



SUSTAINABLE TIBETAN COMMUNITIES

USAID Cooperative Agreement No. 486-A-00-04-00008-00

FINAL PROJECT PERFORMANCE REPORT FOR THE PERIOD AUGUST 2004 TO NOVEMBER 2009



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Submitted by

Winrock International in partnership with:

Flora and Fauna International
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EXECUTIVE SUMMARY

This document is the Final Performance Report of the Sustainable Tibetan Communities (STC) project which was implemented under USAID Cooperative Agreement No. 486-A-00-04-00008-00. The period of performance includes the initial three year period from August 27, 2004 through August 26, 2007, and with subsequent cost and no cost extensions through November 30, 2009. This Final Performance Report is being submitted to USAID in compliance with Section A.5 number 3 of the Agreement. This report will provide an overall summary of all five years of STC achievements, focusing on outcomes, successes, challenges and sustainability. In keeping with this approach, overview, summary and analysis information will be included in the body of the report. Supporting information and/or information previously submitted will generally be included as an annex. It is our belief that this method will enable the reader to more easily understand the overall result of the STC project's activities and accomplishments over the past five years.

Key Results

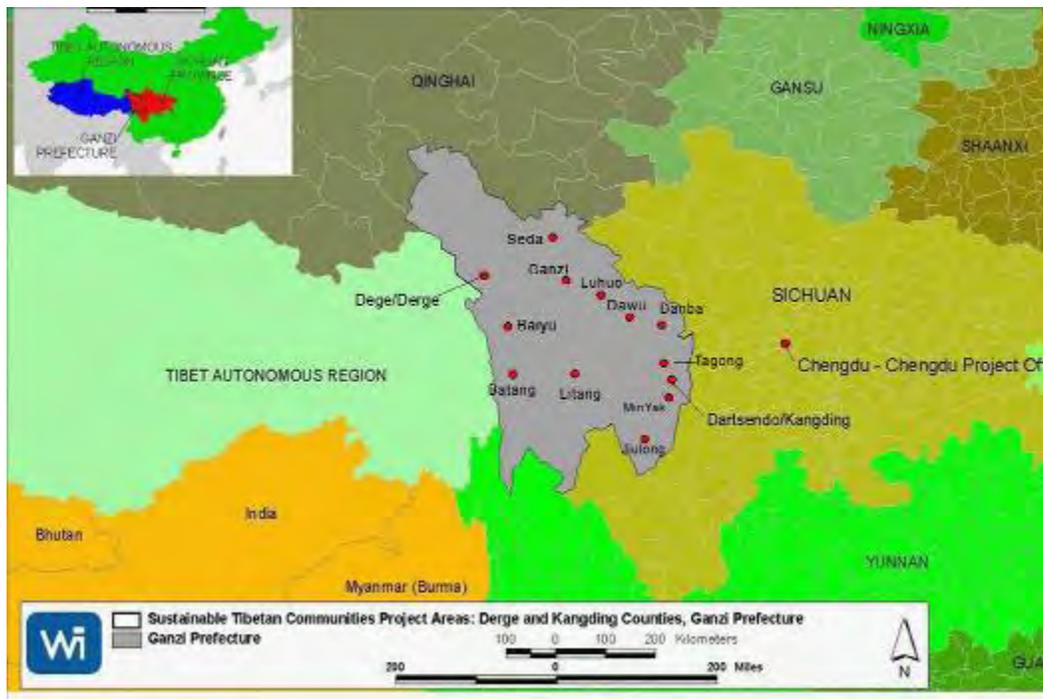
- 7 community libraries established
- More than 3500 people have accessed community libraries
- 250 graduates received test preparation for government employment exams;
- 27 new enterprises established
- 12 producer groups strengthened or established
- 48 people trained as Business Development Service providers in Years 1-3;
- 7000 people receiving training in eco-tourism services
- 4 environmental protection centers established
- Rangeland management training conducted and 12 rangeland user groups formed
- Reforestation projects resulting in 20,000 trees planted
- 58 Community-based organizations established or strengthened
- Grants totaling 5,776,450 Yuan (\$846,992) were awarded in open competition to 58 local NGOs and community-based organizations
- 4,421 rural villagers and herders accessed new health care programs
- 21,700 people benefitted from health education outreach
- 169 health care workers received technical training
- 12 rural public health campaigns developed
- 28 people trained as trainers in public health education
- 28 bilingual educators given advanced training in research and implementation

The goal of the Sustainable Tibetan Communities project was to strengthen Tibetan communities' capacity for meeting their socio-economic needs while conserving the environment and preserving their cultural heritage. To fulfill this mission, the STC identified three objectives for the initial three years of the program: 1) to expand income generation opportunities for improved livelihoods in targeted rural communities through strengthened capacity of local Tibetan community organizations to plan, implement, and monitor development activities; 2) to improve environmental conservation and natural resource management through increased adoption of sustainable rangeland management and livestock development techniques; and 3) to increase the capacity of Tibetans to preserve their unique cultural heritage through preservation, restoration or conservation of culturally significant sites and artifacts, texts, and oral traditions, support for traditional artists, and creation of income generation opportunities for Tibetan artisans.

During the fourth and fifth years of the project, the Winrock Team worked towards the following two objectives: 1- Investing in People – which focuses on the key program areas of Health and Education, and Cultural Heritage; and 2 - Economic Development covering the two key program areas of Private-Sector Competitiveness, with a focus on Workforce Development, and Environment, with a focus on Sustainable Natural Resources Management and Production. The STC project combined the best practices from Winrock International's work around the globe and the best local research and scholarship, with a fine-grained understanding of local and national policy initiatives. The main approaches employed throughout STC included: *a) participation; b) communication; c) gender equality; d) capacity building; e) coordination with other NGOs and Government Institutions; and f) private sector coordination.*

1. BACKGROUND TO THE SUSTAINABLE TIBETAN COMMUNITIES PROJECT

Tibet is an area of unique cultural and ecological significance, but Tibetan communities, especially pastoralist communities, suffer from high rates of extreme poverty. The unique eco-region of western Sichuan province can be sustainably managed to generate improved livelihoods for Tibetans while protecting resources for future generations. The exceptional diversity of precious natural resources has not yet been fully valued, and the present modes of resource extraction are going through unprecedented rapid change. Nevertheless, more than half of Tibet's population is made up of nomads or agro-pastoralists, who struggle to make a living, have had little participation in the design of programs or policies that affect their lives, and often lack the tools and opportunities to play an active role in this great transformation. Moreover, there are relatively few Tibetan development projects outside the Tibetan Autonomous Region (TAR). To succeed in the long run, development and conservation initiatives must be planned and implemented by the people with the most to gain or lose: Tibetans themselves.



Against this background, the U.S. Agency for International Development awarded Winrock International a three-year Cooperative Agreement to implement the Sustainable Tibetan Communities project in western Sichuan Province, China. The Cooperative Agreement was awarded August 27, 2004 and the full agreement received in mid-September. Sub agreements were signed with Winrock International's partners – Kham Aid Foundation on January 24, 2005, and Flora & Fauna International, Inc. (FFI) on February 2, 2005. These sub-agreements were concluded on July 31, 2007.

Two 90 day no-cost extensions enabled Winrock to maintain its presence and project work during the interim period between the close of the initial three year period and notification of the project's continuation through September 2009. An additional 60 day no-cost extension led to the official project close out on November 30, 2009.

Through the project, Winrock International and its partners focused on strengthening the capacity of Tibetan communities in Ganzi Tibetan Autonomous Prefecture in the western part of Sichuan Province.

The activities promoted the goal of strengthening Tibetan communities' capacity for meeting their socio-economic needs, while conserving the environment and preserving the Tibetan cultural heritage.

The Sustainable Tibetan Communities program operated through two components: 1) a Core Component implemented through Winrock International and its two subcontractors (FFI and Kham Aid Foundation) during the first three years; and 2) a Sub-Grant Component, which was the major project focus and achievement throughout all five years, issuing Request for Applications (RFAs), and awarding grants to local and international non-governmental organizations. Winrock integrated these two components to promote accountability and strengthen the effectiveness of community organizations through organizational development and institutional mentoring. Reporting for each component was therefore combined under the relevant project objective. (See Annexes 3 and 4 for project results by objective).

2. PROJECT GOALS AND OBJECTIVES, INCLUDING YEAR THREE ADJUSTMENTS

The goal of the Sustainable Tibetan Communities project was to strengthen Tibetan communities' capacity for meeting their socio-economic needs while conserving the environment and preserving their cultural heritage.

During the first three years of the agreement period, the Winrock team achieved this goal through the following objectives:

- **Objective 1: Expanded Income Generation** opportunities for improved livelihoods in targeted rural communities through strengthened capacity of local Tibetan community organizations to plan, implement, and monitor development activities through appropriate technology and sustainable market-oriented activities.
- **Objective 2: Improved Environmental Conservation** and natural resource management through increased adoption of sustainable rangeland management and livestock development techniques and increased local participation.
- **Objective 3: Cultural Preservation** Increased capacity of Tibetans to preserve their unique cultural heritage through preservation, restoration or conservation of culturally significant sites and artifacts, texts, and oral traditions; support for traditional artists; and creation of income generation opportunities for Tibetan artisans.



Prayer Wheels in Tagong



During the third year of the project, the STC re-aligned its grouping of these objectives to reflect USAID's new reporting requirements. Project objectives were changed from the three listed above, to two new objectives that more accurately reflected the STC's priorities and fields of activity.

During the fourth and fifth years of the project, the Winrock Team worked towards these two objectives:

- **Objective 1: Investing in People** covering the key program areas of Health and Education, and also including Cultural Heritage. Encompasses Objective 3 above.

- **Objective 2: Economic Development** covering the two key program areas of Private-Sector Competitiveness, with a focus on Workforce Development, and Environment, with a focus on Sustainable Natural Resources Management and Production. Encompasses Objectives 1 and 2 above.

The STC worked closely with communities through participatory processes wherever feasible, to guide the agenda reflected in the RFAs that were released through the project's Sub-Grant Component. The deliverables outlined in the grant agreements were worded so as to facilitate reporting on the targets USAID has set in its strategic objectives.

3. FOCUS AND FORMAT OF THIS REPORT

During the course of the project, quarterly and annual reports submitted to USAID provided detailed information about the activities and projects undertaken by the STC, which were reported under the objectives in place at the time. Annexes A through D summarize that information as follows:

| | |
|---------|-----------------------------------------------------------------------------------------------------------|
| Annex A | RFAs issued by Grant Cycle |
| Annex B | Summary of STC Grant and Core Activities by Grant Cycle, including sub-grant amounts and contract numbers |
| Annex C | Summary of Achievement toward Targets (Year 1-3 Indicators) |
| Annex D | Summary of Achievement toward Targets (Year 4-5 Indicators) |

This report will provide an overall summary of all five years of STC achievements, focusing on outcomes, successes, challenges and replicability.

In keeping with this approach, overview, summary and analysis information will be included in the body of the report. Supporting information and/or information previously submitted will generally be included as an annex. It is our belief that this method will enable the reader to more easily understand the overall result of the STC project's activities and accomplishments over the past five years.

As mentioned in Section 2 above, USAID reporting requirements changed during the third year of the STC project. This resulted in two different sets of objectives. Although the data as previously reported under the original objectives for years 1-3 is included in the Annexes, the objectives used in this report will be those in place at the project's close: Investing in People and Economic Development.

4. OVERVIEW OF SUSTAINABLE TIBETAN COMMUNITIES PROJECT

4.1 PROJECT COMPONENTS

As explained above, the Sustainable Tibetan Communities project operated through two components: 1) a core component and 2) a sub-grants component, which were integrated to promote accountability and strengthen the effectiveness of community organizations through organizational development and institutional mentoring. The following provides an overview of each component:

(a) Core component

The core component of the project provided essential support to the sub-grants program. As specific targets needed extra support, STC staff focused their efforts on core activities. These included training, capacity development and study tours, along with building market linkages for products and services. Core activities focused on increasing income of Tibetans; building sustainability of Tibetan community organizations; improving rangeland management, livestock health, and agricultural production; preserving cultural skills; and restoring culturally important sites.

(b) Sub-Grants component

Over the course of the project, this emerged as the central focus of the Sustainable Tibetan Communities Project, with its potential for far-reaching impact on local society. Approximately 30% of the project budget was allocated to provide strategic grants, helping emerging Tibetan organizations to develop and implement activities that support their communities. Winrock International's extensive experience in establishing and managing transparent, compliant grant programs for USAID was essential to its success. Although it was intended that grants should also be given to INGOs, in the first three years of the project, only two such grants were awarded. This was because project staff felt strongly that funds could be more effective by supporting local organizations. Similarly, while Winrock recognized the ongoing need to bring in technical expertise from outside the project area; this was done most cost effectively through targeted consultancies with a clear scope of reference.

4.2 TECHNICAL APPROACH

The STC project combined the best practices from Winrock International's work around the globe and the best local research and scholarship, with a fine-grained understanding of local and national policy initiatives. The main approaches employed throughout STC included:

Participation. The Winrock team has been firmly committed to a participatory approach, encouraging Tibetan beneficiaries to identify and propose solutions to the problems they face within the project framework. Over the past five years, Winrock and its partners have used various mechanisms to ensure effective coordination and deliver broad-based participation and benefits. The STC relied on a prefecture-level advisory committee in Kangding, which included representatives of key government agencies and institutions, NGO representatives, academic and religious leaders and the project team, to orient and scope the project. Committee members and prefecture-level advisors gave input and reviewed the grants process throughout the project. STC introduced Participatory Rural Assessment (PRA) exercises to the target community and drew on the results to shape the grant process. In addition to local participants, STC staff and local government officials also benefited from the training and experience of PRA.



PRA activities in Dorlha village, Tagong

Communication. The STC project has employed a pro-active, transparent communications strategy, utilizing a project-specific website and public meetings to widely disseminate RFAs in five grant cycles along with grant application guidelines. Throughout the project, STC staff continuously used innovative methods to propagate information and lessons, and employed various feedback mechanisms to evaluate

effectiveness, such as annual advisory committee meetings bringing together technical experts, government officials and local community representatives.

Gender Equality. Winrock International has extensive experience in gender issues in China and elsewhere. The STC worked to expand the choices available to Tibetan women to improve their economic opportunities, rights, and livelihoods. During the project, Tibetan women participated in community meetings and planning activities, were trained as health promoters, received skills training to improve their economic opportunities, participated in bilingual teacher training, and benefited from literacy classes set up in local computer labs, among many other activities. As appropriate, data was collected and analyzed on a gender-disaggregated basis to ensure the project was benefiting both men and women.

Capacity Building. Beneficiaries and project partners have been provided with extensive capacity building training and organizational strengthening materials, small grants, and access to Winrock's extensive network in China and abroad. The STC strengthened its partners through training and technical assistance that will continue to foster their success well into the future, i.e., assisting with their annual work planning; providing training in project accounting, monitoring, and reporting requirements; and identifying organizational weaknesses that can be strengthened through project participation. This took place in both pre and post award training and in a targeted manner.

Coordination with other NGOs. It has been STC policy to cooperate with other NGOs operating in Ganzi Prefecture. The COP has consulted with the international donor community, including other USAID grantees such as The Bridge Fund and The Mountain Institute, US government organizations such as Peace Corps and the State Department, and private donors such as Trace and Heifer Foundations. Winrock cooperates by sharing consultant reports, research on best practices, etc., with other organizations that wish to reciprocate.

The COP also met regularly with consultants, advisors, and academics both in Sichuan and in Beijing working in the field of NGO management in China. These intellectuals, including the director of the CAAS, have been particularly helpful in advising the project on the matter of national level policy regarding the role of NGOs in China.

Government Coordination. For the STC to remain viable, it was essential for project staff and advisors to maintain good relations and open communication with government officials at national, provincial, prefecture and local levels. At the national level, the COP, DCOP and Kangding Office Manager attended a national level Policy Forum on Mainstreaming NGOs in Government Poverty Programs, held in Beijing on September 22, 2008, during which the COP offered recommendations on how to facilitate a greater role for INGOs in helping the Chinese Poverty Alleviation Bureau achieve its poverty-reduction targets. The COP and DCOP also held productive meetings with the Vocational Training Center of the NPAO, discussing approaches to workforce development and vocational training.



STC staff with government visitors in Tagong

Private Sector Coordination. Winrock International continues to explore the possibilities of public-private partnerships with relevant business, primarily tourism agencies. To the extent USAID regulation permitted, the STC sought to support the development of for-profit businesses that had potential to substantially benefit the target community.

5. REVIEW OF KEY PROJECT ACCOMPLISHMENTS

See Section 7 for Activities/Results by Objective

The major achievement of the Sustainable Tibetan Communities Program has been to introduce and effectively administer a grant process based on transparent, equitable competition for funds and thereby to stimulate the growth of non-governmental organizations in Ganzi Prefecture.

Establishing an official presence as an International NGO and being allowed to work in a participatory manner with local communities was also a significant achievement. Winrock's acceptance and authorization to work in Ganzi is particularly important at this time, because the project team learned from local sources that established INGOs will be allowed to continue their work, but it will be very difficult for new INGOs to receive permission to begin new projects.

Civil Society in the Project Area

In total 78 different organizations submitted proposals to the STC over the course of 5 grant cycles. Before the STC began there was only one officially-registered local NGO in Ganzi Prefecture.

The emergence of so many non-governmental organizations and associations in response to the RFAs, where prior to the STC virtually none existed, has significantly altered the structure of civil society in Ganzi. This can be seen as one of the major accomplishments of the project. This new sector is in a fledgling state, however, and requires support and input in the form of funding and capacity development, in order to remain viable.

In total 78 different non-governmental organizations and associations submitted proposals to the STC over the course of 5 grant cycles. Before the STC began there was only one officially-registered local NGO in Ganzi Prefecture, a very different environment from other Tibetan areas of China, such as Lhasa or Qinghai, let alone other Asian countries that have well-developed NGO sectors. The STC decided to work in Ganzi because the starting point was so low and the area so poorly-developed in this respect. The existence of so many new local community organizations and associations as a direct result of STC work represents a significant shift in the structure of civil society in the region.

Winrock's comparative advantage is its ability to adapt its extensive grant-making experience in other countries to the Chinese situation. The STC project had office systems in place that allowed staff to efficiently and responsibly make large numbers of small grants, and to

invest time and funds in establishing these systems in the project area. Because of this investment, the nascent NGO sector in Ganzi has continued to engage in community-based development activities.

The STC met or exceeded most of its targets, as summarized in the tables provided in Annexes 3 and 4. See Section 7 for summary information about project activities.

In addition to targets met or exceeded, the following activities represent significant achievements of the STC.

- Introduction of Grant System
- Equitable Administration of Grants
- Establishment and Maintenance of Official Organizational Presence
- Participatory Articulation of Project Targets, Baseline Documentation and Market Analysis
- Capacity Development and Technical Assistance
- Development of Training Materials in Tibetan and Chinese
- Strong Government Partnerships

5.1. INTRODUCTION OF GRANT SYSTEM AND ACCEPTANCE BY LOCAL COMMUNITIES AND GOVERNMENT

- ✓ Potential grantees and government officials participated in five ground-breaking Request For Applications (RFA) workshops inviting equitable application for grant funds
- ✓ 78 new local NGOs formed
- ✓ Open competition grant process implemented
- ✓ Annual increase in number of applicants

The grant program introduced something fundamentally new to the development process in Tibetan areas with open, transparent, equitable competition for grant funds among local organizations. All prior existing aid came either from the government or from INGOs to their chosen partners, on an ad hoc basis in response to immediately perceived need. Through the STC, for the first time a design process found partners for grass roots implementation through the release of RFAs and open competition.

During the five years of the project, the STC distributed 78 grants totaling 5,776,450 yuan (\$846,992) to local NGOs and community-based associations. The grant program introduced something fundamentally new to the development process in Tibetan areas with open, transparent, equitable competition for grant funds among local organizations.

Each Grant Cycle began with a Request for Applications workshop. Representatives of existing non-governmental organizations and associations, village associations and user groups, as well as local government officials attended the workshops, which were facilitated in a participatory way by Winrock staff. Participants discussed the grants guidelines and financial requests, followed by extensive discussion of the distributed RFAs by interest groups. In each grant workshop STC staff invited representatives from more mature NGOs from other areas in China to conduct peer-to-peer learning and assistance, thus offering practical tools adapted to the PRC operational environment, and inspiring confidence that, since this has been done successfully elsewhere in China, it could be done in Ganzi also.

The STC project required a balance between the need for organizational mentoring with open equitable access and transparency. This was particularly true for seed grantees, who were often village-based organizations with basic educational levels. A simplified process was established for the seed grants, which included informational meetings with potential grantees in preparation for the issuance of the RFA, and support throughout the grant cycle.

Due to the preparatory work carried out in Year One to introduce the grants process to local people and government officials, succeeding years saw greater understanding of the procedures involved, and the volume of organizations applying and grants awarded increased accordingly. However, facilitation was still required by STC staff as this kind of transparent, equitable competition for grant funds is still a fundamentally new concept in Tibetan areas. Many new groups were created or existing groups formalized in response to the grants program. This was their first experience with such agreements and is an important step in their institutional development.

5.2 EQUITABLE ADMINISTRATION OF THREE ROUNDS OF GRANTS, DISTRIBUTING NEARLY 6 MILLION YUAN IN GRANT FUNDS TO TIBETAN NGOS

- ✓ 26 RFAs distributed along with grant application guidelines
- ✓ 78 organizations submitted grant applications

- ✓ Grants totaling 5,776,450 yuan (\$846,992) were awarded in open competition to 58 local NGOs and community-based organizations
- ✓ 8 were direct grants totaling 560,838.50 yuan (\$82,476) made by the STC to local NGOs and community-based organizations

In each cycle, STC staff carried out an impartial technical review of all the proposals, aiming to make the awards within 11 weeks of publishing the RFAs. The grantees were required to take a financial management training course in basic accountability and reporting, and STC staff developed templates for this in Tibetan (see section 5.6 below for more information on Tibetan language training materials). Grantees had up to a year to implement their proposed activity plans.

The activity arc of the project illustrates the investment in time and training that this process required. In Year One most staff time was dedicated to establishing the project and introducing the concepts of participatory methodologies, non-governmental organizations and grant-making in the target communities. The project's first grant cycle supported 8 community-managed projects.

As a result of this preparatory work, in year two staff were able to focus on meeting targets through grants and core activities. Year Two of the STC was a year of intense project activity, during which most targets were met or exceeded. The grants process achieved its potential in that year, generating applications through two grant cycles from local non-governmental organizations, most of which did not exist before the STC began. Grant Cycles Two and Three funded 32 projects submitted by those organizations, and 8 further grants made directly to organizations identified as able to meet Winrock's objectives.

As instructed by USAID and reported previously, all grant funds were obligated by the end of Year Two of the project. Staff time in Year Three was therefore spent following up with grantees, carrying out ongoing grants and implementing core activities. After additional funding became available, Years Four and Five conducted further grant cycles smoothly in accordance with the systems developed at the outset of the Project.

During the last two years, political upheavals in Sichuan's Tibetan areas provided some challenges to maintaining project activities, but hard-working staff and flexible partners enabled work to continue more or less on track. A total of 30 projects were funded through sub-grants in the project's last two years.

See Annex 1 for a list of RFA's issued in each cycle.

See Annex 2 for a list of grants awarded in each grant cycle.

In order to ensure transparency and access to the RFAs by all interested organizations, all RFAs were made available on the STC website in English, Tibetan and Chinese (<http://www.winrock-STC.org>).

5.3 ESTABLISHMENT AND MAINTENANCE OF OFFICIAL ORGANIZATIONAL PRESENCE

- ✓ Winrock International Sichuan Office officially registered with the Bureau of Industry and Commerce
- ✓ Two STC Project Offices established in Chengdu and Kangding
- ✓ Formal approval for project goals and objectives and participatory methodologies obtained from Ganzi Prefecture Government and Kangding County Government
- ✓ Residence Permit obtained for Chief of Party
- ✓ Continued approval for project goals and objectives and participatory methodologies obtained from Ganzi Kangding County Government

- ✓ COP invited to speak at government-level conference in Beijing on Mainstreaming NGOs in Government Poverty Programs
- ✓ Memoranda of understanding (MOUs) signed with Poverty Alleviation Office (PAO); State Ethnic Affairs Commission (SEAC); and China World Trade Organization Tribune Magazine

Establishing an official presence, both as an organization and a project with specific goals and methodologies, was a critical challenge for Winrock International in carrying out the STC work. It has required a significant investment, both in diplomacy and in attention to local legal and employment practices, to stand with a visible, clearly articulated project profile. Only through repeated and detailed meetings with Chinese officials were we able to secure the permissions necessary to proceed and to establish a firm organizational footing. For example:

(a). In March 2005 the STC team submitted details of project goals and objectives and proposed implementation methods to Ganzi Prefecture Government. The resultant letter issued by the government authorizing the STC to proceed as planned established the project on a firm official footing and also represented an important step towards the acceptance of participatory methodologies in Tibetan regions.

(b). In April 2005, STC staff met separately with officials from local county government, the county Civil Affairs Office, Tourist Bureau, Agricultural & Animal Husbandry Bureaus, Ganzi Prefecture Tourist Bureau, and Tagong Township Government and discussed the STC with them in detail, including USAID regulations and Winrock International's working principles. This enabled them to better understand the project and its approaches and resulted in a closer level of cooperation.

(c). In October 2006, at the close of Year Two, the COP met with First Party Secretary of Kangding County Government for a review of STC work to date. The COP presented results from the first two years and plans for ongoing work. This meeting resulted in a firm commitment from the county government for the STC's ongoing work in Kangding County and, furthermore, an invitation to expand the work to other counties of Ganzi Prefecture, with specific suggestions for potential project sites. Acting on this invitation, the COP made a research trip to these other sites in Luhuo, Ganzi, Baiyu and Dege Counties.

(d). Two meetings of the Prefecture Advisory Committee, in March and September 2006, also further strengthened the STC's status as a well-established and respected INGO in Ganzi Prefecture.

(e) In December 2008, STC signed a new memorandum of understanding with the State Council Leading Group for Poverty Alleviation to focus on vocational training. We are not aware of another organization able to leverage such high level government cooperation and support. We believe that our ability to work throughout this challenging period has been greatly enhanced by the existence of this agreement. In 2009, MOUs for future work were signed with the PAO Foreign Capital Project Management office; State Ethnic Affairs Commission (SEAC); and China World Trade Organization Tribune Magazine under the Ministry of Commerce. This additional support is a testament to the level of government trust and approval the STC has garnered over the course of the five year project.

Winrock continues to maintain and strengthen its relationships with China's national and local governmental units. Operations in China cannot happen effectively, or at all, without the proper paperwork and/or approval of the appropriate government departments. Not only has Winrock been able to maintain its NGO registration – something no other NGO working in Tibetan areas managed to do during the project's last two years – but, as explained above, it has also entered into MOUs with national government divisions, which fairly well assures Winrock's ability to continue its work in western Sichuan. Winrock is well known and continues to be respected by local and national officials, no mean feat given the context of unrest and mistrust which marked the last 18 months of the project. For much of

2009, the Tibetan regions were closed to foreigners, but Winrock was nevertheless able to continue its work through the networks established over the past five years.

It is important to be aware that, even at the program's close, the goals and funding source of the STC still met with a significant degree of suspicion from Chinese officials and non-officials alike, more than ever in the project's last year, due to a changing political climate in Ganzi Prefecture. Although Winrock built a good reputation on the basis of our activities, which emphasized transparency as well as fairness and accountability, this issue remained a delicate balance throughout the life of the project, and will continue to be the case for Winrock and other INGOs working in the region.

In an increasingly challenging work environment, where INGOs can easily fail to secure permission to start work or renew their registrations, it has been important to maintain the presence and status of the STC, not only through project deliverables, but also by working in a cooperative and appropriate manner with local government. In Chengdu, Administrative Coordinator Huang Ying worked closely with the Provincial Bureau of Civil Affairs to ensure the STC was in compliance with government requirements. In Ganzi, two Consultants on Government Relations assisted with this issue. STC staff also engaged the services of an employment intermediary to ensure full compliance with all Chinese labor and tax laws.

5.4. PARTICIPATORY ARTICULATION OF PROJECT TARGETS, BASELINE DOCUMENTATION AND MARKET ANALYSIS

- ✓ Participatory Rural Assessment (PRA) exercises carried out in target communities
- ✓ Tibetan villagers participated in PRA activities and provided baseline material for project design
- ✓ Tibetan and Chinese officials from Kangding County Government trained in PRA methods through direct participation
- ✓ Participatory methodologies used by grantees, partners and consultants as well as STC staff
- ✓ Baseline documentation, resource inventories and market analysis carried out by STC staff and local community



Community members participate in assessment activities in Risama village, Tagong



Another key accomplishment of the STC has been obtaining long term buy-in from the local populace. When the STC began in 2004, a participatory approach to development was a virtually unknown process in these areas. Winrock staff held initial meetings with various stakeholders in Ganzi Prefecture in October and early November 2004, followed by a Participatory Rural Assessment from February 25 to March 3, 2005. The PRA activities were in themselves an important milestone in organizational capacity building for Ganzi. Participatory approaches were a new experience for villagers and officials alike. By including government officials in the assessment teams, STC introduced a new policy concept, while at the same

time encouraging the strengthening of civil society.

Villagers' prioritization of their needs guided the development of RFAs for the first grant cycle. Activities in each objective were based on locally-grounded research and documentation. PRA activities resulted in detailed baseline information about the project site, including: Grassland Resources and Nomadic Activities; Products and Markets; Tourist Resources and Management; Existing Community-Based Activities; Technology Promotion; and the Situation of Wildlife in the project area. The first steps taken toward the collaborative management of natural resources included a detailed resource inventory with a rangeland health check carried out by the nomads themselves in order to assess the actual degree of degradation in the target site.

In June 2006, rangeland expert Camille Richard led the STC team in participatory assessments of issues and opportunities for future involvement in two new villages in Tagong Township. This served not only to guide the core activities and drafting of RFAs for the next cycle, but also provided valuable in-service training in participatory methodologies for future rangeland managers and cadres.

PRA activities in Goruma village, Tagong An important part of the work of STC core staff was to emphasize community consensus in all activities, particularly tourism development and cultural restoration. Before developing project implementation plans, STC staff consulted with local people to ensure their input played a major role in shaping project goals.

Participation remains a persistent, on-going challenge. The Tibetan nomads are eminently practical and down to earth and they expect concrete returns on their efforts in a very short time frame. For example, they see collaborative management of natural resources as something very abstract and would prefer to see activities that result in immediate useable benefits. STC work required a continual balance of the strategic goals of the project with the short term demands of local partners, through open communication and village-level workshops.

5.5. CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE

- ✓ 58 Community-based organizations established or strengthened as a result of the STC
- ✓ Pre- and post- award trainings carried out to develop skills of local grantees
- ✓ Trainings provided in vocational skills, traditional arts, marketing, health care
- ✓ Business Development Service providers trained, emphasizing services related to ecotourism
- ✓ Entrepreneurs accessing Business Development Service training

Organizational capacity building is a key emphasis for Winrock International in general and the STC project in particular. The structure of the STC ensured that people in Ganzi formed their own organizations in order to apply for grant funds and, if successful, that they acquired specific skills in order to implement their development projects. STC staff accordingly pursued all possible opportunities to inspire capable people to establish their local NGOs and associations on a wide variety of goals. As a result of the STC, 58 community-based organizations in Ganzi Prefecture were strengthened or newly established.

EXAMPLES OF THE STC CAPACITY-BUILDING APPROACH

- ❖ Provided training to local organizations in work planning, project accounting, monitoring, and reporting
- ❖ Emphasized peer-to-peer learning by inviting established Chinese NGOs from other areas to work with newly-formed NGOs
- ❖ Trained grantees in financial management with Tibetan language templates
- ❖ Strengthened local organizations other areas such as health, education, and environmental management
- ❖ Organized structured study tours and rangeland policy workshops
- ❖ Conducted training of trainers for health outreach workers to provide information services to 8 villages
- ❖ Increased STC staff capacity in: Participatory Rural Assessment; Organizational Self-Assessment; Strategic Planning; Business Development Services; Project Cycle Management; and Collaborative Management

Grantees were strengthened through training and technical assistance that will foster their success well into the future, i.e., assisting with their annual work planning; training in project accounting, monitoring, and reporting requirements; and identifying organizational weaknesses that can be strengthened through project participation.

Capacity building for both villagers and government officials was also an integral part of the core component work of the STC, including eco-tourism study tours and rangeland policy workshops.

In addition to the extensive capacity building arising from the grants process, STC staff members themselves benefited from both work experience and attendance of training programs where appropriate. This included training in Participatory Rural Assessment, Organizational Self-Assessment, Strategic Planning, Business Development Services, Project Cycle Management and Collaborative Management of Natural Resources.

In terms of technical assistance, the STC project brought in national and international experts in Market Analysis and Development, Cultural Restoration, Rangeland Co-management and Wildlife Monitoring to help bridge the gap in local capacity for achieving project goals. This allowed for valuable on-site training at the same time as it enabled the team to work towards project targets.

Toward the end of the STC project, training sessions were provided to support increased administrative capacity of local NGOs. Most of these organizations were not in existence prior to STC's arrival in Ganzi, and can trace their creation directly to the project. Capacity building trainings held in October and November 2009 covered working with government agencies, and developing productive media presentations. Additionally, a special session involving local professional translators was conducted in order to clarify and unify the standards used when working with NGO based documents. As NGOs are relatively new to China, the concepts associated with development work have not yet become fully embedded in the language. Translators working in the NGO world were brought together to create an agreed-upon set of standards to use when translating proposals, reports and other development documents into Tibetan from either Chinese or English.

5.6. DEVELOPMENT OF TRAINING MATERIALS IN TIBETAN AND CHINESE

- ✓ School-based educational programs developed including Tibetan language
- ✓ Training materials related to accounting, financial management, organizational self assessment, project cycle management and strategic planning, created in both Tibetan and Chinese

- ✓ Reference books and manuals developed for project management, construction skills, tourism and rangeland management
- ✓ Health Express Journal Volumes 1 and 2 developed; providing health education materials in Tibetan, and also using a large number of illustrations to enable non-literate villagers to benefit
- ✓ HIV/AIDS educational materials produced and distributed throughout Ganzi in both Tibetan and Chinese, as part of the rural health outreach program
- ✓ Yak Disease Prevention training provided in Jiu Long area, including the creation printed materials to spread learning to a broader audience;
- ✓ Printed materials from Sustainable Harvesting of Caterpillar Fungus core project training made available to rural villagers



Yak Disease Prevention training

Grant forms in simple local languages allowed unmediated participation in the project design process. Accounting forms in Tibetan ensured greater transparency, and assisted with the smooth implementation of each grant.

By producing the project documents in Chinese and Tibetan, the STC allowed local Tibetans to be active participants in project design. PRA results and consultant reports also allowed local organizations to better understand their own situation, as well as STC's partnership approach to the overall project.

The Tibetan and Chinese language training materials produced throughout the project, serve as both stand-alone reference books for organizations, and training manuals for future capacity building activities. They were distributed to grantees and are also available for free download from the STC website.

5.7. STRONG GOVERNMENT PARTNERSHIPS

STC has continually worked to bring together a variety of partners for increased program effectiveness, and sustainability. In addition to the government associations mentioned in the previous section, a number of other potential partnerships were explored, even in the last quarter of the project, which can foster important environmental pilot projects in the project area. In a series of meetings in Beijing between November 22 and 24, 2009, Winrock met with representatives from Beijing Dahuashiji Low Carbon Research Institute (BDLCRI), Dahua Group, China Beijing Environment Exchange (CBEEEX), Chinese Academy of Agricultural Sciences International Cooperation Agency (CAAS), the Poverty Alleviation Office and numerous other environment-focused government agencies to discuss a variety of partnership opportunities. Most notable among those were the possibilities for working together to reduce carbon emissions and energy use in China.

BDLCRI was established in 2008 and named as China's first high-level non-governmental non-profit research entity on low-carbon economy research. BDLCRI has a strong government background and is supported by government officers.

Dahua Company was established by the Development and Reform Commission in 1993, and subsequently created the Dahua Project Management Group in 1997. The organization is mainly engaged in energy development, engineering consulting, project management, oil reserves management,

infrastructure development, policy research, project location selection, and numerous other activities within the field.

While the discussions are ongoing, examples of potential projects include: a proposed Low Carbon Research Alliance; methane capture; carbon finance projects; and payment for environmental services. These discussions serve as an important launching point for future carbon reduction and energy work in the area. Future programs, including Winrock's TSERING project (a new program that will expand upon and carry forward much of the work begun by STC), will be able to further explore these opportunities to reap big environmental rewards for China in general, and local Tibetan nomads in particular in the years to come.

6. OVERCOMING CHALLENGES

As with any project, STC faced challenges along the way, but was able to overcome these smoothly (without serious program interruption) because of strong positive relationships with government agencies, creative and flexible program staff, and its recognition of the need for quality capacity building in its activities, among other tools. The following is a list of some of the main challenges faced, and the STC response that allowed the program to overcome those challenges.

1. NGOs are still a new concept in China, particularly in Tibetan areas. This made working within the nascent NGO community a learning experience for both the new NGOs and Winrock project staff. Many newly formed NGOs demonstrated a great deal of growth during the five years of the project, as demonstrated by the increased sophistication of not only their grant applications, but the projects themselves. Winrock has addressed this NGO learning curve through a series of workshops and other learning opportunities, and will continue this approach with future programming.
2. Distrust of the US government as a funding source exists. Although Winrock's local presence is appreciated, there continue to be questions about the motivation behind US-based financial aid to Tibetan areas. Winrock's science based (non-ideological) approaches, more than a quarter century of contributions to China as a whole (not only Tibetan areas), and the STC program's engagement of Chinese government officials in different aspects of the project (through MOUs and advisory committee sessions) helped to maintain the program uninterrupted throughout the full five years.
3. Political upheavals are always a possibility in this region. As the STC project has experienced, tensions can shift at any time, resulting in a difficult working environment. Depending on the severity of the situation, it may be impossible for foreigners or foreign-based money to work in Tibetan areas. In this environment of uncertainty, STC worked hard to secure its place through its relationships with local authorities, as well as engaging the trust of local communities through open policies and participatory approaches. When political tensions made large gatherings difficult, STC staff found creative ways to continue work, including essay competitions for public health awareness and training of trainers activities.
5. Within the context of this surrounding environment, there were other project-based concerns as well. One such challenge was that grantees were not always realistic in projecting potential outcomes of their proposed projects (i.e. motorcycle repair is not really viable in areas of high competition with experienced Han businesses flowing in to respond to market demand). To address this STC provided grantees with training in strategic planning. Quality capacity building is essential, especially in the context of a newly emerging NGO sector.

7. OVERVIEW OF ALL FIVE YEARS' ACTIVITIES AND RESULTS BY PROJECT OBJECTIVE

Detailed accounts of individual activities have been previously discussed in the quarterly and annual reports submitted during the life of the STC project. This section will therefore discuss the achievements that have been made by the STC project from a broad, results-based perspective. A sampling of specific project achievements is included in this section, but a complete list of achievements toward targets from 2004-2009 can be found in Annexes 3 and 4 of this report.

Project objectives were adjusted as described in the introduction to this report (see Section 2 on page 2 above), from their original designation of: (1) Income Generation, (2) Environmental Conservation and Natural Resource Management, and (3) Cultural Heritage to the new designation of:

- **Objective 1: Investing in People** covering the key program areas of Health and Education, and also including Cultural Heritage.
- **Objective 2: Economic Development** covering the two key program areas of Private-Sector Competitiveness, with a focus on Workforce Development, and Environment, with a focus on Sustainable Natural Resources Management and Production.

7.1 OBJECTIVE 1. INVESTING IN PEOPLE: HEALTH AND EDUCATION

Over the course of four years, the STC has delivered significant improvements in education and healthcare in the project area, strengthening existing education and health services and increasing peoples' access to education and healthcare programs and to public health information. This has been achieved primarily through grants to local organizations. PRA activities in the project area have shown that Education and Health are at or near the top priorities for local people, and as a result these areas were given greater emphasis in the re-alignment of objectives described in **Section 2 Project Goals and Objectives** on page 2 of this report.



Children reading in Goruma village

Education is a strategic component for accelerating development in Tibetan areas, yet school attendance rates still lag behind the rest of China. Education can create human capacity for community development by raising students' awareness of society, their self-esteem, and their understanding of how they can create positive change. Livelihood development in Ganzi cannot be achieved by increasing businesses and organizational capacity alone. In a region where the state has limited resources and where communities therefore have limited access to education and healthcare, initiatives aimed at supplementing nationally-mandated education and health services are greatly needed, especially in the more remote areas.

Addressing these issues requires a multi-pronged approach. In education, due to the sensitivity of foreign organizations interfering with the national-level curriculum, STC activities were conducted indirectly by supporting teacher-training, teaching aids and extra-curricular materials. The STC's support for bi-lingual education incorporated a cultural emphasis into this objective. The project also developed community libraries as a way to provide educational opportunities in non-school-based settings. In healthcare, public

health awareness training was a priority, but political restrictions on public meetings called for new approaches to disseminating information.

7.1.1 PROGRAM AREA: HEALTH

OUTCOME: STRENGTHENED EDUCATION AND HEALTH SERVICES IN TARGETED COMMUNITIES

The STC project improved health care systems, through both user and provider targeted activities including:

- Improved awareness of techniques for prevention of HIV/AIDS and other infectious diseases on the part of health care workers
- Increased number of villagers accessing new healthcare services
- Provision of valuable education about personal hygiene and disease prevention to rural families
- Expansion of the number of outreach workers through utilization of training of trainers methodology
- Development of materials (multi-language health books, DVDs) for public health campaigns and health care provider trainings



Women's health care project in Tagong

NEW APPROACHES TO DISSEMINATING PUBLIC HEALTH INFORMATION

Due to unrest in Tibetan areas in 2008 and 2009, restrictions were placed on large public gatherings, resulting in STC having to adaptively manage project implementation and develop new approaches to disseminate public health information. STC staff creatively responded to the challenging situation with the innovation of a student competition to write essays about public health, a medical newsletter and public health care informational DVDs. These approaches allowed outreach efforts to continue on a large scale during this sensitive period.

The following is offered to demonstrate STC's adaptive management approach to meeting local needs:

Utilizing adaptive management to meet women's health needs

In Western China, the state has limited resources and communities therefore have limited access to healthcare, creating a need for initiatives aimed at supplementing nationally-mandated health services, especially in the more remote areas of the region. PRA activities show that healthcare is a top priority for local communities, and women's health remains insufficiently addressed. Many women have no access to OB-GYN services. Public health awareness training remains a priority, but political restrictions on public meetings call for new approaches to disseminating information.

To overcome these challenges, the STC project used an adaptive management strategy to develop new approaches to disseminating public health information. Using the technique of small group training of trainers, information and care have been reaching women who have heretofore received no OB-GYN

services. In November, 2008 Winrock International provided training and training materials to six female outreach workers to support trainings in eight villages. Materials include instructional CDs for use by trainers as well as books which can be distributed at the village level. One thousand of these books were printed in three languages and also have descriptive pictures so as to be accessible for the non-reader. Prior to providing training in each village, a needs assessment was conducted in the form of individual interviews with local women, the results of which were compiled to inform the creation of an individualized local curriculum.



Women participating in health care program in Tagong

As a result of this initiative a total of 28 trained workers provided outreach in 8 villages. Health education training was ultimately provided for a total of 1090 rural women, and 1000 multilingual health education books were printed and distributed. One of the project participants explained, “*This education was very beneficial. Never, ever in my life heard anyone else talk about personal hygiene and women’s health. Previously when we had problems we dare not talk about it with family or other women. Now we have a new awareness of women’s health and hygiene. The fact is we don’t have a good hospital nearby, so it is wonderful that we can do a lot to prevent the need for hospital services.*”

The Women’s Federation, a branch of government with governance over women’s health issues, became aware of the need in these villages for women’s health services through the efforts of the STC Rural Women’s Healthcare Outreach project. In addition to adding these villages to their annual outreach locations, they have also indicated that they plan to use the STC methodology to deliver health care and health care information in the future. This is one example of how the STC approach to service and information delivery is being replicated to extend the overall impact beyond the scope of the original project.

STC achievements during the project period include:

- ✓ 4,421 rural villagers and herders accessed new health care programs
- ✓ 21,700 people benefitted from health education outreach
- ✓ 169 health care workers received technical training
- ✓ 12 rural public health campaigns developed
- ✓ 28 people trained as trainers in public health education

7.1.2 PROGRAM AREA: EDUCATION

OUTCOME: INCREASED CAPACITY AND IMPROVED SERVICE DELIVERY THROUGH AN IMPROVED LEARNING ENVIRONMENT

Learning environments have been improved through:

- Well-equipped community libraries for use as community learning hubs
- Tibetan language better incorporated into schools through improved bilingual teacher training and extracurricular materials
- Management training for administrators of bilingual schools
- Improved curriculum
- Increased number of qualified Tibetan teachers

Libraries as Rural Cultural Hubs in Ganzi

Ganzi's rural communities lack both educational materials and the means to acquire them. This is a symptom and a cause of a great problem; illiteracy and low levels of education, especially among women.

Winrock International developed community libraries to address this problem. 9,000 people can now access the Zongta Library (built with Winrock's help), and 45% of these are women. Additionally, the library at the High Plateau Sunny School for Disabled was established through an STC grant, and Rang Nga Ka Tibetan Middle school augmented its library holdings considerably as a result of STC support.

These projects have been welcomed by their communities, who have already begun further development. Since Zongta Library opened in January 2009, local students have started to offer lectures and storytelling for children. The library is now offering not only free access to library materials but also adult education classes. More than 65 people (including 35 women) were trained this year in basic literacy by university students earning money for their own tuition in a work study program. The library staff have plans to offer vocational training modules to herders on veterinary and range management topics as well.



Accessing the community library

These libraries are set to become valuable resources and cultural centers. The model management of library books and other resources and guidelines for use developed in the community libraries now functioning will make the establishment of future community libraries faster and more efficient. These libraries have the potential to become an effective platform for delivering information, services, training and advice to these remote communities at time when further foreign funding may be unwelcome in the formal basic education sector.

Bilingual Teacher Training

80% of Ganzi prefecture's total population is Tibetan. Research shows that students respond best to an education in their mother tongue; but at the outset of the STC project, Tibetan language teaching had been integrated into only seven of Ganzi's 50 middle and high schools. This was owing to a lack of qualified Tibetan teachers, and outdated methods. School records indicate that students from these schools have a higher chance of passing the university entrance examinations. As a result, they are also better positioned to earn a living income than Tibetan students learning in an environment where only Chinese is spoken.

In a project designed to support bilingual education, STC selected 28 teachers (12 female, 16 male) from seven Tibetan middle schools providing bilingual education, and provided 21 days training in new educational theories and curriculum development methods. Each tutored another teacher upon returning to their home school. Furthermore, 43 leaders from these and an additional 20 schools were selected and provided with 7 days of training in administration. This group included 16 MA students from national universities. More than 1500 students (823 female, 675 male) have benefitted from these trainings.

These training graduates have returned to their classes (on average 35-40 students per class with slightly more female than male learners) and utilized the advanced pedagogy and training they received at Sichuan Teachers' University. They have developed new course materials in Tibetan in areas such as math, physics, chemistry, etc. They practice new skills in curriculum development, educational psychology, translation practice, linguistics, moral education, etc, and they combine teaching examples from traditional Tibetan scientific approaches with modern and basic education.

STC achievements during the project period included:

- ✓ 135 teachers and administrators participated in training
- ✓ Thousands have benefitted from improved teacher skills and from Tibetan language teaching
- ✓ 2 bilingual education research groups established
- ✓ 28 bilingual educators given advanced training in research and implementation
- ✓ 7 community libraries established
- ✓ More than 3500 people have accessed community libraries
- ✓ 250 graduates received test preparation for government employment exams

7.2 OBJECTIVE 2: ECONOMIC DEVELOPMENT, PRIVATE SECTOR COMPETITIVENESS; AND ENVIRONMENT, NATURAL RESOURCE MANAGEMENT AND PRODUCTION

The cornerstone of this project was to facilitate strong organizational development to strengthen Tibetan communities to capture economic opportunities, without degrading the environment or losing their unique cultural heritage. Tibetan pastoralists have not benefited from China's economic boom, despite the potential of producing economically valuable services and products that could substantially increase household income. Tibetans are faced with a series of challenges to become competitive and earn deserved value for their products and services from local and regional economies. Despite a long history



Women taking part in eco-tourism training for homestay hosts

of trade and commerce, Tibetans have not effectively captured opportunities from emerging markets and services that draw on their culture, environment, and history.

Tibetan communities are seeking to generate new sources of income in keeping with their cultural heritage, while preserving their pristine environment. Training in new skills with proven market demand helps create new job prospects for newly settled nomads and recent school graduates. Without education or vocational skills, ethnic Tibetans who migrate to cities are often limited to low-paying jobs. The Sustainable Tibetan Communities Project increased income levels by expanding job opportunities and training individuals in marketable skills.

7.2.1 PROGRAM AREA: PRIVATE SECTOR COMPETITIVENESS

OUTCOME: INCREASED ECONOMIC OPPORTUNITIES THROUGH TRAINING AND ENTERPRISE DEVELOPMENT

Economic opportunities were increased through:

- Skills training in areas such as traditional arts, veterinary service provision, eco-tourism, etc.
- Development of vocational training programs
- Marketing seminars for business development service providers
- Establishment of village level economic cooperatives
- Building on traditional skills to increase their potential for income generation

Vocational and skills training workshops were provided in handicrafts, traditional architecture techniques, tailoring, motorcycle repair, veterinary health, eco-tourism and biogas digester installation. Marketing workshops enhanced and supported the increased abilities of local people to produce quality items and/or services that could better compete in local and regional markets. The most prominent of these categories are handicrafts and eco-tourism. Both build on natural and/or cultural resources native to the Tibetan people and therefore most closely match the STC goal of strengthening Tibetan communities' capacity for meeting their socio-economic needs while conserving the environment and preserving their cultural heritage.

Building a home for Tibetan culture

STC contributed to the creation of a Tibetan cultural centre and museum in Kangding, birthplace of Kham culture and an historic town on Sichuan's ancient tea and horse trading road. Between May and August 2009 the project trained 45 Tibetans in key crafts and arts, including carving techniques, painting, handmade textiles, traditional clothing, Buddhist sculpture and painting, metalwork and pottery. Their talents were used to fill the new Cultural Heritage Museum on Paoma Shan, which was developed into a center for sustainable tourism.

STC achievements during the project period included:

- ✓ *Over 800 vocational skills, traditional arts, marketing training participants*
- ✓ *27 new enterprises established*
- ✓ *12 producer groups strengthened or established*
- ✓ *48 people trained as Business Development Service providers in Years 1-3; 628 BDS provider participants trained in marketing seminar Years 4-5*
- ✓ *14 community development plans prepared*



Traditional Tibetan Thangka painting

7.2.2 PROGRAM AREA: ENVIRONMENT

OUTCOME: IMPROVED NATURAL RESOURCE MANAGEMENT PRACTICES AND INCREASED ENVIRONMENTAL AWARENESS

Natural resource management practices improved and environmental awareness improved through:

- Training in livestock health management; eco-tourism services; sustainable harvesting of non-timber forest products (NTFPs); etc.
- Establishment of co-management conservation plans
- Reforestation education and implementation
- Grassland rehabilitation
- Sustainable harvesting of non-timber forest products
- Wild animal protection
- Conservation networks
- Trash collection and battery recycling programs



Landscape near Dorlha Village, Tagong

The environmental health of this region is critical not only to the people who live there, but to vast areas of Asia and the world. The Yangtze, Yellow River, Ganges, Indus and other important waterways have their start in Tibet, feeding from glaciers at the “top of the world” and winding through China and southeast Asia before reaching the sea. Traditional practices are based on a lifestyle that is no longer appropriate. In the past, the trash of nomads and villagers was generally biodegradable or reusable in one way or another, so improper waste disposal did not pose such an environmental hazard. For example, many modern shoes are made of man-made materials instead of felt and leather. Many conveniences run on batteries in areas where electric services may not exist. These and other factors lead to an excess of trash, and a lack of understanding about its potential consequences.

The use of trees and yak dung for fuel has serious ramifications for the region. Trees grow slowly at these high altitudes, but are of vital importance for erosion control and air quality. Burning yak dung, while traditional practice in these areas, is harmful not only to air quality but to the health of the families, particularly women and children who are exposed to smoke while cooking. Replacing trees lost over the past several generations and finding new fuel sources will go a long way to assist in keeping Ganzi’s waterways and air in the pristine condition communities have long enjoyed. Biogas digesters are a good fit, enabling the yak dung to provide fuel as well as fertilizer.

In addition to highly successful reforestation, solid waste management and recycling activities developed in model sites in conjunction with ecotourism development, STC also had significant achievements in veterinary services and rangeland management training by borrowing successful models and trainers from other Tibetan areas.

By bringing herders to see other areas on structured study tours, STC was able to galvanize change from within isolated herding communities. By bringing Tibetan experts from other areas to carry out trainings in Ganzi, the project enabled them to see new data and challenges that will refine their methodologies.

Recognizing local dynamics and cultural norms, STC partnered with local lamas to conduct educational workshops on various topics. Because of the respect given to lamas, this technique ensures that the information is heard and taken seriously. As a result, programs are understood by villagers and consequently successful. In this way thousands of herders and villager have gained an understanding of the importance of maintaining the ecological health of their native grasslands, forests and water systems.

STC achievements during the project period included:

- ✓ 7000 people receiving training in eco-tourism services
- ✓ 4 environmental protection centers established
- ✓ Rangeland management training conducted and 12 rangeland user groups formed
- ✓ Reforestation projects resulting in 20,000 trees planted
- ✓ 40 hectares of rangeland improved;
- ✓ 97 people trained in livestock health management
- ✓ Increased use of alternative fuels including 30 households receiving biogas digesters



Trees planted through STC reforestation project

8. LESSONS LEARNED FOR FUTURE ACTIVITIES

Through all the accomplishments, challenges and results detailed above, the STC project learned a

number of important lessons for future activities in the region. Many of these have been referenced elsewhere in this report, but here is a summary of four of the major lessons learned over the course of the STC program.

1. Program success depends on the ***creation of an enabling environment, especially in terms of political relationships***. Establishing solid, meaningful relationships at the local and national level has been critical in accomplishing STC objectives. The STC project has maintained its official presence despite political tension in the region, and has recently signed or renewed MOUs with the Poverty Alleviation Office (PAO), State Ethnic Affairs Committee (SEAC), and China World Trade Organization Tribune, under the Chinese National Commerce Department, to increase the likelihood of continued success going forward. This positive working relationship with the Chinese government (including Winrock's longstanding ties with CAAS) has been crucial and will continue to be for future programming. It provides additional assurance to local partners as well, knowing that the government supports program activities. GoC support is also needed to create sustainable solutions, and for reaching a broad geographic scope and scale of programming.

2. In addition to government agency-level support, ***the advisory committee has been a critical asset for developing strong alliances*** with both public and private partners. Increased encouragement and participation of non-traditional partnerships will benefit future programming in this region.

3. The STC project found that activities with a ***strong capacity building, or training of trainers component were able to achieve greater reach and impact***. Because of training received through STC in project planning, implementation, evaluation, and accounting, a group of herders in Gerima were able to obtain Chinese Government funding for a needed road that was beyond the scope of STC project goals. This expanded the reach of program investments into additional areas and sources of support. STC's training of trainers approach to health care allowed female outreach workers to expand the project reach by providing information and care to eight villages where many women had no prior access to these services.

4. ***Integration of various project components can create additional opportunities***. For example, the marketing and sale of Tibetan cultural artisan goods can be a viable economic development opportunity for local communities. Increasing awareness of the value of their cultural practices allows communities to expand their livelihood opportunities through the continuation, and in some cases rejuvenation, of traditional artisanry. The herders of Shamalong participated in an STC-organized trade fair, and gained a new sense of value for their products and skills because of the high prices they received and the demand they witnessed. They have now built a viable business due to this culture-based expansion of economic opportunities.

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ANNEX 1. REQUEST FOR APPLICATIONS ISSUED BY GRANT CYCLE

Grant Cycle 1 RFAs:

- Participatory Land Use Planning for Ecotourism STC-RFA-001
- Livestock Health Training STC-RFA-002
- Key Markets, Opportunities and Constraints to Cultural and Natural Resource Products and Eco-tourism STC-RFA-003
- Business development services STC-RFA-004
- Management of grassland resources (grant and seed grant) STC-RFA-005 and 006

Grant Cycle 2 RFAs:

- Educational Development STC-RFA-007
- Business Development Services STC-RFA-008
- Management of Natural Resources (grant and seed grant) STC-RFA-009 and 010
- Key Markets, Opportunities and Constraints to Cultural and Natural Resource Products and Eco-tourism STC-RFA-003

Grant Cycle 3 RFAs:

- Management of Grassland Resources STC-RFA-010
- Vocational Training STC-RFA-011
- Business Development Services STC-RFA-012
- Rural Health Education Program STC-RFA-013
- Integrated Tourism Development STC-RFA-014
- Artisan Association Development and Increased Handicraft Sales STC-RFA-015
- Village Home-Stay Tourism Development STC-RFA-016

Cycle 4 RFA's

- Community Epidemic Prevention STC2-RFA-018
- Bilingual Education Project STC2-RFA-019
- Community Eco-tourism Training and Environmental Protection Project STC2-RFA-020
- Medical Training Project STC2-RFA-021
- Market Development Project STC2-RFA-022
- Community Library Project STC2-RFA-023

Cycle 5 RFA's

- Community Library Project STC-RFA-025
- Environment - Environmental Conservation STC-RFA-026
- Health - Infectious Disease Prevention STC-RFA-024
- Economic Development - Vocational Training STC-RFA-027

ANNEX 2. SUMMARY OF STC GRANT AND CORE ACTIVITIES BY GRANT CYCLE

CYCLES 1 AND 2 THIS PAGE (COSTS ARE IN YUAN)

| No. | Contract No. | Organization Name | Project Activities | Cost |
|-------------------------------|--------------|---------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------|
| 1 | STC-C1-S-001 | Tashi Nunnery | Medicine treatment and training | 34,800.0 |
| 2 | STC-C1-S-002 | Sangge Monastery | Tree planting | 66,300.0 |
| 3 | STC-C1-S-003 | Tagong Nomadic artisans cooperative | Handicraft collecting & marketing | 16,018.01 |
| 4 | STC-C1-S-004 | Dorakarmo Village Two | Grassland maintenance training and growing grass seeds. | 17,420.0 |
| 5 | STC-C1-S-005 | Dorakarmo Village One | Wild animal protection | 13,600.0 |
| 6 | STC-C1-L-001 | Minyak Cultural and Environmental Service group | Tibetan medical herb & market research | 157,575.0 |
| 7 | STC-C1-L-002 | Ganzi BIO-Diversity and Eco-culture protection association | Livestock health care training | 132,847.0 |
| 8 | STC-C1-L-003 | Sichuan Kangmei Institute of Community Development and Marketing Strategy | Eco-tourism strategic planning | 301,035.30 |
| Cycle 1 Grant Subtotal | | | | 739,595.31 |
| 9 | STC-C2-S-002 | Gongga Mountain Community Education & Development Association | Bi-lingual Education Conference in Kangding | 29,820.0 |
| 10 | STC-C2-S-003 | (Shade) Tschinling Nunnery | Wild animal protection | 14,560.0 |
| 11 | STC-C2-L-001 | Tashi Nunnery | Medicine treatment and training | 103,620.08 |
| 12 | STC-C2-L-002 | Tourism & Sustainable Development Association for Nationalities Area in Western China | Travel reaserch & training | 140,800.0 |
| 13 | STC-C2-L-003 | Sichuan Tibetan Area Oral Culture Collection Center | Training candidates for collecting folk tales | 75,350.0 |
| 14 | STC-C2-L-004 | Yala Mountain Development Association | Handicraft & herb training | 65,017.0 |
| 15 | STC-C2-L-005 | Tangla Tsewang Culture & Art Research Association | Cultural heritage protection | 40,280.0 |
| 16 | STC-C2-L-006 | Lhagang Nomadic Artisan Cooperative | Handicraft collecting & marketing | 120,060.0 |
| 17 | STC-C2-L-007 | Guwa culture institute | Tower repair | 53,043.0 |
| 18 | STC-C2-L-008 | Green Kham | Tagong Rangeland Resource Protection & Rational Use | 120,531.10 |
| 19 | STC-C2-L-009 | Ganzi Prefecture Wild Animal Protection Association | Wild animal protection & natural resource co-management | 117,994.0 |
| Cycle 2 Grant Subtotal | | | | 881075.18 |

Annex 2. CONTINUED – CYCLE 3

| No. | Contract No. | Organization Name | Project Activities | Cost |
|--------------------------------------|--------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------|
| 20 | STC-C3-F-01 | Pal Lha Sgang Kunphen Tsoypa (Pla LhaKang charity association) | Tour guide training | 34,088.0 |
| 21 | STC-C3-F-02 | Community Health Care Service Group | Publicize maternal and children's health | 25,840.0 |
| 22 | STC-C3-F-03 | Tibetan Culture Heritage Preservation & Development Association | Collecting folktale materials | 79,800.0 |
| 23 | STC-C3-F-04 | Walong Village Natural Resource Conservation Association. | Tree planting | 32,050.0 |
| 24 | STC-C3-C-06 | Pengbu She Village Sangbaka Committee(jiage Wei) | Minyak Tibetan traditional construction skill training | 129,404.0 |
| 25 | STC-C3-F-07 | Duola Village Drama Association | Improvement of Tibetan folk drama. | 58,890.0 |
| 26 | STC-C3-C-08 | Yala Mountain Development Association | Marketing training | 79,818.0 |
| 27 | STC-C3-C-09 | Peace Hospital | Tibetan medicine training | 138,406.0 |
| 28 | STC-C3-F-10 | Zeqing Nunnery | Natural resource management | 50,000.0 |
| 29 | STC-C3-F-11 | Dhartsedo Designs | Dhartsedo Designs | 15,960.0 |
| 30 | STC-C3-F-12 | Wayao Village | Home stay project | 44,300.0 |
| 31 | STC-C3-F-13 | Gongga Ecological Humanities Development Organization | Setting up conservation network on western side of Gongga Mountain | 61,250.0 |
| 32 | STC-C3-F-14 | Tagong Community Service Group | Rangeland resource protection and clean up environment in the popular areas for tourism in Tagong Village | 25,450.0 |
| 33 | STC-C3-F-15 | Yulongxi Village Committee | Yulongxi sustainable rangeland management pilot project | 52,960.0 |
| 34 | STC-C3-C-16 | Gongga Mountain Community Education & Development Association | Bilingual teacher training for five Tibetan middle schools in Ganzi prefecture | 99,844.6 |
| 35 | STC-C3-F-17 | Tangla Tsewang Society | Monastery fire prevention project | 40,000.0 |
| 36 | STC-C3-F-18 | Professional Technical Education Group of Tagong Community | Tibetan style tailoring project | 48,440.0 |
| 37 | STC-C3-F-19 | Yulong-she, Tsomuk Village and Gongga Monastery Eco-tourism Group | Environment project and eco-tourism development | 61,745.0 |
| 38 | STC-C3-F-20 | Yala Mountain Private School | Tibetan culture development class | 49,999.80 |
| 39 | STC-C3-C-21 | Kham Kampo Association | Solar cooker project | 132,847.0 |
| 40 | STC-C3-C-22 | Yala Herders Association | Pilot project of rangeland management plan in Germa | 78,587.20 |
| Cycle 3 Grant Subtotal | | | | 1,339,679.60 |
| 41 | STC-D-003 | Snow-land culture exchange center | Culture heritage input | 134,380.00 |
| 42 | STC-05-003 | Sangge Monastery | Architecture building training | 88,090.0 |
| 43 | 5/1/5540 | Kangding Night school | Tibetan & culture training | 40,000.0 |
| 44 | STC-D-004 | Yala Herders Association | Tourism,natural resource, etc | 49,950.0 |
| 45 | STC-D-005 | Nature Resource Management Association | Wild life and nature protection | 32,701.0 |
| 46 | STC-D-006 | Minyak ZhuQing School | Water supply work for a non profit school. | 160,000.0 |
| 47 | STC-C3-D | Kangding Night school | Adult Tibetan language & training education | 21,380.0 |
| 48 | STC-C3-D | Kham Kampo Association | Solar cooker technique survey & study. | 34,337.5 |
| Cycle 3 Direct Grant Subtotal | | | | 560,838.50 |

Annex 2. CONTINUED - CYCLE 4

| No. | Contract No. | Organization Name | Project Activities | Cost |
|-------------------------------|---------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------|
| 49 | STC-D-006 | Yutuoyundan Gongbo Medical Treatment Center | Trash Disposal Program in Dege | 114,190.0 |
| 50 | STC-D-007 | Tibetan AIDS Prevention Association(TAPA) | Health Care Study Tour | 45,220.0 |
| 51 | STC-D-008 | Sichuan Tibetan Bilingual Occupation Development Association | Education Library | 79,957.01 |
| 52 | STC-D-010 | Kangding County Tagong Township Xiamalong Village Artisans Cooperation Association | Xiamalong Community Handicrafts BDS training | 23,295.0 |
| 53 | STC-D-F-020 | Kangding Night School | Tibetan textbook & tape | 3,600.0 |
| 54 | STC-5540-08-03 | Science Education School of Sichuan Normal University | Bilingual training for Tibetan teachers | 120,000.0 |
| 55 | STC-5540-08-04 | Mon Lank Sang Po Association | Zong Ta area literacy project | 74,978.44 |
| 56 | STC-5540-08-05 | YU Tok Academic Research Association | Health Express journal | 20,850.0 |
| 57 | STC-5540-08-06 | Ganzi Tibetan Autonomous Prefecture Rao Sai Local Culture Preservation Association | Health Related Teaching DVD Program Project | 0 |
| 58 | STC-5540-08-07 | Ganzi Kham Ecological and Cultural Heritage Conservation Consultation Association | Rural women Healthcare and Disease prevention | 50,620.0 |
| 59 | STC-5540-08-08 | Sichuan Pastoral Area Development Research Center | Grassland restoration training workshop | 96,343.0 |
| 60 | STC-5540-08-09 | Ganzi Prefecture Tibetan Medicine Anti-HIVs Research Association | Community Health Workers training on "Prevention and Awareness of HIV/AIDS" Project | 103,125.0 |
| 61 | STC-5540-08-10 | Minyak Ecological & Cultural Promotion Association (MECPA) | Minyak Area Traditional Painting and Clay Sculpture Art Training Program | 132,000.0 |
| 62 | STC-5540-08-11 | La Meng Thangka painting Class | Thangka Painting Training Program | 79,350.0 |
| 63 | STC-5540-08-12 | Yutok Yundan Gongbu Medical Center | Tibetan Melsuk district Duo Pu Gou Ecological Tourism and Culture Project | 138,500.0 |
| 64 | STC-5540-08-13 | Wasang Zha Community Development Association | Zong ta waste disposal project | 62,740.0 |
| 65 | STC-5540-09-16 | Sichuan Pastoral Area Development Research Center | Participatory Training Program on Prevention and Treatment Techniques of Yak Common Disease in Jiu Long County | 80,520.0 |
| 66 | STC-5540-08-15 | Kangding County Tagong Township Xiamalong Village Artisans Cooperation Association | Training on leather and rugs production techniques and business training | 66,659.0 |
| 67 | STC-5540-09-17 | Kang Zang environmental development association | tree planting | 30,613.0 |
| Cycle 4 Grant Subtotal | | | | 1,322,560.45 |

Annex 2. CONTINUED - CYCLE 5, CORE PROJECTS AND TOTALS

| No. | Contract No. | Organization Name | Project Activities | Cost |
|---------------------------------------|----------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------|
| 68 | stc-5540-09-20 | High Plateau Sunny School for Disabled | Sunny Library | 94,500.0 |
| 69 | stc-5540-09-23 | Kangding Paoma Mt. Tourism Development Ltd. Co | Study and Development on Tibetan Folk Culture and Art Products | 88,550.0 |
| 70 | stc-5540-09-25 | Tourism and Sustainable Development Association for Minority Regions in Western China | New Energy Technique Promotion Training Program in Ganzi Tibetan Area | 77,537.80 |
| 71 | stc-5540-09-19 | A Lala Traditional Tibetan Handcraft Association | Tibetan Traditional Painting Art and Modern Decoration Techniques Training program | 125,520.0 |
| 72 | stc-5540-09-18 | Ziwa Tibetan Charity | Village Shower House Project for Ziwa | 128,336.4 |
| 73 | stc-5540-09-21 | Science Education School of Sichuan Normal University | Ganzi Prefecture Tibetan School Bilingual Teachers in Science Training Program | 83,897.0 |
| 74 | stc-5540-09-22 | Yutok Yundan Gongbu Medical Center | Dege eco-tourism project | 169,070.0 |
| 75 | stc-5540-09-24 | Sichuan Pastoral Area Development Research Center | Community Fodder and Livestock Balanced Approach Research and Observation on Ecological Compensation Mechanism | 85,690.0 |
| 76 | STC-5540-09-30 | Xindu qiao Tibetan School | Library project | 38,000.0 |
| 77 | STC-5540-09-31 | Tagong Tibetan Primary School | Library project | 20,800.0 |
| 78 | STC-5540-09-32 | Ganzi Xiang Gen Charitable school | Library project | 20,800.0 |
| Cycle 5 Grant Subtotal | | | | 932,701.20 |
| Total Grants | | | | 5,776,450.24 |
| 1 | | Motorcycle Repair start up fund | May-Aug 2006 | 16,500.0 |
| Cycle 3 Core Activity Subtotal | | | | 16,500.0 |
| 2 | | Lhamo & Zhuhui | 4 days Cooking training in TG | 7,000.0 |
| Cycle 4 Core Activity Subtotal | | | | 7,000.0 |
| 3 | | Sustainable harvesting on Non-Timber Products | Caterpillar Fungus collecting techniques training | 30,560.0 |
| 4 | | Tibetan Youth Employment Association | Workshop on Employment Issues in Ganzi Prefecture and Employment Information Net Project | 11,138.7 |
| 5 | | community Eco-tourism training in CD | Eco-tourism reception training in Chengdu and Daofu. | 23,921.7 |
| 6 | | STC staff | NGO Management Series Tibetan Translation Seminar | 22,800.0 |
| 7 | | STC staff | NGO Media Capacity Building Workshop | 26,800.0 |
| 8 | | STC staff | NGO Management Series Book Translation | 28,000.0 |
| Cycle 5 Core Activity Subtotal | | | | 143,220.40 |
| Total Costs (Grants and Core) | | | | 5,943,170.64 |

ANNEX 3. SUMMARY OF ACHIEVEMENT TOWARD TARGETS (YEAR 1-3 INDICATORS)
OCTOBER 1, 2004 – SEPTEMBER 30, 2007

| Indicators | Year 1-3 Results | Year 1-3 Targets |
|-----------------------------------------------------------------------------------------------|----------------------|------------------|
| Number of enterprises established | 27 | 40 |
| People trained in vocational skills, traditional arts, marketing | 450 | 300 |
| People trained as Business Development Service providers | 48 | 30 |
| Community organizations strengthened or established | 55 | 40 |
| Producer groups and associations established or strengthened | 12 | 6 |
| Educational programs developed | 18 | 15 |
| People with increased access to education | 1,856 | 500 |
| People accessing new health care programs | 3,880 | 2000 |
| People informed through public health awareness campaigns (child health, nutrition, HIV/AIDS) | >12,000 | 12,000 |
| Rangeland user groups formed | 12 | 20 |
| Hectares under co-management conservation plans | 30,000 | 100,000 |
| People trained in livestock health management | 97 | 60 |
| Monasteries protected or restored through fire prevention and other techniques | 10 | 12 |
| Performances of King Gesar epic saga and other traditional Tibetan drama | 1 Gesar; 4 others | 4 |
| Teachers Trained in Tibetan Language Educational Materials | 36 | 12 |
| Students trained in summer/seasonal classes | 380 | 120 |
| Volumes of rare texts rescued | 23 | 15 |

ANNEX 4. SUMMARY OF ACHIEVEMENT TOWARD TARGETS (YEAR 4-5 INDICATORS)
OCTOBER 1, 2007 – SEPTEMBER 30, 2009

| Indicators | Year 4-5 Results As of September 30, 2009 | Year 4-5 Targets |
|----------------------------------------------------------------------------|-------------------------------------------------|---------------------|
| 1. Objective: Investing In People | | |
| Program Area: Health | | |
| Health facilities rehabilitated | 1 | 1 |
| New community water supply programs | 0 | 1 |
| Rural public health campaigns developed | 12 | 3 |
| People informed through public health care campaigns | 9700 | 6,000 |
| Number of community outreach health programs developed | 2 | 2 |
| People trained as trainers in public health education | 28 | 60 |
| People accessing new rural health care programs | 541 | 500 |
| Healthcare workers receiving technical training | 169 | 20 |
| Program Area: Education | | |
| Bilingual educators and administrators receiving training | 135 | 84 |
| Bilingual education research groups established | 2 | 1 |
| Bilingual educators given advanced training in research and implementation | 28 | 5 |
| Classrooms/schools rehabilitated | 1 | 1 |
| New community libraries/community centers established | 7 | 6 |
| People accessing new education programs | 80 | 100 |
| People accessing community libraries | 3504 | 2,000 |
| People trained in basic education | 80 | 200 |
| Number of exchange visits/study tours | 3 | 3 |
| Graduates receiving test preparation for government employment exams | 250 | 60 |
| 2. Objective: Economic Growth | | |
| Program Area: Income Generation | | |
| People receiving skills training | 416 | 130 |
| New village-level economic cooperatives small enterprises established | 2 | 9 |
| New products developed | 3 | 2 |

| | | |
|-------------------------------------------------------------------------------|--------|--------|
| Market promotion activities undertaken | 1 | 1 |
| People participating in market promotion activity | 900 | 500 |
| Vocational training programs developed | 2 | 3 |
| Veterinary Service Providers trained | 123 | 70 |
| Herders accessing new healthcare provision for livestock | 520 | 500 |
| Marketing seminar for business development service providers | 4 | 1 |
| People attending marketing seminar for BDS providers | 628 | 400 |
| Community-based organizations established/strengthened | 5 | 8 |
| People receiving capacity building | 155 | 30 |
| Program Area: Environment | | |
| New eco-tourism centers opened | 1 | 1 |
| Community centers electrified | 1 | 1 |
| Environmental awareness campaigns | 1 | 1 |
| People receiving training in eco-tourism services | 7000 | 50 |
| New environmental protection centers established | 4 | 7 |
| Hectares of rangeland improved | 40 | 40 |
| Households receiving biogas digesters | 30 | 30 |
| People with increased understanding of environmental protection | 3415 | 2,000 |
| Communities participating in reforestation activities | 1 | 5 |
| Trees planted | 20,000 | 20,000 |
| People trained in sustainable harvesting of Non-Timber Forest Products (NTFP) | 133 | 60 |
| People with increased understanding of sustainable harvesting of NTFPs | 1000 | 1,000 |

Chief of Party (COP) Ethan Goldings (based in Chengdu) is a Winrock employee. The initial visa status of Mr. Goldings was established under Winrock China and its sponsor, the Chinese Academy of Agricultural Sciences (CAAS). Later, the Winrock International Sichuan Office officially registered with the Bureau of Industry and Commerce, and Mr. Goldings now holds a resident permit as the foreign expert in charge of that office. As COP, he oversaw project activities and ensured that Winrock and its grantees achieved the targeted results. He will continue this role for Winrock's new TSERING program, which will build upon STC activities.

At the conclusion of the project, the structure was as follows:

Yi Qing assumed the role of **Deputy Chief of Party (DCOP)**. Her MBA and marketing work experience qualifies her to offer valuable technical advice to lead our market-driven income generation strategies which are leading to stable economic growth opportunities for rural communities. She grew up in a Tibetan community in Qinghai and is fully aware of the social and political realities of this work, as well as the unique constraints and opportunities created by the Tibetan cultural context. Her international perspective gained by education and work experience in the UK give her a broader strategic horizon and greater media savvy than most of her peers. Moreover she contributed valuable contacts and understanding of national-level politics and it was largely due to her efforts that Winrock was able to renew its national registration.

Program Managers

Each of the **Program Managers**, under the direction of the COP and with help from technical experts, coordinated the practical implementation activities of the Project Objective assigned to them. As the reporting targets of USAID evolved, the STC project adapted its organizational structure as noted in Section 2 above (page 2). Largely promoting from within, the Winrock STC project designated four program managers who reported to the COP through the program coordinating **DCOP, Yi Qing**.

Objective 1: Investing in People

1. **Tsering Yangkyi, Program Manager, Education.** Tsering Yangkyi was responsible for developing the educational strategy for the project to meet the USAID targets and the needs of the communities. She has experience both as a teacher and with community development.
2. **Qihua Zangpo, Program Manager, Healthcare.** Qihua Zangpo has proactively contributed to the research, creation, and capacity development of healthcare delivery organizations in Ganzi. He is ready to help them build productive linkages with more mature organizations doing HIV/AIDS prevention work in other parts of China as well as assist in an equitable transparent selection of rural doctors for advanced training in Chinese hospitals and key rural clinics worthy of rehabilitation.

Objective 2: Economic Growth

3. **Pema Tsering, Program Manager, Workforce Development.** Pema Tsering, who has been with the project from the beginning, handled the difficult objectives related to workforce development

and workforce preparedness. He is well-equipped for this work since he has focused his efforts over the past three years on expanding income-generating opportunities under the original Objective 1.

4. **Konchok Palzang, Program Manager, Environment.** Konchok Palzang took over the environmental work, working on promoting increased conservation and community management of natural resources. His focus was on extending to other areas of Ganzi the model for community management that he implemented in Shade Yulongxi on the western flank of Minyak Gongga.

Each of the four **Program Managers** supervised relevant project activities at the field sites and coordinated technical assistance, training, and other activities implemented under their respective objectives. Program Managers worked in partnership with rural communities, local leaders and organizations as well as government agencies, to plan, implement and monitor effective projects to help realize STC project goals, objectives and targets in a sustainable manner. They were also responsible for coordinating, under the direction of the COP and DCOP, the communications strategy to disseminate project information, lessons, and successful strategies. The Program Managers spent much of their time at the Kangding and Tagong offices, and they built on the distance management tools and techniques they have learned as projects were developed in new sites such as Dege County.

In addition to his Program Manager duties, **Pema Tsering** was also the **Kangding Office Manager**, with responsibilities to supervise all the field staff, as well as manage monitoring and evaluation and project administration.

Program Assistant Gaypshen Chenxiang was based in the Kangding office, where he provided implementation support for the Healthcare Program.

Project Consultant Tuden was also based in the Kangding office, providing the staff there with needed support and core project implementation

In December 2008 the project was fortunate to hire **Jamyong Drolma** as **Grants Manager**. With an MA in development studies from Brandeis University in the USA, she greatly enhanced the project team capacity to understand and operationalize the most recent theoretical advances in the field. A native of Yushu, she is fluent in Kham dialect of Tibetan as well as the remarkable proficiency in Chinese and English of one who has graduated from higher education using those languages. She worked from the Chengdu office to coordinate grant activities under all of the project objectives. In this role, she was responsible for working with the COP, Program Managers and the Grants Advisory Board to develop Requests for Applications (RFAs), review applications, coordinate the Grants Advisory Board, and monitor grant activities. She worked closely with the Winrock home office contracts team to make sure that agreements reached working with local partners were up to international standards. The Grants Manager reported to the COP. The Grants Manager presented the draft RFAs and other communications for COP review and concurrence to ensure that the proper USAID approvals were secured prior to the RFA publication and grantee selections.

All staff operated under Winrock management and were obligated to comply by the contractual requirements that flowed from Winrock's Cooperative Agreement with USAID.

Chengdu Office Staff

The Chengdu office was the primary project office. The Chengdu office managed and integrated all of the project's objectives and sub-



objectives, and coordinated activities with other NGOs, projects, and the donor. Chengdu-based staff led assessments, monitoring, compilation and analysis of performance data, and preparation of technical and financial reports to USAID and policy briefs for the Provincial and Prefecture Advisory committees. The Kangding and Tagong staff focused on field implementation and management activities.

In addition to the COP and DCOP, the **Operations Manager Lhamo Deva** and **Project Accountant Zhu Hui** were based in Chengdu. Both were with the project since its inception and played a vital role in administration and financial management. In addition to maintaining, and revising critical financial controls and office systems, they offered valuable insights and practical assistance with the program work. They have gained experience and professional qualifications through officially recognized accountancy training over the course of their work. **Lhamo Deva** was promoted into the Operations Manager position from her previous role as Administrative Assistant. Over the four years of the STC she has worked on project implementation as well as administration and financial management and is well-acquainted with all aspects of project work.

In spring 2009, **DCOP Assistant He Jia Rong** and **Office Assistant Dorje Renchen** were added to the Chengdu office staff to provide much needed administrative support.

Winrock Home Office

The project was supported by Winrock's **Home Office Coordinator Chris Kopp**, an experienced Senior Program Officer with extensive USAID project management. He ensured adherence to USAID financial and results reporting, reviewed and approved monthly cash flow reports and expenditures, liaised with project staff, supported the development of annual work plans, and evaluated the performance of the project and project management. **Mr. Kopp** traveled to Chengdu in early September 2008 for a week to work with STC staff on program planning and setting targets for the next program extension application. Winrock International Program Officer **Darlene Middleton** has supported the STC team for every one of the five grant reviews, providing consistency and oversight. She also attended a prefecture level advisory committee meeting.

Winrock's Regional Accountant, **Aileen Cabrera**, is based in the Philippines and coordinated China financial reporting.

In addition, Winrock senior management personnel served as **Senior Advisors** to the project and provided technical assistance. Each Senior Advisor assisted with the following tasks: developing work plans; overseeing his/her respective organization's project inputs; monitoring overall project activities, results, and project indicators; providing technical reports on project activities; and ensuring proper financial submissions.

The COP worked closely with Winrock Senior Advisors, as well as numerous prominent individuals in the field, some of whom constitute the Prefecture **Advisory Committee**. The COP also met regularly with consultants, advisors, and academics both in Sichuan and in Beijing working in the field of NGO management in China. These intellectuals, including the director of the Chinese Academy of Agricultural Sciences, have been particularly helpful in advising the project on the matter of national level policy regarding the role of NGOs in China.



WINROCK
INTERNATIONAL

Construction Teams in Tibetan Communities

Construction Teams in Tibetan Communities



While researching new ways to build capacity and value in target communities, the Winrock Sustainable Tibetan Communities (STC) project identified a gap between increasing demand for construction and a shortage in supply of skilled local labor in Ganzi Tibetan Autonomous Prefecture. In an effort to encourage nomads to settle down, the local government was providing subsidies of about \$500 for people to build homes. Demand was high for builders who could make homes that were cost effective and sturdy enough to survive the occasional earthquake. However, because there were not enough local builders to meet the need, people began paying a premium to bring in workers from outside areas.

STC project members organized training in stone quarrying, stone masonry, carpentry, woodcutting, and roof making for workers in the local construction sector. There were 67 participants, 12 of which were women. Ages ranged from 20 to 40. The training was conducted at the Senggei Monastery, a monastery in the Tagong nomadic area that was in need of repairs itself. This allowed the training participants to learn through doing, while serving their community through refurbishing the monastery. Trainees were compensated for their work on the monastery.

A few months after the project was completed, STC members reconnected with Abbot Yonden, abbot of the Sengge monastery, for an update on the construction teams. They had not been expecting much, since Tibetan life tends to slow down in the winter months. Surprisingly, Abbot Yonden announced that the trainees were busy building houses across several different communities.

Eager to see the results for themselves, STC members packed into a jeep and crawled along a snow-covered dirt road for 10 kilometers until reaching a house in the midst of construction in Dorakarmo Village. Of the several workers working on the house, only the two foremen were recognized as former trainees. The rest of the workers were strangers--had only 2 out of the 67 participants been successful? Not at all. The other trainees were indeed engaged in work elsewhere. The new faces were actually work crews formed and trained by previous trainees. Other trainees also had created their own work teams elsewhere. The construction project had actually created a second generation of skilled workers.

Program Group:
Environment: Forestry,
Energy & Ecosystem Services

Country:
China

Funding:
U.S. Agency for
International Development

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The workers' expertise was demonstrated in their work on the house. The corners of the house had been aligned with a plumb line, not by eye as had been formerly done. Stone bricks were fit together precisely, not just piled unevenly as was common in local buildings. The final product towered at three stories, which was a testament to its soundness and stability.

An unskilled worker working in construction in the area earns 15-20 Yuan a day carrying water, clay, and stones. Our initial surveys show that our roof-working trainees went from 15 to about 25 to 30 Yuan a day. Our stone mason trainees went from 20 to 40 Yuan a day. Our novice carpenter trainees went from 40 to 50 Yuan a day, and experienced carpenters went from 70 to 90 Yuan a day.

This project has been a win for everybody. Participants are earning more for their new abilities to create better quality work, and their incomes will likely increase with rising demand for their skills. The people creating this demand by building new homes benefit from finding the needed skills locally, rather than having to pay more to bring in workers from other areas. As participants build their work teams, more workers are learning skills that enable them to bring more home to their families and create more value for their community.



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