% of respondents reported that NEPED as an organization is well equipped to work and analyze problems of farmers, influence policy making and provide viable experiences and lessons for development workers, donors and researchers alike.
“NEPED is recognized as a resource center for scholars, students, researchers and project implementing agencies even from outside Nagaland. Donors and development agencies now approach NEPED not just for consultation but for forging partnerships.” – Former Team Leader, NEPED

“I go to NEPED office for any information that I may require. Even if they do not have all the answers, they are very helpful. I wish other departments are also like the NEPED department (sic).”
– a Naga Public Leader who the researchers met in NEPED office

Finance and Accounts

78% of respondents reported that over the years NEPED has improved its financial, accounting and management systems making it an organization that is transparent and efficient. 98% of the respondents attribute the genesis of this development to the strict control and management systems put in place by ICEF and IDRC. In the same note, they added that such experiences enhanced their capacities as project managers.

The capacity building for finance and accounts was not just through trainings but also through interactions and visits. The Accounts Officer from IDRC’s South Asian Regional Office in New Delhi, for example, often visited the NEPED project to help them with the final accounts and like-wise, team members of the project often visited IDRC to clarify matters and learn in the process. The project now continues to practices the systematic financial management by maintaining books of accounts for all its project activities.

Given the fact that many in the POU have had training in accounting too, about 42% reported becoming proficient in financial management and also being able to train others for the same. Most of the training, however, is for book keeping at the SHG levels or for micro-credit management at the micro levels.

“The financial management systems used in the NEPED project as an organization is replicated by most institutions in villages across the state for maintaining accounts and even for other projects. We have trained so many people across the villages and these people are now crucial resources in their communities.” – POU member

Well networked organization

Although networking – particularly e-based networking - at individual levels was poor, NEPED as an organization networks well both within and outside the state. The members of NEPED are amongst one of the most well travelled and this has exposed them to different organizations, researchers and people. On the other hand, this also provided them the opportunity to share with others their work and activities and hence even if the POU members don’t take the initiative, others continue to network and thereby inform them. This has enabled NEPED to explore learning opportunities, source information and pass on knowledge,
information and skills to grassroots network partners, as well as, with senior government officials.

By virtue of its network, recognition and result driven activities, NEPED is in an organization with good access to both the top and bottom levels of policy making and opinion makers.

“In fact the third phase of NEPED was independently developed by the POU members after it was shortlisted by the Ministry. NEPED’s project on community based conservation with SACON is another example of us using our network and is funded by a private foundation from Western India. All this is because of our good reputation and networking abilities.” – POU member

Good documentation and reporting systems

Almost 80% of the respondents described NEPED as an organization with good and systematic documentation and reporting systems. 62% of respondents attributed this particular aspect of the organization to its direct involvement with IDRC. Besides workshops and trainings, 89% of respondents said that writing for donors, reporting to IDRC and internal publications (resource books) supported by IDRC tremendously enhanced the organization's capacities.

Interestingly, when probed further, almost 100% of the participants in the tracer study validation and analysis workshop mentioned documentation as one of its weakest links. They however, noted that despite this NEPED has one of the best documentations amongst all institutions and organizations in the state.

“NEPED today has produced some of the best documentations on the traditional systems of agriculture in Nagaland. They also have probably the most comprehensive database on the trees and shrubs of the state. Their tour reports and internal reporting systems are also very rich documentations.” – Retired senior government official and former NEPED Steering Committee member

Research and development (SARS)

The state agriculture research station (SARS) has progressed much after its involvement in the IDRC supported research activities. 100% of the researchers in SARS attributed its “enhanced status and professional outlook” to the direct involvement of IDRC through its support, capacity building and facilitation.

The respondents reported that the organization has become more participatory in its research approaches and that the researchers are now better equipped in understanding and analyzing farmer’s problems from a more “scientific yet local perspective”.

SARS is today sought after by various development agencies for collaborative research and development activities. The latest being the proposal by the International Centre for Integrated Mountain Development (ICIMOD) to closely
work with them in implementing a project on technological innovations for improving shifting cultivation in the Eastern Himalayas across Bhutan, Nepal and India. Unlike the pre-NEPED years, SARS is also now developing its own research and capacity building programs and the researchers are now recognized as subject matter specialist and trainers.

“The greatest impact SARS has got through its involvement in the IDRC supported research is the enhanced technical and managerial competencies of its researchers” – SARS researcher

“Before the Canada project [NEPED] came, we were not acquainted with SARS although it is located in our village land. They used to be very department like but after the Canada (sic) project, the SARS researchers work with us and we get to learn from one another.” Farmer from Mopungchuket village
(iii) Influence on policy making

The project and its staff – either collectively or individually - have influenced policy making at different levels. Many of these however, have not been documented and therefore difficult to attribute it to the project. While there were numerous stories and reports, the lack of a strong documentation for such cases was a weak link in confirming the cases. The researchers would like to however, record that NEPED as an organization has ample scope based on its experiences and lessons to influence policy making in the long run.

The influence on policy making according to 70% of respondents occurred at two fronts - either through individual proximity to policy makers or by virtue of the reputation of the organization. The following are examples provided by respondents on how NEPED has influenced policy making over the years:

1. A number of the state government’s decisions which the NEPED project has influenced over the years are: Year of Farmers, Year of Tree Plantation, setting up of Agriculture Product Marketing Committees, adaptation of micro-credit components (implementation process) in the numerous centrally funded departmental schemes.

2. The state has initiated crop zoning throughout the state with direct inputs from NEPED. Although crop zonation in Nagaland is yet to be officially promulgated as a state policy, the government continues to refer to the Nagaland crop zonation map which was developed by the agriculture department with inputs from the NEPED project. The fact that the NEPED Team Leader was also the Secretary of Agriculture in the state facilitated this process which was based on NEPED’s field experiences.

Figure: Crop-zonation map of Nagaland
3. NEPED organized the State level Consultation on the National Biodiversity Act 2002 in collaboration with Department of Forest and Environment with the objective. This was a critical policy intervention by NEPED on a national Act which the state government was to ratify and formulate its own rules and guidelines. NEPED through this workshop convened the government policy makers, public leaders, NGOs and other common people in Nagaland to deliberate on the Act and to let the government hear the voices of the people before it decides to act. The state government as a result of this consultation formed a three member committee – of which one was a POU member - to review the Act and to frame rules relevant to the state of Nagaland. This is a direct influence of the increasing capacity of POU members to advocate and influence policy making in the state. In the same lines, NEPED also introduced the concept of Environmental Justice and the Access and Benefit Sharing regime to Nagaland.

4. The NEPED and SARS experiences and research on jhum intensification has been adopted in the state programme for ‘Fallow Management and Jhum Intensification Programme’.

5. Likewise, a number of orders and directives from the Government of India mentions and refers to NEPED’s approach in addressing agroforestry and forest management strategies. In one order, the central government even suggested that the NEPED model be adopted for regions like the northeast of India and in Jammu Kashmir. (See Table below for examples)

Examples of NEPED’s Influence on policy

<table>
<thead>
<tr>
<th>Examples of NEPED’s Influence on policy</th>
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<tr>
<td>(High Level Commission report to the Prime Minister of India) SHUKLA COMMISSION REPORT ON INFRASTRUCTURE GAPS OF THE NE REGION : March 1997</td>
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<tr>
<td>“NEPED’s potential for mapping, conserving, developing and exploiting the enormous bio-diversity of the Northeast marks it out as a critical lead programme. The necessary funding, manpower development and other support required for its careful evaluation and refinement for replication or adoption elsewhere in the Region must be made available.”</td>
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<tr>
<td>“FOREST POLICY AND LEGAL FRAMEWORK IN HIMACHAL PRADESH, UTTAR PRADESH, JAMMU &amp; KASHMIR AND NORTH EASTERN REGION OF INDIA”</td>
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<tr>
<td>“Since efforts at containment, management and gradual reduction of shifting cultivation will have to continue for quite some time and possibility of its elimination in near future is rather remote, the</td>
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strategy adopted by NEPED project in Nagaland for improvement of the practice may perhaps be more appropriate”. - Dr. J. K. Rawat and D.P. Banikwali - “Forest Policy and Legal Framework in Himachal Pradesh, Uttar Pradesh, Jammu & Kashmir and North Eastern region of India”. Dehra Dun April (Government of India, Planning Commission, Yojana Bhavan, New Delhi, March 7, 1997. S.P. Shukla, Member & Chairman, High Level Commission on Northeast Region)

RECOMMENDATION ON STRENGTHNING OF JOINT FOREST MANAGEMENT (JFM) PROGRAMME

"Agro-forestry models developed in various states under different conditions should be studied and adopted. A case in point is the Agro-forestry model developed by Nagaland under the Indo-Canadian Environment Project to control shifting cultivation"


The Nagaland Empowerment of People through Energy Development (NEPeD), which was initiated by a former POU member and where some older members from the POU continue to be involved as team members has driven the energy policy in the state. The NEPeD team has not only been assigned the responsibility to frame the Nagaland State Renewable Energy Policy but their services have been sought across the region even in states like Assam, Arunachal Pradesh, Meghalaya and Mizoram.

Most importantly, given the state that Nagaland is with more than 80% of the total land area under communities and individuals, the impact of policy at local levels is even more crucial. Influencing policy, therefore does not only relate to government initiated decisions but those that are resolved at the community levels. The decisions made by Village Councils and other community based institutions and organizations are the real drivers for impact on the ground. NEPED has over the years been very successful in this and it has influenced or impacted the decisions and resolutions of many such village institutions. Many of these resolutions – which may be referred to as policy - have influenced land use, access and benefit sharing mechanisms, development strategies, gender mainstreaming in decision making and conservation of community lands and forests.

Examples of NEPED’s influence on community policies

Appreciation from Chakhesang Public Organisation (CPO)
The CPO unanimously resolved to convey its appreciation to the Nagaland Environment Protection and Economic Development (NEPED) Project for its contribution in creating awareness in sustainable development and environment consciousness in Nagaland in general and the Chakhesang people in particular. Furthermore, the CPO appreciates material and technical support rendered during the workshop. - (Pusazo Luruo, President and Khosapa Venuh, General Secretary, Chakhesang Public Organisation: Workshop on “Sustainable Development-cum-General Session” Held at Pfutsero Town, Nagaland from the 14th to 16th April, ’99. Adopted Resolution)
Conflict resolution and conservation resolution

“Our village is a good forest and within it a stream. Continued logging for more than 20 years has dried up most water sources and therefore there was conflict over this stream. NEPED officials met us and convinced us to reserve it as a conservation area. We have formed a committee to initiate conservation of catchment area and are even thinking of compensation for individual land owners. Thanks to NEPED in helping us with this policy” – a village elder from Merangkong village

Credit policy of Ungma Village

Before the advent of the NEPED project intervention, the interest rate for micro-credit in our village was at a huge 5% per month, which amounts to 60% per annum. The NEPED officials spoke with out Council members and ensured that the interest rate was brought down to an affordable 3% per month. This was resolved and adopted by our village and today, poor farmers like me can confidently approach for loans – farmer from Ungma Village, Mokokchung district.
(iv) Influence on people and institutions

Although gradual the ICEF-IDRC supported NEPED project changed the way the government and communities approached environment and development programmes; it lifted the communities, particularly the farmers from a subsidy and grant dependent mentality; it brought about gender awareness and sensitivity even sometimes cutting through the tradition based male dominated institutions and most importantly, it influenced people to be self dependent, entrepreneurial and believe in the system once again.

The influence of POU and SARS members on the people and institutions it works with can be understood from two levels:

![Figure 1: Influence of NEPED on different levels of stakeholders](image)

**Level One**
- Law makers (elected representatives)
- Policy Makers and HODs
- Donors and Funders
- NGOs and Civil Society + INGOs

**Level Two**
- Village Councils and VDBs
- Farmers
- District and Block level officers (DSU)

All 22 respondents (100%) reported that at both the levels, the POU and SARS members have over the years had direct or indirect contact with all the stakeholders and strategic partners particularly the government and its officials, and the community and its institutions.
The NEPED project members by virtue of their independence and the unique placement of the organization in the set-up of the government of Nagaland, had access to the top-most policy and law makers in the state. The project, headed by a senior officer of the level of Secretary & Commissioner reported directly to the Chief Secretary (the highest ranking policy maker), and the minister in charge of the project was the Chief Minister (the head of law makers in the state). The project, therefore by design was directly answerable to the highest of authority in the state. On the other hand, the project worked directly with farmers and grassroots organizations and institutions, as well as, with district and block level government officials. NEPED by virtue of its work and organizational capacity also had direct contact with civil society, non government organizations and even other donors at national and international levels.

Following are some examples reported by respondents and informers:

**Influencing the work culture**

The work culture at NEPED is now well respected and appreciated by both the government and non government sectors in Nagaland. Whether it is in the government or the autocratic traditional institutions, they have followed the typical ‘top-down’ approach of working. After NEPED’s advent there is a more consultative and community oriented working system in these institutions particularly for their development programs and schemes.

The POU members also introduced to the state government and communities the principles of participatory methods and approaches to developmental planning and implementation through a series of capacity building workshops and seminars. Now the participatory system of governance and implementing developmental activities are being adopted in almost all levels of governance in Nagaland.

> “The participatory training conducted by NEPED for law makers, policy makers and even us junior staff was the most unique learning experience. I learned a lot during the workshop and I continue to use those skill even now” – District level officer from Kohima

Almost 64% of respondents also reported that the introduction of computers in the working system of the government of Nagaland was amongst the biggest influence that NEPED has had.

> “Today, even if the participatory methodologies are not practiced in totality, the spirit of participatory development is an underlying principle in almost all the departments” – POU member

> “The advent of NEPED project has been an eye opener for the government and people of Nagaland. Their dedication and personal skills have shown that our own officers and creed can do things well and in many ways have inspired a whole new generation” – NGO leader from Tuensang
Influencing the approach to development

NEPED’s role as a unique inter-departmental organization that brought about cross-sectoral planning and coordination is now fully appreciated and its system of delivery is being adopted in many of the state government’s missions, projects and departments. The enhanced skills and knowledge of the project members and their exposure and networking outside the state has greatly benefited the state government in updating itself on current development trends, as well as, in bringing closer peoples’ development needs and aspirations.

On the other hand, it is not just with the government but also the influence on communities, which also includes non-project villages. The progress of project villages - which are under direct facilitation from POU members – is good but what is even better is that non-project villages have on their own started emulating what the project villages are doing.

Examples of NEPED’s influence on development

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<thead>
<tr>
<th>POU remark</th>
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<tr>
<td>“The various government missions and teams like Nagaland Bamboo Mission, Nagaland Honey Mission, Nagaland Bio-resources Team are all based on the underlying principles of NEPED. Moreover, these teams continue to depend on NEPED for their capacity building and mentoring” - POU member</td>
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<td><strong>Nagaland Honey Mission</strong></td>
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<td>“NEPED has shown the way - of doing developmental activities - to the government and people of Nagaland. The capacities of the members of the project are really inspiring to us and it was the NEPED project members who helped us develop our Vision and Mission” – member of Nagaland Honey Mission</td>
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<td><strong>Non-NEPED village testimony</strong></td>
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<tr>
<td>“Our village was not fortunate to be a NEPED village but nonetheless, we approached them for help and they taught us the micro-credit mechanism. We took loan from the Cooperative Bank and using the NEPED model, we have successfully managed our credit mechanism and village development. Today have repaid our loans, and even got our own rice mill and weaving machine.” – Chief of Tsendenyu village</td>
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</table>

Empowerment of women

Although women in Nagaland have always been more ‘liberated’ than their counterparts in other parts of India, Naga women today play a key role in the overall development of the state and its welfare. The women in NEPED project villages are now proactive and vocal in ensuring their due share for developmental activities for both on and off farming enterprises. NEPED’s trainings and constant encouragement for women farmers to take control of their livelihood options seem to have paid off very well. From being passive partners, the women across many villages and towns in Nagaland – even those that did
not benefit from NEPED - have become active agents of change both in terms of farming, as well as, in improving the livelihood and lifestyle status of families. The men and institutions like the Village Development Boards have also begun to recognize the abilities of the women in critical issues of decision making and development of the communities.

“There are instances where women in some villages have not only fully utilized their share of funds but have influenced the village members to allocate them land and additional funds. Their voices are much more respected and the women have taken a lead role in marketing activities.” - POU member

“Through the ‘Women Empowerment Training’, 213 women leaders from 123 villages were capacitated. Many women came out of their villages for the first time to the district headquarters and learned new skills on livelihood and value addition of agricultural products through food processing and preservation that is healthy and locally available. This has transformed the rural economy and wellbeing of families in Nagaland” - POU member

“For the first time in Nagaland, women broke the traditional barriers that restricted them land ownership rights. 30 women groups purchased land of their own and planted trees.” - POU member

“Tree Nursery management for income generation was something Naga women never did except growing agricultural crops. But with technical know-how on tree nursery management, women could raise 80 tree nurseries and sold in the Test Plots.” - POU member

“We were always aware of the women’s share of development funds in the VDB or from other government schemes but could never access it. After the empowerment trainings by NEPED, we are accessing not just the share of funds from NEPED but also from all other sources. Our voices are heard and the men seem to respect us more” – Women church leader and farmer

**Gender Mainstreaming**

NEPED has made significant achievements in helping communities overcome their natural reticence to uplift their socio-economic status, self confidence and self reliance. This they have achieved by pioneering participatory processes to forge and foster group and cohesive community actions through the active participation and partnership of women. The Village Councils (VCs) and community-based organizations like the Village Development Boards (VDBs) have broken age old traditions and allocated land to women and women self help groups (SHGs). In certain cases, the VDBs have also allocated extra funds usually meant for men.

It will be difficult for us to admit women into our traditional Village Councils but nonetheless, NEPED has shown us that it is important to involve women in all our planning and implementation of development activities. In fact, where ever we have involved women, they have performed better and impacted the family in a more meaningful manner” – Village elder from Tuensang
Although reservation for women was always mentioned in most government schemes, these were often on paper and were not being translated into action on the ground. After NEPED's initiative to strictly ensure that women were involved as equal partners, the rural development department has also become more stringent in ensuring that things are done the “NEPED way”. Other government departments have also started initiating activities like have women wings and special activities or focus for women.

However, in spite of all its efforts, it must be mentioned that gender mainstreaming remains a formidable challenge not just for NEPED but for the entire system and society in Nagaland. This could be because of the historical fact that the Naga people and its traditional systems are patriarchal by nature even today and breaking through this barrier will take more than just a project life to make a significant change. Interestingly, in spite of NEPED’s progress in this regard, they have in an independent self-review rated themselves ‘low’ thus underlining the fact that in spite of all their efforts to gender mainstream their activities, as well as, influence their partners, success has been sporadic and not in the scale one would expect.

“Although NEPED has succeeded in raising the awareness of gender issues and women rights in the state, the issue of gender mainstreaming from an institutional perspective is still not very evident either in NEPED or at any level of governance in Nagaland” – Amba Jamir, 2006

"Interestingly, we gave ourselves a “Low” score (0% to 29%) for this because it was felt this was more indicative of awareness rather than increase [in gender mainstreaming].” – NEPED self review statement in Outcome Mapping journal

**Influence on farming communities**

One of the biggest influences which the NEPED project has had is on the farming community in Nagaland. Farmers, particularly those that have worked directly with the NEPED project, have moved on from mere recipients to initiators. They have moved on from being project beneficiaries to project partners both in development and research. They actively seeking ideas and contribute to innovations both on and off the field.

There has been a major paradigm shift in the perception of a majority of farmers, particularly in their behavior and attitude regarding their roles and responsibilities for development and progress. Rather than depending on the government to buy or market their products, the farmers have started initiating their own channels of marketing and value addition to their products.

The collaboration between POU and SARS further enabled more farmers to learn new skills and be aware of advanced systems of cultivation. Moreover, the farmer respondents added that the improvisation of what they traditionally used to do with new ideas from NEPED/SARS have tremendously benefitted them. This is
crucial because until the advent of the NEPED project, there was and in fact, still is no extension service available for traditional shifting cultivation farmers in the state. The interventions of NEPED were therefore the first time that traditional jhum farmers in Nagaland got any support for what they do best. It documented their activities and knowledge systems, as well as, improvised upon that knowledge rather than telling farmers to stop doing what farmers knew best.

All in all, the NEPED project provided the missing link between the traditional farming systems and the modern cash oriented farming systems. In the process, it build the capacities of farmers, taught them to become self-dependent and ‘freed’ them from the shackles of being just subsistence farmers to entrepreneurs.

"NEPED has freed us from the bondage of grants and subsidies. They taught us to be self dependent and reliant, as well as, to take charge of our own livelihood strategies. If all officers in Nagaland work and help us like NEPED does, our state will be the richest" – Naga farmer

"Our village has really benefited from the SARS model of jhum intensification and today, our Village Council has passed a resolution to fully apply jhum intensification" – Asangma village elder

**Self realization and confidence**

Farmers realize that “examples for positive change do not always have to come from ‘outside’”. They have seen the changes happening with progressive NEPED farmers and started replicating or adopting such practices on their fields. They have learned to once again believe in themselves and their knowledge systems. Farmer exchange and exposure programmes by NEPED has helped Naga farmers learn from one another and realize that the “solutions to their problems is within” and does not have to come from others. Today the farmers are proud and confident in what they know and willing share and exchange information, knowledge and skills amongst themselves without any hesitation or doubt.

Besides learning new and modern farming skills and technologies, the farmer respondents reported that their interaction with POU and SARS members also helped them learn so many other skills like interpersonal and communication skills, research and analysis skills, report writing skills, accounting skills and even how to be more professional when interacting with officials all contributing to increased self-confidence..

"NEPED members are knowledgeable, fulfill assurances and ensure that the work is doable. They make themselves so friendly with us and they not only listen to us but also ensures release of funds after verifying the fields.” – Naga farmer

"Now we know what we know, as well as what we do not know in farming. This is very important in life and it took the Canadians to help us realize this. With or without NEPED, we would probably still be farmers but poorer both in terms of knowledge and resources” – Naga farmer leader
Influence on land-use and cropping

Although the government of Nagaland, under the numerous centrally sponsored schemes had tried to introduce non traditional cash crops, the programmes always failed or were unsustainable. This had created a lot of mistrust on government initiated schemes and therefore farmers in Nagaland continued with their age old traditional forms of shifting cultivation. However, with the coming of NEPED project, the farmers today have moved on from the subsistence level to cultivation of valuable cash-crops.

“Even before NEPED started our village adopted a lot of government introduced cash crops and while the crops never failed, we were always left high and dry. We had lost all hope on our government but with NEPED’s intervention, we realize that good fallow management is beneficial and we now grow cardamom and passion fruits very profitably in jhum fields – Farmer from Wokha

There is a tremendous land use change happening across Nagaland and many farmers are doing it on their own without any external support or incentive. Farmers are no longer just shifting cultivation farmers but tree farmers, passion fruit farmers, ginger farmers, cardamom farmers, tea cultivators etc.

“The jhum intensification model which SARS extensively demonstrated benefited shifting cultivators with short jhum cycles. It brought about a major change in how they used their lands for farming and also in the introduction of other progressive agroforestry practices.” – SARS scientist

Community conservation

Traditionally Naga villages always had community reserved areas usually near or around critical water sources. Such reserves were either owned by the village in general or by certain clans or families in the village. Many of these good forests were however beginning to be deforested or reduced for a number of reasons such as logging, conversion of land use or even unsustainable forms of shifting cultivation in many areas. NEPED’s focus on environment protection in the first phase of the project started a whole revolution of tree planting and today this has culminated to many communities resolving to conserve forests for conservation sake. The Naga farmers have grown beyond their role as cultivators to conservators of forests and biodiversity.

After the advent of the NEPED project in Nagaland, the phenomenon of communities declaring community conserved areas or community wildlife reserves have almost become a movement. NEPED together with a research organization (SACON) is now working on documenting and capacity building for community conserved areas in eastern Nagaland. - POU member

“With interventions from NEPED, the Chakesang Public Organisation (CPO) resolved to not just conserve our forests but also made resolutions for fire management to prevent forest fires” – Phhek District Administrative official
Financial management and planning

“Before NEPED, Naga farmers always depended on grants and subsidies but now we realize that we have to be responsible for our own finances and therefore we seek loans, invest it and ensure that we profit.” This statement from a farmer in Longsa village of Wokha district in Nagaland clearly illustrates how NEPED has influenced the way farmers use or plan their finances. One POU respondent states “Farmers now have started have access to credit and their ability to manage such micro-finance systems have greatly enhanced. In some cases, both men and women have now gone beyond the micro-finance facilities available in the villages and started mobilizing their own resources through bank loans and other sources.”

The NEPED project through its POU members trained numerous individuals and organizations across the state in book keeping and financial accounting. This created a whole resource base of trained managers. Moreover, when women were given the chance to start generating and managing their own income, the men folk also become more aware and conscious of their financial management.

Today many farmers operate saving bank accounts and even banks have started becoming more inclined to invest by lending loans. A business-like environment has been created and farmers, as well as, office goers have learned much from one another through the NEPED experience.

Although we had introduced micro-credit in many areas, the farmers seem to be convinced only after NEPED’s intervention. In fact, many VDBs and Village Councils have adopted the NEPED management system to manage our funds and schemes. We have no complaints and are in fact glad about this positive development” – Official of Department of Rural Development

Overall development of people and institutions

All in all, the unanimous opinion during the validation and analysis workshop was that the POU and SARS members through the NEPED project have immensely influenced the people and government towards their approach development and related activities in Nagaland. It has also given an impetus to the government to focus on capacity building of individuals, as well as, institutions; village institutions have become more holistic in their approach to seeking government support or in developing business plans; farmers have moved on to becoming entrepreneurs; and most importantly, there seems to be a revival of having pride and confidence in one’s own work and becoming self dependent.

After our involvement with NEPED and after having seen the fruits of our labor, our village has made a conscious decision to focus on farming that is economically viable. We not just grow cash crops but have also started adding value to our products and we have formed several committees based on the NEPED system. Interestingly, even the Village Council is now taking interest in the overall development of farmers” – Progressive farmer from Sungcratsu village in Mokokchung district.
V. Conclusion

Overall, the tracer study found the IDRC capacity building inputs to be effective and useful in building the capacity of POU and SARS members. The NEPED project was in itself considered as a real-life capacity building workshop as the respondents all gained valuable experiences and skills while on the job.

Given that a majority of respondents stated that their involvement in NEPED had either moderate or great influence over their work, organization and career, the strongest influence seems to have been on their individual work, and to a lesser degree on their careers and their organizations.

According to Mr. K. Kevichusa, one of the greatest contributions of NEPED on the personnel and workforce is that “the project members found a sense of satisfaction in what they were doing, therefore finding a purpose and commitment”. This was the first spark and thereafter, the series capacity building by IDRC and its partners ensured that the POU and SARS members were well equipped both professionally and attitudinally.

As is evident from the comments, quotes and observations highlighted in boxes and italics throughout the report, besides the professional inputs, the personal development and exposure of the workforce to varying situations, environments and cultures has been one of the biggest impacts of the IDRC support. The enhanced technical skills and knowledge, changes in attitudes and behaviour and the new found sense of pride, commitment and purpose in their jobs triggered a whole chain of positive changes across the communities and people the project worked with.

On the other hand, it may be unfair not to mention that some respondents did caution that while some have, others have not transferred their skills on the ground. This they reasoned was “more a question of selecting the right persons for capacity building based on individual abilities rather than following a rotation or voluntarism system.”

This chain of events however influenced the government and traditional village councils in many ways. First of all, it affected changes – even if small – in the work culture, approach to development and perspectives on many issues across the state. The professional efficiency of POU/SARS members and the overall success of NEPED not only as a project but as an organisation has contributed to the creation of several development oriented teams and missions – including even a Nagaland Music Mission – all supported by the government. The consultative and participatory process of planning, governance and delivery in Nagaland has in many ways been brought about by NEPED through its own efforts to capacitate and share with others across the state.
The IDRC supported NEPED project has also been instrumental in bringing global interests to Nagaland, as well as, in highlighting to the national and global community the developmental activities and experiences of Nagaland. Given the past turmoil political history of Nagaland, this contribution is a crucial and very significant impact that NEPED with IDRC support has achieved. It has in many ways also made the government of Nagaland aware of the benefits of global partnerships for development and this is now trickling off to possible business ventures too.

The findings indicate that, from the perspective of POU and SARS members, the capacity building initiatives of IDRC has played a significant role in strengthening research capacity, as well as in project planning and management. It helped develop skills, introduced new methods and approaches and most importantly advanced the personal growth and careers of project members and communities across Nagaland. All this culminated in enhanced work culture, changes in attitude and behavior and broadening of horizons of all those that have witnessed the success of NEPED.

This study therefore, concludes that the IDRC interventions had very valuable impacts not just on the project and its beneficiaries but also on the government, the policies and even on communities and institutions. The effects were so much that it even rubbed off on communities that it did not directly work with.
APPENDICE: 1

RESPONDENTS

List of POU and SARS members:

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
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<tbody>
<tr>
<td>K. Kevichusa (Team Leader)**</td>
<td>K. K. Sema *, Alemtemsh Jamir * (Team Leaders)</td>
<td>Temjen Toy (Team Leader)*</td>
</tr>
<tr>
<td>1 Vengota Nakro</td>
<td>Vengota Nakro</td>
<td>Vengota Nakro</td>
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<td>2 Vizonyu Liezie</td>
<td>Vizonyu Liezie</td>
<td>Vizonyu Liezie</td>
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<td>3 Michael Zaren Ngullie</td>
<td>Michael Zaren Ngullie</td>
<td>Michael Zaren Ngullie</td>
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<td>4 N. Ari Jamir</td>
<td>N. Ari Jamir</td>
<td>K. Showuba Yimchunger</td>
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<td>5 Chozhule Kikhi</td>
<td>Chozhule Kikhi</td>
<td>Shuyhunle Nyenthong</td>
</tr>
<tr>
<td>6 Qhutovi Wotsa</td>
<td>Qhutovi Wotsa</td>
<td>Raj Verma (Dy Team Leader)</td>
</tr>
<tr>
<td>7 Shancho Odyuo</td>
<td>Shancho Odyuo</td>
<td><strong>New members</strong></td>
</tr>
<tr>
<td>8 Ghukhui Zhimomi *</td>
<td>Ghukhui Zhimomi</td>
<td>Chiden Yaden</td>
</tr>
<tr>
<td>9 Raj Verma</td>
<td><strong>New members</strong></td>
<td>Ketsükha Kath</td>
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<tr>
<td>10 Amenba Yaden</td>
<td>K. Showuba Yimchunger</td>
<td>Ango Konyak</td>
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<tr>
<td>11 P. Koza *</td>
<td>Shuyhunle Nyenthong</td>
<td>Pikato V. Jimo</td>
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<td>12 Zuchamo Kikon *</td>
<td>Bendangyabang Jamir *</td>
<td>Vilatuo Rutsa</td>
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<tr>
<td>13 Purakhu Angami *</td>
<td>Kevin *</td>
<td></td>
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<td>14 M. C. Achariya *</td>
<td></td>
<td></td>
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<tr>
<td>15 (Late) L. Nungshimar*</td>
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STATE AGRICULTURE RESEARCH STATION (SARS)

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Phase II</th>
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<tbody>
<tr>
<td>1 Dr Supong Kietzar *</td>
<td>Dr Supong Kietzar *</td>
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<tr>
<td>2 T. Supongmar Longchar</td>
<td>T. Supongmar Longchar</td>
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<tr>
<td>3 L. Nungsang Jamir</td>
<td>L. Nungsang Jamir</td>
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<tr>
<td>4 Renbomo Ngullie</td>
<td>Renbomo Ngullie</td>
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<tr>
<td>5 Temsuienla Jamir</td>
<td>Temsuienla Jamir</td>
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<td>6 Moasangla</td>
<td>Moasangla</td>
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<tr>
<td>7 Lanunochetla</td>
<td>Lanunochetla</td>
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<tr>
<td>8 Imliakum*</td>
<td>S. Sosang Jamir</td>
</tr>
</tbody>
</table>

* indicates people who did not participate in the tracer study
** participated as an ‘informant’ and not as a ‘respondent’
Sample of Letter send to respondents

To

The Team Leader
NEPED
Kohima, Nagaland

CC: Deputy Team Leader
NEPED

Subject: Regarding IDRC Tracer Study for NEPED project

Dear Sir

This is with regard to the above mentioned Tracer Study commissioned by the International Development and Research Centre (IDRC) for which I have been engaged as the Consultant. The study is to be completed by the 31st October 2008 and in this regard, I seek your cooperation and support to successfully ensure that we best reflect what we have achieved through the many years of capacity building support the project had received from the IDRC.

The TOR entails that:

This study will contribute by reviewing what has happened to the people who were influenced by the project, directly or indirectly by documenting what has happened over time. This will include narratives and stories. The tracer study will look at the evolving NEPED team since 1995, what their roles were, where the team members went after completing service in POU or SARS and construct out of that a map of the influence of the NEPED project beyond its actual activities. This is important in terms of the capacity building mandate of the project and IDRC.

In order to implement the study, the following methodology has been planned and developed. A series of semi-structured and structured questionnaires will be carried out with each respondent and this is to be done individually so that confidentiality is maintained. The stress will be on a narrative and story format with focused discussions highlighting significant aspects of appreciative inquiry, the most significant change and these will all culminate on a participatory validation of data and stories (workshop in Kohima). IDRC desires that in all
stages, complete discretion and confidentiality is maintained unless someone wishes to share his/her story or information.

Pursuant to all the above, I shall also:

1. Determine the types of skills and knowledge acquired via SARS and POU by staff and partners; influence of those skills and knowledge on their work, and career path, contributions to leadership development amongst the teams, both within as well as with other organizations, if people moved on;
2. Document the other learning in relation to the capacity enhancement of the POU and SARS personnel: include, apart from their research and research management skills, other skills such as training, communications, project management, fund raising, networking, etc.;
3. Assess the impact of gender mainstreaming: has a gender approach been internalized in terms of staffing, type of work done, applications of training received that may have broadened the subsequent work;
4. Assess how former and current NEPED team members are represented or positioned in Nagaland and how they have worked with or attracted other donors into their work environment;
5. Determine how research networks and the exposure of the staff to outside donors have influenced their capacity to develop, monitor and present research results;
6. Identify examples where former POU or SARS staff have utilized the skills and capacities developed in NEPED to further the mission of organizations in which they subsequently worked; and

In this regard, I seek your kind support and request you to kindly request all past and present Team Leaders and POU members including SARS staff involved in NEPED to sincerely participate and provide all information as and when required by me or my associates.

The draft questionnaire is also given below for your reference and suggestions if any.

Thank you

Sincerely

Amba Jamir
APPENDICE 3:

Questionnaire

NEPED Tracer Study

Section I (Basic)

1. Name :
2. Sex :
3. Period of employment in project:
4. Parent Department:
5. What was your designation and responsibilities in your parent department before joining NEPED?
6. Current position in department:
   a. If no longer in NEPED, what are your current responsibilities in the department?
      ______________________________________________________
      ______________________________________________________
      ______________________________________________________
      ______________________________________________________
    7. How long did you or have you been serving in NEPED?
Section II (Capacity Building)

1. Please list the most valuable capacity building inputs/opportunities you have received during your tenure in NEPED.

<table>
<thead>
<tr>
<th>Trainings</th>
<th>Workshops</th>
<th>Exposure trips</th>
<th>Courses</th>
<th>Others</th>
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Comments (if any): In this you can describe any other aspect of capacity building that you feel has not been covered in the table above.

2. How did the capacity building inputs add value to your professional work in the project? Please elaborate.

3. What additional inputs or follow-up would you have facilitated your growth?

Section III: Skill Application

1. Do you have any examples of a contribution you have made to NEPED using the capacity that was built in NEPED?

2. What challenges did you face in using your newfound skills?

3. How has POU’s enhanced capacities affected NEPED as an organization in terms of capacities, skills and outlook?

4. Can you provide an example of feedback from others with whom you work, relating to your enhanced skills since joining/leaving NEPED?

5. Please list the capabilities (e.g., research, project management etc) improved through the capacity enhancement opportunities in the NEPED project? Please give examples.

6. How have you also used your skills in works other than NEPED activities? Please elaborate.

7. Please tell us something you know of how some of your colleagues have added value to NEPED activities or beyond after capacity building.
8. Please provide an example of feedback from others with whom you work, relating to your enhanced skills since joining/leaving NEPED?

Section IV (Impact on career and organisation)

1. How have the skills and knowledge you acquired at NEPED influenced your work, your department and your career?

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<thead>
<tr>
<th></th>
<th>No Influence</th>
<th>Little Influence</th>
<th>Moderate Influence</th>
<th>Great Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your work</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Your organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your career</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

2. How have you been able to influence your department with the skills got from NEPED?
   a. If Yes, explain how?

3. How receptive have been your departments in terms of your inputs and suggestions?

4. Is/was your experience in NEPED recognized by your department as a value addition to them? Please elaborate.

5. Have you changed jobs or organizations since NEPED? Was this a promotion?

6. Has your involvement with the NEPED project enhanced your career? If so, how? Please give specific examples, if possible.

Section V: Networking

1. Have you participated in any list-serve or e-groups that you were introduced to during your trainings or exposure visits?

2. Can you provide some examples of the level and scope of your participation?
3. Beyond the list-serve did you establish any other connections or networks with other participants?
   a. If yes, have you maintained these connections?
   b. What did the networking involve:
      i. Information exchange
      ii. Sharing of ideas or brainstorming on issues
      iii. Collaborative research/writing
      iv. Collaborative work/funding

4. Did any of these networks/connections involve other IDRC staff and partners? If yes, can you provide some details.
   In your opinion what could IDRC or the government have done to enrich your learning experience before, during or after your time in the NEPED project?

Section VI: Personal/Professional Growth

1. What best describes your current role or position in your organization? What type of responsibilities are you involved with in your department or in the project?
2. Please tell us how the new skills and/or knowledge gained from participation in the NEPED project has helped YOUR personal/professional growth.
3. How have you or do you intend to apply your new knowledge/skills outside the NEPED project?
4. In your opinion, what type of capacity development activities should IDRC have provided you with?

Section VII: For Supervisors/Heads of POU staff’s parent departments

1. Do you feel that your colleague’s involvement with NEPED was beneficial? How has their involvement and inherent capacity building influenced or contributed towards your department?
2. Can you describe any particular instance where your colleague has transferred any new skills or knowledge to your department/organization?
Section VIII: Communities and Beneficiaries

1. Can you tell us how NEPED’s POU members have evolved over time in terms of, their services and approach in planning and implementing project activities?

2. What are the areas that you like best about them and their services?

3. Do you think that they are gender sensitive? If yes/no please explain why?

4. What are the non-technical skills and methods that your have learned from the POU members during your interaction with them over the years?
APPENDICE 4:

Answers by Questions: Summary

a) Background

Section I (Basic)

8. **Period of employment in project:** Ranging from two yrs to 13 yrs

9. **Parent Department:** Agriculture, Forest, Social Welfare, Horticulture, Cooperative, Rural Development, Administration, Veterinary, Soil & Water Conservation,

10. **What was your designation and responsibilities in your parent department before joining NEPED?**

<table>
<thead>
<tr>
<th>Designation</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Director, Planning</td>
<td>Planning, training</td>
</tr>
<tr>
<td>Demonstration Officer</td>
<td>Training and Demonstration: food processing, Nutrition Education, mushroom cultivation, Organic Kitchen gardening for producing healthy foods with women</td>
</tr>
<tr>
<td>Assistant Conservator of Forests</td>
<td>Attached Officer in the Head office</td>
</tr>
<tr>
<td>Agriculture officer</td>
<td>WDT Leader in the projects, Supervisory works in other field programs</td>
</tr>
<tr>
<td>Agriculture Officer (AO)</td>
<td>Disseminate information, train and supervise the agricultural activities of the villagers/farmers</td>
</tr>
<tr>
<td>Sub Divisional Officer (Civil)</td>
<td>Administration and magisterial functions</td>
</tr>
<tr>
<td>Research Assistant</td>
<td>Conduct experiments in agricultural crops</td>
</tr>
<tr>
<td>Subject Matter Specialist (SMS)</td>
<td>Research works based on farmers’ problems</td>
</tr>
<tr>
<td>Nodal Officer attached to APC Cell</td>
<td>To assist in co-ordination of Agriculture and allied departments</td>
</tr>
<tr>
<td>Horticulture Officer</td>
<td></td>
</tr>
</tbody>
</table>
11. Current position in department:

<table>
<thead>
<tr>
<th>Position</th>
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<tbody>
<tr>
<td>Deputy Director</td>
<td>Soil Conservation Officer (Forest)</td>
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<td>Deputy Director Training</td>
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<td>Deputy Conservator of Forests</td>
<td>i/c Social Forestry Division</td>
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<tr>
<td>Joint Secretary</td>
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<tr>
<td>Farm Manager</td>
<td>State Poultry Farm, Kohima</td>
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<tr>
<td>Lecturer – JR</td>
<td>Agriculture Department</td>
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Section II (Capacity Building)

1. Please list the most valuable capacity building inputs/opportunities you have received during your tenure in NEPED.

<table>
<thead>
<tr>
<th>Trainings</th>
<th>Workshops</th>
<th>Exposure trips</th>
<th>Courses</th>
<th>Others</th>
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<tbody>
<tr>
<td>PRA Tools &amp; Gender Analysis, Nepal</td>
<td>Outcome Mapping, Ottawa</td>
<td>Trip to Gangtok, Sikkim to see Cardamom plantation, etc.</td>
<td>Floriculture Management at HTI, Pune</td>
<td>Market survey to Gangtok</td>
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<tr>
<td>Resource &amp; Social Mapping at NEPED Office, Kohima</td>
<td>Indigenous Strategies for Intensification of Shifting Cultivation in Southeast Asia – held in Bogor, Indonesia</td>
<td>POU study tour to Central and South India</td>
<td>“International course on Participatory Monitoring &amp; Evaluation” at IIRR, Silang, Cavite, Philippines</td>
<td>Kathmandu for Hydroger</td>
</tr>
<tr>
<td>Nursery &amp; plantation of fast, medium &amp; slow growing timber species of Nagaland</td>
<td>Social Analysis/ Gender Analysis Beijing, China</td>
<td>Vietnam, Laos, Thailand, Canada, Costa Rica, Nepal, Mongolia, Spain, Netherlands, Indonesia, China, Germany, Columbia, Philippines, Nairobi, Cambodia, Italy, Sri Lanka, Malaysia, Japan,</td>
<td>M.Sc. Tropical Silviculture, Goettingen University, Germany (through IDRC network)</td>
<td>Art of photography</td>
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<tr>
<td>Training on Greenhouse Management</td>
<td>Writing for Change workshop in Hyderabad</td>
<td>Fifth Training Course on Upland Agro-Ecological Construction for the Developing Countries in Kunming.</td>
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<td>Moderation skills, Bangalore</td>
<td>Participatory Research &amp; GA, Cali, Colombia (2001) (My trip - funded by PRGA Colombia)</td>
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<td>Training Workshop on Communication Technique, Hyderabad</td>
<td>NEPED Source Book writing at Guwahati and Goa</td>
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<td>“Access and Benefit Sharing”. Kathmandu, Nepal,</td>
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<td>NEPED Bio-Diversity workshop for Nagaland</td>
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<tr>
<td>PAR at SARS by POU</td>
<td>Experience sharing workshop for ICEF projects at Khajuraho</td>
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<tr>
<td>PRA training at Hyderabad (PRAXIS)</td>
<td>Participatory workshop involving all stack holders at NEPED.</td>
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<td>Women Rights in Development” Bangkok, Oct 2005, funded by WOCAN</td>
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<td></td>
<td>Experience sharing workshop for ICEF projects at Nagpur</td>
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</table>
“Development & Productive use of Pico/Micro Hydropower”, Hangzhou, China

PR&D at SARS by POU

Others if any:

- A Researcher for a small grant project on “Gender, Environment and Sustainable Livelihoods”, for a Singapore based NGO “Engendered” funded by IDRC Ottawa.

- A Researcher for a small grant project on “Gender, Agrobiodiversity and Ethnicity”, for a Kathmandu based NGO “Resources Nepal” funded by IDRC Ottawa and UNESCO.

- A Researcher for a small grant project on “Social/Gender Analysis”. Did research on “Women Vegetable Vendors in Kohima, Coordinated by IDRC Ottawa (Dr Ronnie Vernooy). This research study covered six sites: China, Mongolia, Vietnam, Nepal and India.

- Participatory research methodology for data collection and Gender Analysis conducted at Pokhra Nepal (1996) was of primary importance and useful for other following research.

2. How did the capacity building inputs add value to your professional work in the project?

- *Ability to work more efficiently* at the grassroots level

- Has built *confidence in communicating*

- Realization to *involve participation* of all stack holders while taking decisions.

- Enabled to *understand others* needs and problems

- *Participatory approaches* in research

- Systematic *planning and implementation* of activities

- *Confidence to undertake development and research* activities

- *Dissemination* skills

- *Ability to coordinate and collaborate* with other partners
Section III: Skill Application

1. Do you have any examples of a contribution you have made to NEPED using the capacity that was built in NEPED?

- Making use of participatory research methodologies, we developed an inventory of natural regeneration of forests in jhum areas;
- Adoption of structured interview tools (case study on socio-economic status)
- Application of participatory approaches to research and extension
- Mentoring and facilitating team members to expand their horizons beyond merely implementing project activities;
- Social and Gender sensitivity. Examples of how women were contributing to the village's income and how could this be increased with the active participation from men folks
  - For the first time in Nagaland, women broke the traditional barriers that restricted them land ownership rights. 30 women groups purchased land of their own and planted trees.
  - Tree Nursery management for income generation was something Naga women never did except growing agricultural crops. But with technical know-how on tree nursery management, women could raise 80 tree nurseries and sold in the TPs.
  - Women Empowerment Training was successfully conducted for 213 women leaders from 123 villages using participatory methods, brain storming and group works. Many women came out of their village for the first time to the capital town Kohima or district headquarters.
- Enhancing community awareness on importance of conservation and imparting skills to plan and manage the resources
- Documentation skills: compilation, analysis & reporting
- Using and training people on Outcome Mapping
  - The techniques of Outcome Mapping and Project Management Plan were applied in the project for two consecutive projects.
- Design the in-house training of NEPED POU members on Participatory Rural Appraisal
  - Design the Training Module of Village Animal Health Workers for WDPSCA
- Writing skills:
  - Resource Books I & II
  - Internal Publications
2. What challenges did you face in using your newfound skills?

- **Lack of awareness among fellow government officials** about the NEPED project and its capabilities

- **Fear of rejection.** There is a comfort level within any organisation when this comfort zone is jostled there is always a conflict because there is a fear of digressing form the point of focus. So there was fear of rejection to new initiatives

- **Lacking passion.** There were times that good ideas were shot down because lack of passion in the presentation of the idea. This happened especially when it is taken for granted that all members present were at equal level of information. I realised that homework was necessary to present a case to the team because there were gaps in rate of assimilation of information and level of knowledge.

- **Time constraints and its management.** Disseminating new skills require time and setting priorities. In NEPED there rooms for improvements in time management and the discipline for it

- **“Women Empowerment”** used to be a lethargic word even amongst many of my NEPED colleagues then and therefore it was a great challenge.
  - The word “women empowerment” had to be rephrased as “women awareness” as it was easier for the male colleagues to accept the women activities in NEPED.

- Many of my colleagues in the departments still do not know the value of “gender” or do not understand that gender cross cuts everywhere.

- The **conventional top-down approach** in the departments and their programmatic approaches are the biggest hurdles for us to effectively utilize our skills.

- Challenges faced were greatest when dealing with field problems relating to land use systems, weed management, or in convincing farmers in adoption of new skills even after knowing the advantage.

- Farmers are apprehensive when it comes to **applying new technologies** and so as a researcher applying community oriented methodologies was challenging.
3. How has POU’s enhanced capacities affected NEPED as an organization in terms of capacities, skills and outlook?

- **Transparent and positive outlook**
- **Well equipped and skilled**
- Activities based on participatory approaches
- SARS as an organization is now more participatory in its approach and better equipped to work with and analyze problems of farmers.
- **Documentation, reporting and writing skills**
- *Increased confidence level* is visible in presenting their views on issues of development. The members are also in a position to articulate their views to others so that the image of NEPED is portrayed as a performing organization.
- **NEPED is recognized** entrusted to be the contact-point for Nagaland in the ensuing World Bank project.
- Although the NEPED team members had not invented any approach new to development, the fact that project is implemented differently from conventional approaches had gained the respect of the people in the rural areas. This ‘different approach’ could be attributed to the careful mentoring of erstwhile trend setters such as A.M. Gokhale, R. Kevichusa, Merle Faminov, Alemtemshi Jamir, K.K. Sema and so on.
- Application of *in-house learnings* on the field was the key to attaining a certain level of confidence. The weekly meeting of POU where the pros and cons of success and failures were discussed and where its cause and effects were articulated. Exploring ways and means of overcoming failures was the key to achieving our objectives.
- Not all POU members have the same level of capacity building, skills and outlook. However, we were learning from one another over the years. POU’s strong linkage with grass root people through research or project has built rapport and trust among POU and project stakeholders.
- **Good communication skills and dedication** of the members contributed to a greater image of NEPED as “Down to Earth” and the “People’s Project”.
- NEPED was the first to use computer in Nagaland and the capacity build through this intervention cannot be denied.
  - The POU members in turn trained Nagaland State Government officials with computer skills and further facilitated the computerization of offices in the state government.
- **Good PRA approach and project management skill**
• Sharing experiences and networking with other agencies/org.
• Resource center for scholars/students/researchers/ project implementing agencies…….
• NEPED works from the grassroots for the needs of the people
• Work culture and broadening of horizons
• Enhanced capacities of SARS helped in understanding the farmer’s problems from a more scientific perspective.

4. Can you provide an example of feedback from others with whom you work, relating to your enhanced skills since joining/leaving NEPED?
• The regular visits and stay-overs by NEPED officers is something that is very good for us farmers. Nobody else does this.
• On presentation of my thesis to Heads of Departments of Agriculture & Allied Sector departments, they wanted me to undertake a research work with the same methodology on one of their section
• An elderly person commented that “Officers from Government come to village with formal dresses. But NEPED members come to village wearing ‘Hunting boots’. This is the secret of their success.”
• People are not afraid to approach us for anything including acting as “Resource Person” for workshop/seminars.
• NEPED people are always available and willing to listen
• The approach of the Canadian project (NEPED) is completely bottom up approach.
• NEPED really has done tremendous job towards human resource development in the state.
• Agriculture Production Commissioner (APC) on a chance visit to Hanku village during mid 2007 … here is some extract of his interaction with the Village Council Chairman (VCC)

| APC – How many development departments are working in your village ? | VCC - NEPED among 3-4 deptts.
| APC - Which is the best ? | VCC - NEPED
| APC - Why? | VCC - a) They facilitates in implementation of program as per vill. work plan b) timely release of fund as budgeted
| VCC - Do you keep cash book and register? | APC - Yes. NEPED secy. has it.
| APC - Can I see it? | VCC - Yes, anytime it is open to all. |
• NEPED is has knowledge on jhum system and environmental issues and most importantly are well trained in communication skills and sensitive to peoples needs.

• A bunch of raw development commandos who goes ahead to crack developmental problems and challenges

• Advocacy & missionary work with missionary zeal

5. Please list the capabilities (e.g., research, project management, personal skills etc) improved through the capacity enhancement opportunities in the NEPED project?

  • Project planning and management
  • Resource management
  • Ability to make address in public – Self confidence
  • Research was once a term that was frightening, I learnt now that any observation that was interesting and recording them systematically, is research. Therefore research is a doable activity, I only need to ensure that time is set aside to reflect and analyse what I saw, heard and observed – (research capability)
  • Learning to learn has become an important guiding principle in the implementation of developmental work. For example, plantation of trees in large scale was always a problem as we worried about quantity and quality of planting material and its cost. Listening to the villagers, we learned that direct sowing of stone seeds was the best way. They also taught us when to collect the seed, how to store, how to plant, when to plant, which species is for what etc. (Ability and willingness to learn)
  • Improving my dissemination strategy is an on-going process. I have been improving my skills in transferring knowledge to farmers. It was found to far more effective to train a fellow farmer validate the information and let them discuss among themselves and made it their knowledge. I found this to be more effective in the dissemination process than me narrating the techniques.
  • My communication skills had improved and now we not only use the correct terms but also have the right attitude.
  • One of the goals of NEPED is the empowerment of people. It was often observed that villagers also want a short-cut to conflict resolution by referring the micro-management decisions to us, the project in charge. Should I start doing this, then the ‘stick’ I handed over to them would be taken back by me and they would have lost their empowerment.
Continuing to empower the people require patient listening and asking the right questions to solicit the right correct path of action to be taken. This requires time.

To have a Vision and a Mission with a message to convey had been a guiding force for development. Developing this passion was result of capacity building imparted to me.

Small Grants Research Project that I have undertaken funded by the IDRC was a real learning experience.

Enhanced managerial capacity eg; consultation with partners using various PRA tools during micro planning, implementation, monitoring and validation etc.

Upgraded knowledge and management skills

Strategic planning in administration,

My own attitudinal change

Attending PM&E was first of its kind I’ve attended and it helped me forward my views in a group discussion.

Documentation/report writing.

Conversant with the project and research works.

Efficiency in collection and dissemination of information

I learnt how to facilitate integration of improved methods of cultivation and traditional system to the farmers through participatory research.

Ability to look beyond – to have a larger framework and to adapt it to local situations

6. How have you also used your skills in works other than NEPED activities?

I have been invited as a resource person in several fora: student, Church, Public Organisations and Farmers’ Organisations. Had it not been for the capacity buildings acquired through various trainings and workshops, I would not have been recognised in the first place and I would not have been able to deliver.

Application of newly acquired skills in the all important Agriculture Technology Management Agency (ATMA) missions in the districts

As an project advisor to the ‘Farmer Management of Alnus nepalensis as an Improved Fallow Species’

Making use of media to attract attention had far reaching benefits for rural community. This happened when a village was having problem with selling their cabbage product and I contacted the media and
persuaded them to make a story. The reporters came out with a Front page story that enabled farmers of that village to sell their cabbage.

- For example, I imparted training to the Chakhesang Youth Front (CYF) to create awareness on biodiversity conservation and prevention of bio-piracy.

- I was able to mobilize resources for the good of the community without having to beg. I was able to convince the donors that what we were going to do was for the good of the donor as well.

- I have been mentoring the Phek District Farmers’ Union into a vibrant organisation capable of delivering an attitudinal change from expectation to self-reliant mindset of its members.

- My service requisitioned by other departments/NGOs to act as “Resource Person” to talk on empowerment, equity, women land rights issues etc.

- Skill and experience gained from the NEPED project were employed in implementation and supervision of various departmental schemes.

- Sharing the learning with co-fellows and farmers, the applications of computer with friends, relatives and social organisations (NGOs, SHGs, Church, etc) and demonstrating PRA tools to friends in other departments and organizations.

- Trainer and consultant

- Facilitated farmers to farmer adaptation of local innovations.

- The techniques of taking notes and reporting and especially regular accounting system were shared in the societies and friends.

- I am an Author of two small books in Tenyidie (Our Wealth 2001 and Parents ought to know).

- I used Outcome Mapping tools in preparing a Vision Statement for Pholami village, which was used in sourcing a project from the Department of Agriculture, Nagaland. This is now inducing a changed behaviour in the minds of the rural farmers of the village. A change whereby the sense of ownership of a programme was induced in the mindset of the people, they are now implementing the project because they see the benefit and only implementation of a project.

7. Please tell us something you know of how some of your colleagues have added value to NEPED activities or beyond after capacity building.

- Some colleagues have consistency, reliability and commitment with the assigned task. Some are good at preparing project proposal; one or two are computer savvy; some has working knowledge on writing and
most are willing to learn in order to catch up with the rest. However, everyone possesses certain skills that have been honed during their tenure in NEPED.

- Pikato invited as consultant editor for Systematization of an IFAD project in Karbi Anlong district, Assam
- Michael requisitioned as Resource Person on ‘Operation and Management of Micro Credit Mechanism’ by Nagaland Bamboo Mission team and Nagaland Bio-Resource team
- Vizonyü called upon as resource person for ‘Team Building and Dynamics’ by the Nagaland Bamboo Mission team
- Ango Konyak was the Key Informant for Mon District to the International Livestock Research Institute, Nairobi (ILRI) for their Rapid Appraisal on Pig subsystem in Nagaland
- Vengota acted as Consultant, Resource Person, Subject Matter Specialist for a number of organizations during their Workshops, Seminars and Conference on subject ranging from Biodiversity, Climate Change, NRM, Rural Livelihood, Unemployment and Socio-economic Development. Further, he is one of members who initiated numerous project proposals
- Z. Kikon, after joining his department computerized the whole system of documentation and reporting by creating LAN in the Directorate. He trained many officers and staff.
- Qhutovi became the most resourceful person in the Horticulture department and he imparted trainings to the staff. During his time of contribution, the department had flourished with achievements in high-technology on green-houses and marketing in floriculture.
- Chozhule conducts numerous trainings on women empowerment and SHGs’ activities. She is one the rare officer in the government establishment with specializations in women and gender. She represents the department to various high level forums and contributed many writings to the public. Her knowledge in participatory approach is well known in the Angami community.
- Amenba after re-joining the Forest department is very resourceful to the departmental activities in framing the programmes and execution, planning and monitoring of the central schemes.
- Sancho engineered ‘NEPeD - energy’ and is now posted as senior engineer in Agriculture department.

8. **Please provide an example of feedback from others with whom you work, relating to your enhanced skills since joining/leaving NEPED?**
• Changed attitude and behavior
• Good writing skill
• Strong technical skills and knowledge
• Timely submission of trip reports
• Good computer skills
• Open mind-set
• Wide world view and aware of issues.
• High motivation
• Great team person

• Ability to deliver
• Good analytical and research mind
• Always up-to-date on all aspects of development and technology
• Ability to think outside the box
• Fully dedicated for the welfare of the grassroots people

Section IV (Impact on Career and Organisation)

1. How have the skills and knowledge you acquired at NEPED influenced your work, your department and your career?

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<th>Little Influence</th>
<th>Moderate Influence</th>
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<td>Your organization</td>
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<tr>
<td>Your career n = 22</td>
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<td>18.7%</td>
<td>18.7%</td>
<td>50%</td>
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2. How have you been able to influence your department with the skills got from NEPED?

• Impressing upon the department to set up agricultural marketing facilities and marketing boards in districts

• Convincing department that the participatory research using participatory methodologies is a good approach.

• Department now organizes many PRA and PR&D workshops

• Exposure visits and trainings to researchers and extension functionaries

• The research findings of SARS-NEPED Team have been incorporated in the state programme for implementation especially in the ‘Fallow Management and Jhum Intensification Programme’.
• Bottom-up approach, going to villages - participatory planning with women/villagers is now being followed by a number of teams and missions of the departments that we have interacted with.
• Many of their activities of government schemes are based along NEPED lines.
• The skills of POU/SARS members are constantly sought by departments for state-wide training and workshops.
• Colleagues from parent departments consult us while preparing presentations and strategic action plans.

If No, explain why?
• I am still with NEPED therefore I cannot for surely state that I have influenced my Department. However, in several cases my colleagues had sought my opinion in issues of implementing project that are funded by other donors.
• As stated earlier the Department respects the work culture of NEPED but they are unable to do so as they are unable to come out of the conventional working systems. Therefore, till such time I joint my own department, I cannot say that I have had tangible influence.
• The bureaucracy is a different league. Project approaches do not apply.

3. How receptive have been your departments in terms of your inputs and suggestions?
• Responses ranged from poor (26%), fair (58%) to excellent (16%)

4. Is/was your experience in NEPED recognized by your department as a value addition to them? Please elaborate.
• Although I am junior in the hierarchy of my Department, the senior Officers recognized my involvement in NEPED and they continue to seek my services even if I am no longer directly under them.
• I have discussed the working system and work culture of NEPED with my colleagues in the Department of Soil & Water Conservation. While they envy and respect the culture, they have expressed their inability adopt because of the constraints imposed by long time working conventions.
• I have been told that my colleagues and seniors in the departmental are looking forward to my return to the department. They seem to have a lot of expectations and expecting a lot of contribution there.
• Yes, the department deputes us many designated meetings that are meant for high ranking policy makers and not for middle range officers like me.
  o For example, I was requested to go to the 4th North East Summit in Guwahati, one of the highest bureaucratic/policy level meetings involving the Prime Minister and other Central Minister, the North East Chief Ministers and Secretaries and Commissioners of all the North East States.
• Yes, but sometimes the Department expects much more than what we can do. For example, my knowledge of medicinal plants of the State is not so good as NEPED has not done any formal research but the department thinks that I can.
• Although I am now in NEPED, the department assigns me project preparation activities
• The department counts on me as a resource person
• After joining NEPED I have been given new/additional assignment in the department which I see as recognition of my new gained abilities.
• Yes recognizing our efficiency in specific subject matters, the department assigns us a lot of special assignments

6. Have you changed jobs or organizations since NEPED? Was this a promotion?
  • No (100%)

7. Has your involvement with the NEPED project enhanced your career? If so, how? Please give specific examples, if possible.
Section V: Networking

2. Have you participated in any list-serve or e-groups that you were introduced to during your trainings or exposure visits?

Only 18% reported networking or participating in list-serves or e-groups. The remaining 82% respondent that they have not personally networked through emails and on the internet but continue to at least keep in touch with local partners through other means of communication.

3. Can you provide some examples of the level and scope of your participation?

Of the 18% that reported networking through list-serves or e-groups, a majority of them (70%) reported that they respond to queries and campaigns or share information but did not for collaborative activities.

4. Beyond the list-serve did you establish any other connections or networks with other participants?

- Information exchange (Yes: 5 respondents)
- Sharing of ideas or brainstorming on issues (Yes 3 respondents)
- Collaborative research/writing - Nil
- Collaborative work/funding - Nil

5. Did any of these networks/connections involve other IDRC staff and partners? If yes, can you provide some details.

Only four respondents responded in the affirmative.

6. In your opinion what could IDRC or the government have done to enrich your learning experience before, during or after your time in the NEPED project?

Only 30% of respondents opined that there could be more follow-up trainings, particularly on knowledge management, networking skills and participatory action research. Incidentally, all the respondents were newer POU members.
Section VI: Personal/Professional Growth

1. What best describes your current role or position in your organization? What type of responsibilities are you involved with in your department or in the project?

- Finance and accounts
- District in-charge
- Trails and experimentation coordinator
- Soil laboratory coordinator
- In-charge of on-farm trails
- Front line demonstration expert
- Administrative head and chief strategist: Prepare Action Plans and Annual Reports
- Women empowerment
- Supervision of development activities
- Training

2. Please tell us how the new skills and/or knowledge gained from participation in the NEPED project has helped YOUR personal/professional growth.

- I have become more articulate and focussed in my presentations especially with the communities. Acknowledging this trait, my community organisations: Church, Students, and public are inviting me as resource person in important events and occasion
- Broadened horizon
- Exposure to outside world perspectives has really broaden my worldview
- Enhanced ability to plan and execute field research activities
- Before NEPED, challenges to convince farmers were great but after PRA skills and exposure I am more confident and able to perform my duties
- I was able to contribute in facilitating the planning and implementation process for development in many villages. Professionally I am now more confident because the data that had been gathered from NEPED gave me basis to work with.
- I was able to produce a more systematic project proposal that were acceptable by donor agencies such as British High Commission small grant programme and other agencies and mobilise funds for the project.
At the personal level, I have been able to influence my children into creative thinking that went beyond their text book. Their writing skills also had improved. Therefore, my trainings had been beneficial for my family members also.

Even before NEPED, I have been people-oriented in my approach as have been initiating food processing trainings, mushroom cultivation trainings etc; with different women groups. However, NEPED has helped refine and discipline my personal or professional growth with a wider knowledge.

NEPED has facilitated my personal growth.

Even though gender cross cuts everywhere, my experience and learning in NEPED is not going to help my professional growth due to man-made rules that are manipulative and favoritism in nature. If I am to grow professionally, I may have to seek legal justice, which is taxing materially as well as human resource-wise.

Basic computer skill, Project management i.e. Baseline survey & RBM etc helps in executing my assigned duties.

Personal - upgrade of knowledge & skill, personality & outlook up-scaled from crude, close-ended mind/ideas to open-ended, from shy of opportunity/challenges to ever confrontation .....

Professional - bottom-up approach, from leader to facilitator, confinement to open field, update of technology, terminology and technique, etc …

The experiences/trainings/ knowledge gained from NEPED has helped me in my outlook towards planned activities and dealings with others

I have learned to work in teams, participatory decision making, induced to think laterally, more accountable and responsible

3. How have you or do you intend to apply your new knowledge/skills outside the NEPED project?

The people in the villages are realizing the need to have long term planning for economic development for their villages. I intend to be facilitating this process. I am starting with the villages around my village and increasing the number and working with them.

We hope to continue to make people aware of and introduce them to the Hydroger technology which was introduced by John Graham

I intend to make full use of my learnings with the Agriculture Technology Management Agency in the districts
I hope to inculcate a sense of Social Science research amongst the community and thereby pass on the skills and methodologies I will continue women empowerment activities and take this forward with the skills got from NEPED.

I have greatly benefitted from the use of innovative tools and methodologies in meetings, discussion, interaction, seminars and in any other forums. I will pass on this skills to others in Naga society.

As a scientist, I plan to pass on practical demonstrations for adoption, up scaling and replication to other farmers and communities.

I share my small experiences with other farmers and encourage them to adopt technologies that are suitable for them.

As an extension worker I intent to disseminate new found skills to farmers for adoption/adaption

Section VII: For Supervisors/Heads of POU staff’s parent departments

1. Do you feel that your colleague’s involvement with NEPED was beneficial? How has their involvement and inherent capacity building influenced or contributed towards your department?

The researchers met with several departmental supervisors and the overwhelming response is that knowing NEPED and its activities, the involvement of their colleagues in the project will greatly benefit the department.

On how the members have benefitted the department, there were two opinions:

- One set of opinion was that there has not been much interaction with the members after they were deputed to NEPED and therefore, they were not aware of any direct benefits as of now.

- The other opinion was that although the officers were not directly given normal departmental activities, they have really benefitted in terms of gaining new insights to issues and challenges of development in the villages of Nagaland. They also reported that the officers, who have now left NEPED and are back in service in the departments, are contributing tremendously by introducing new methodologies and working styles.

2. Can you describe any particular instance where your colleague has transferred any new skills or knowledge to your department/organization?
Section VIII: Communities and Beneficiaries

1. Can you tell us how NEPED’s POU members have evolved over time in terms of their services and approach in planning and implementing project activities?

Researchers met with and informally interacted with over 40 farmers across the state. While many could not give specific responses, the most common responses got from farmers were:

- We had always been apprehensive of the government because often we have lost out by doing what they wanted us to do. When NEPED first came, we had the same fear and did not really know how to respond to them. The project officers (POU) however did not come telling us what to do but rather sought our views and this made us more suspicious.

- One thing that made them different was that they were ready to listen to us and they always personally came and stayed in our villages. This was good and we started talking.

- The forest department had micro-plans with our villagers too but these were always prepared by them and we did not know anything. With the NEPED officers, they would sit with us and then after talking to each of us, the plans were developed.

- Initially they came asking questions and seeking for answers but now, when they come we are very comfortable and we are the ones that ask all the questions.

- The officers are all younger than the earlier phases but that does not make them any less. They are active, committed and if all officers in Nagaland work like the NEPED officers, Nagaland will prosper.

2. What are the areas that you like best about them and their services?

- They are honest and committed
- They always come to the village and do spot verification
- They come with lots of ideas and suggestions
- They make payments in time and are not corrupted
- They are good people
• They do not waste time and do their work efficiently
• They are very strict but that is the best way with Nagas
• They are friendly and do not show off
• Their knowledge and skills are very professional and appropriate for us Naga farmers
• If it was not for NEPED, we would not be as confident and prosperous as we are now.
• They try to help us even if it is not their duty or work
• They are like our children but more obedient, humble and hard working than my sons.

3. Do you think that they are gender sensitive? If yes/no please explain why?
• Yes, the NEPED officers think for women more than our own husbands and fathers do
• I don't know but they always insist on the presence of women in meetings and ensure that women get their share of money
• We women are very lucky that the NEPED officers come to our village. The VDB and Village Councils now take notice of our abilities and we have proven that we can do what men do also.

4. What are the non-technical skills and methods that your have learned from the POU members during your interaction with them over the years?
• How to be humble and assertive with people without hurting their feelings
• To listen to people and appreciate their views
• That transparency and honesty always works for success
• To express myself in front of government officers