



**Program to Strengthen Self Reliance and Resilience  
of Tibetan Communities in South Asia**

**Quarterly Report**

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## **I. OVERVIEW**

The overall goal of the program is to strengthen the self-reliance and resilience of Tibetan communities in South Asia through sustainable livelihoods improvement and strengthened local institutions. The program employs an integrated multi-sector approach combining strategies to increase household incomes and employment, improve basic education quality, increase access to higher education, and improve community health. Sector strategies are integrated with community-based planning to maximize local participation and ownership of the development process, and a gender component incorporates women's perspectives and participation in the design and implementation of all strategies. Beneficiary involvement in prioritizing local needs and identifying community-specific solutions is expected to substantially increase the performance, impact, and sustainability of program strategies and initiatives.

In parallel the program aims to strengthen key Tibetan institutions essential to ensuring the continuity of effective program strategies and long-term impact on community self-reliance and resilience. Institution strengthening focuses in particular on the CTA and partner organizations affiliated with the CTA, and a small grants fund focusing on Tibetan arts, language, and culture contributes to cultural preservation and resilience.

The TSRR program is being implemented in two phases over five years. In the first phase, from FY17 Q1 through FY18 Q4, support was provided for high priorities while diagnostic assessments were completed to inform evidence-based planning of phase two road maps and sector strategies. Concurrently with assessments, a revolving loan fund and participatory development planning were introduced on a pilot basis, with the goal of learning lessons that can be scaled up in phase two. Phase II of TSRR commenced in FY19 Q1 and will end in September, 2021.

The Tibet Fund is responsible for overall management and monitoring of the program and works closely with the CTA through sub grants to the Social and Resource Development Fund (SARD) in India and local partner NGOs in Nepal. Program activities are planned, implemented, and monitored using a proven collaborative approach that draws on past experience managing U.S. federal grants in close cooperation with the CTA, and adopts the same financial management and operating mechanisms used to implement the USAID funded Tibet Education Project and Tibetan Health System Capacity Strengthening Project. This approach aims to ensure the program meets high standards of implementation quality and complies with USAID rules and regulations, and at the same time builds CTA capacity to sustain program investments and outcomes.

## II. TECHNICAL APPROACH

The program has two main components: (I) Sustainable Livelihoods Improvement and (II) Strengthening Tibetan Institutions and Cultural Resilience. Recognizing that income, employment, education, and health are interconnected determinants of sustainable livelihoods improvement and self-reliance, the first component supports an integrated multi-sector approach designed to achieve the following strategic objectives (SO):

- SO1. Increase household incomes and employment, particularly among unemployed youth, through increased entrepreneurship and small enterprise growth, improved job skills, and increased value of marketable agriculture products
- SO2. Improve quality of teaching and learning in Tibetan schools and increase access to higher education
- SO3. Increase access to affordable quality health care and reduce burden of impoverishing disease
- SO4. Increase participation and ownership of local communities in the development process
- SO5. Increase participation and empowerment of women in the development process

The second program component has the following strategic objectives:

- SO6. Improve effectiveness, capacity, and sustainability of local institutions serving Tibetan communities
- SO7. Increase cultural vitality and resilience of Tibetan communities

Strategies to achieve these objectives are being supported in the following Key Result Areas (KRA):

- KRA1. Entrepreneurship, Micro and Small Enterprise Development (contributing to SO1)
- KRA2. Workforce Development (contributing to SO1)
- KRA3. Agriculture Development (contributing to SO1)
- KRA4. Basic Education Strengthening (contributing to SO2)
- KRA5. Access to Higher Education (contributing to SO2)
- KRA6. Community Health Improvement (contributing to SO3)
- KRA7. Participatory Community Development (contributing to SO1-4)
- KRA8. Women Empowerment (contributing to SO1-5)
- KRA9. Institutional Capacity Development (contributing to SO6)
- KRA10. Leadership Development (contributing to SO6)
- KRA11. Cultural Institution and Resilience Strengthening (contributing to SO7)

Implementation progress in the past quarter is described below.

### III. KEY ACCOMPLISHMENTS

#### KRA 1: ENTREPRENEURSHIP, MICRO AND SMALL ENTERPRISE DEVELOPMENT

##### 1.1 Tibetan Entrepreneurship Development

In 2013 the CTA launched the Tibetan Entrepreneurship Development (TED) initiative with seed funding from the U.S. Department of State Bureau of Population, Refugees and Migration (PRM), The Tibet Fund, and private donors. With the inception of TSRR a diagnostic assessment was conducted to provide evidence-based recommendations to inform phase II planning. While the assessment was being conducted in FY17-18, TSRR supported continuation of TED business development services (BDS) for new and aspiring entrepreneurs, piloting of new BDS for existing MSMEs, and piloting of a new skills to enterprise (STE) service model for vocational trainees. Phase II of this program component began in FY19 Q1.

As part of the assessment a road map was developed that outlines a multi-year strategy for the TED initiative in India, with a timetable and notional targets for FY19-FY21. Key recommendations were to shift the focus of TED services toward greater numbers of informal sector microenterprises and MSMEs, versus the low number of new starts ups and “potentially scalable businesses” TED prioritized in the past; to contract service delivery to experienced specialists and focus TED team efforts on program management and coordination rather than direct service delivery; to discontinue TED support for students; and to give the TED team greater autonomy and relocate it outside the CTA Department of Finance office.

In FY19 the program is providing business development services (BDS) to the following target groups: 1) new and aspiring “TED” entrepreneurs with innovative business ideas; 2) existing microenterprises with scope to increase their competitiveness and profitability, including vulnerable informal sector microenterprises; 3) unemployed youth receiving TSRR-supported vocational training, who aspire to start their own business after completing their vocational training; and 4) existing small and medium size enterprises with potential to grow and expand their businesses, that need new sources of investment and financing.

##### Activity progress:

- Eight aspiring entrepreneurs from six new start-up businesses completed a five-week **pre-incubation training** in Dharamshala. Held at TED’s new pre-incubation center, the training was led by TED staff and sector specialists, including faculty of the Jindal Center for Social Innovation and Entrepreneurship and experts from the Bangalore based consulting firm Natio Cultus. Pre-incubation training is designed to help entrepreneurs validate their initial business ideas, develop business plans, and bridge knowledge and resource gaps with information and contacts.
- At the end of the training participants gave business plan presentations, after which all six enterprises received pledges of **seed funding** up to INR 300,000. TED worked with the

new start-ups to set milestones based on their business plans, and two quickly achieved their milestones and received full seed fund grants of INR 300,000 each: a Tibetan instrument manufacturing and retail business in Dharamshala, and a beauty salon in Bangalore. Seed funding for the remaining four businesses will be released over the next fiscal year as milestones are met. These are a fitness club, a beauty salon, an organic menstrual pad production enterprise, and an e-commerce site for grocery shopping.

- Nine start-up entrepreneurs in India who received pre-incubation training and won **seed awards** in FY17-18 continued growing their businesses. 7 entrepreneurs have now received the full amount of seed funding originally awarded, while one IT related enterprise is expected to receive the final installment of seed funding in the next quarter. Three entrepreneurs have been unable to achieve their final milestones and received partial funding. TED will not release the remaining seed funding to the three entrepreneurs. One entrepreneur failed to make progress and did not receive any seed funding. Beneficiary businesses include an agricultural startup, a travel agency, two IT related enterprises, a dance studio, a beauty parlor, a health snack manufacturing enterprise, and an e-commerce site.
- TED continued providing **business development services for micro enterprises** in Dharamshala, primarily street vendors and small restaurants. 40 street vendors received marketing materials including identity cards, banners, postcards, posters, stickers, and tags designed to build a community identity of street vendors and individual stall identities. In addition, parasols, UV-stabilized tarpaulins, jewelry stand organizers, hanger sets, mannequin busts, bracelet display stands, and metal tables were distributed to improve vendor stall displays.



New display hangers and jewelry busts at a vending stall in Dharamshala

- The Dharamshala Tibetan guest house and restaurant association secured registration under the Himachal Pradesh Societies Registration Act with TED assistance. TED also assisted the Tibetan street vendors welfare society in preparing materials for its first annual audit report.

- A **business plan competition for vocational trainees** was organized as part of TED's skills-to-enterprise (STE) program. Earlier in the year, eleven hairdressing trainees at the Dharamshala Tibetan Career Center (DTCC) attended a series of business training workshops. Of these, five aspiring new hair salon enterprises competed, of which two received **seed funding** awards of INR 150,000 each to start salons in Kollegal and Mundgod, Karnataka. The two start-ups will employ four DTCC trainees, and are expected to receive first installments of seed awards in the next quarter, as they start achieving their milestones.
- Three earlier STE trainees opened new salon businesses in Dharamshala, Mundgod, and Ladakh, for which they received **seed funding** of INR 300,000 each after completing their milestones. A fourth continued to make progress toward meeting his seed funding milestones, and a fifth declined his seed funding award, citing lack of experience. A lesson learned over the course of FY19 is many DTCC hairdressing trainees prefer to gain work experience before starting their own salons. In the future the aspirations of each skills training cohort will be assessed before organizing STE trainings, and past trainees who aspire to start their own businesses and are currently employed in salons will also be invited to participate.
- Five SMEs with potential to expand their businesses received **business acceleration services**: the Dharamshala-based Kera Fashion, Kollegal-based Tibet Dairy, the restaurant Tenzin Kitchen, Lozawa, an electric incense products business, and Yeti Plaza, a proposed commercial center. Consultants from the Bangalore-based Natio Cultus provided investment readiness coaching on business plan viability, job creation potential, financial forecasting, and developing business pitches for potential investors. Natio Cultus is also assisting four of the five SMEs to take part in a business plan competition worth INR 10,000,000.
- Three **entrepreneur hubs** (E-hubs) continued organizing activities to bring together business-minded young professionals, MBA students and college students in Delhi, Bangalore, and the Dalai Lama Institute of Higher Education (DLIHE) near Bangalore. In Delhi, business books were purchased for joint book reviews to improve E-hub members' business knowledge and entrepreneurial acumen. In Bangalore, E-hub members participated in a mock business plan competition, at which seven students pitched their business plans. At DLIHE, 69 students took part in a month-long simulated trading exercise to practice investing in stock markets. Students conducted market research, bought virtual stocks, regularly studied stock market charts, and analyzed stock movements. E-hub members also joined an exposure visit to the Indian Institute of Management (IIM) in Bangalore, ranked among top business schools in the world. E-Hub members held interactive sessions with management students and were briefed on IIM programs and courses.
- In Nepal, beneficiaries of FY17-18 TED training and seed grants continued receiving **business mentorship support** from a small business development consultant, and three

small businesses received their final seed grant installments after milestone completion. The eleven participating businesses include a bakery, two tailoring shops, two noodle production enterprises, a statue manufacturing enterprise, a graphic design business, a mountain bike repair shop, a sportswear retail store, and a dried fruit production enterprise.

- Seven beneficiaries of past TED training and seed grants attended a three-day **entrepreneurship training**. Based on the International Labor Organization's Start and Improve Your Business curriculum, training topics included problem and root cause analysis, business management skills, cost control, financial management, goal setting and work plan preparation.

## **1.2 Access to Enterprise Finance**

To address the critical need of Tibetan enterprises for start-up and expansion capital, the program is supporting establishment of a new local financial institution India, a Non-Banking Financial Company (NBFC). Over time it is expected the NBFC will qualify for conversion to a Small Finance Bank that can provide a sustainable source of savings and loan services to Tibetan businesses as well as earn revenue for the Central Tibetan Administration (CTA). In FY17 the process of registering and setting up the NBFC began, an enterprise finance team was recruited and a chartered accounting firm was hired to provide technical expertise and assist with NBFC registration. In parallel, a pilot revolving loan fund was launched to provide loans to seasonal garment vendors, and in FY18 new loan products were piloted for other target groups.

In Nepal, SARD and TTF researched options to provide Tibetan enterprises with access to small loans and a plan was formed with the goal of community borrower groups managing their own loan and savings funds independently. Key elements of the plan include eligibility for all community members, loan amounts ranging from NPR 75,000 to 200,000, an annual interest rate of 4%, quarterly repayment installments, and formation of borrower groups that guarantee repayment of all group members. Community-managed revolving fund (CMRF) loans were disbursed in five pilot settlements in Pokhara in FY19, and in FY20 a savings component will be introduced in the same settlements. Based on pilot lessons, credit and savings will be introduced in additional settlements of Nepal in FY20-21. A team of technical experts with extensive experience in microfinance, credit management, and IT is assisting in establishing a robust loan management and monitoring system and building the capacity of settlement offices, borrower groups, and Lodrik Welfare Fund (LWF), the local NGO partner.

### **Activity progress:**

- SARD continued implementing the third annual cycle of **RLF lending to winter garment vendors** to purchase inventory for the coming winter business season. Six-month loans of INR 200,000 were disbursed to 803 winter garment vendors, totaling 890 for the year. The NBFC team repeated the same process of loan application, selection, loan processing



and disbursement practiced in FY17 and FY18, and continued to work closely with the Tibetan Refugee Traders Association (TRTA).

- Full repayment was collected of 252 RLF loans disbursed earlier in the year. 227 **handicraft vendors** and **summer garment vendors** in Ladakh and Dharamshala, and 25 **trekking horse guides** in Ladakh returned loans and interest with a 100% repayment rate, and new RLF loans were disbursed to 95 summer garment vendors.
- Repayment of **commercial vehicle loans** made in FY18 continued. NBFC vehicle loans, which are not directly funded by TSRR, offer credit of up to INR 600,000 for 3 years at 4% annual interest. Only one borrower has defaulted on the first repayment installment.
- **Emergency zero-interest loans** were made to 12 Tibetan winter garment vendors who lost all their inventory for the coming winter business season in a warehouse destroyed by fire in Duhule, Maharashtra. Six-month loans of INR 200,000 at zero interest were intended to provide emergency relief to victims and their families.
- SARD continued working with chartered accountancy firm V. Nagarajan & Company (VNC) to create a **special purpose vehicle** (SPV) to transfer existing loan portfolios from SARD to the newly registered and licensed NBFC, Gangjong Development Finance Pvt. Ltd. (GJDF). In the past quarter an income tax exemption application for the newly registered CTA Development Foundation was submitted to secure 12 A and 80 G status, after which existing loan portfolios in SARD accounts can be transferred to the trust, and then to GJDF.
- The SARD RLF team continued using the software Computer Mushi as its **management information system** (MIS) to track SARD RLF loans and repayments. Because it is still necessary to maintain separate Excel databases for unique beneficiary reporting, and the software's functionality is too limited to meet future NBFC requirements, the team plans to switch to a new software after SARD portfolios are transferred from to GJDF.
- In Nepal all 62 loan recipients repaid their first installments and interest on time to **community managed revolving funds** (CMRF) in five Pokhara settlements. Nine new recipients received loans of between NPR 100,000-200,000 on the same day, following screening and selection by settlement loan committees. Most borrowers are involved in souvenir and restaurant businesses and used their loans to increase inventory and purchase small equipment.
- CMRF consultants conducted a third **training** for social mobilizers in Pokhara. The training focused on forming savings and credit groups (SCG), how to mobilize savings in their communities, and the importance of visiting loan recipients regularly. The consultants also provided a one-day **orientation** for settlement officers and secretaries on savings mobilization concepts and procedures.

- Settlement social mobilizers facilitated monthly **borrower group meetings** in all five Pokhara settlements, at which borrowers gave updates on their businesses, and social mobilizers educated members about savings and the process of transforming borrower groups into savings and credit groups (SCG). Social mobilizers also conducted savings mobilization among other community members, and CMRF consultants met with community members in one settlement to answer questions about savings mobilization and facilitate SCG formation. **Savings and credit groups** were then formed in all five settlements, and a total of 90 new community members joined the six SCGs. All SCGs set the initial level of savings collection at NPR 1,000/month, with a savings interest rate of 3.5% (0.5% less than the CMRF loan interest rate of 4%).
- A third **management information system (MIS) training** was held in Pokhara for four settlement secretary-accountants and four social mobilizers. Since SMs will now begin supporting settlement secretaries and accountants to maintain the MIS, the training started with a brief overview of the MIS and then focused on the savings component. SMs were able to practice using various functions of the software and performed well. A fourth MIS training was then held in Kathmandu at the request of Pokhara settlement accountants. The three-day training was a step-by-step review at which accountants were able to clarify concerns and resolve technical issues with the MIS consultant.
- In preparation to establish CMRFs in three settlements in Kathmandu in FY20, CMRF consultants led a one-day **orientation** for settlement officers and secretary-accountants from Boudha, Swayambhu, and Jawalakhel. Consultants explained basic features of community managed revolving loan funds, loan sizes and periods, repayment, savings, the role of social mobilizers, and their importance in CMRF implementation. A tentative activity timeline for CMRF establishment was developed and announcements were made for social mobilizer recruitment.

A key goal of CMRFs is to build savings mobilization and revolving fund management capacity at the community level in each settlement, and empower each settlement community to manage its own CMRF independently, self-sufficiently, and with long-term sustainability. Both to maximize impact and sustainability by following sound development practice and to ensure CMRFs are legal under the host country's savings and credit regulations, CMRF funds are the sole entitlement of recipient settlement communities, and will be used solely for the purpose of community-managed savings and loan funds within each respective community.

## **KRA 2: WORKFORCE DEVELOPMENT**

In 2012 the Dharamshala Tibetan Career Center (DTCC) was established with USAID funding to increase job competitiveness and employment. DTCC delivers vocational skills training, career counseling and job placement services. With the inception of TSRR a diagnostic assessment was conducted to provide evidence-based recommendations to inform phase II planning for KRA 2.

While the assessment was being conducted in FY17-18, TSRR supported continuation of existing services at both centers. Phase II of this program component began in FY19.

As part of the assessment a road map was developed that outlines a multi-year strategy for KRA 2 in India with a timetable of key activities and notional targets for FY19-FY21. Key recommendations were to consolidate vocational training services; collaborate with other training institutions and private sector partners; and formulate a comprehensive CTA workforce development policy. The program is also supporting development of a workforce information system (WFIS) to maintain data on the Tibetan population in all settlements including information on current employment status, age, gender, academic and professional qualifications, and career aspirations.

### Activity progress:

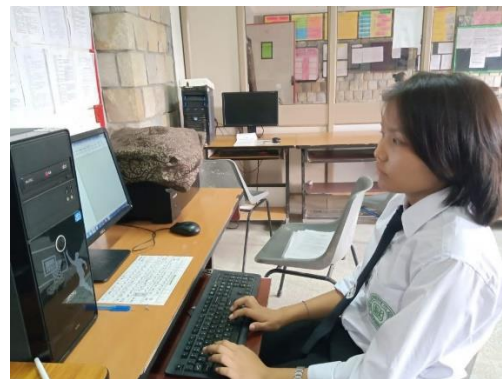
- Short-term training courses, career counseling, and related workshops at DTCC benefitted a number of unemployed youths in the past quarter, as described below.
  - 11 trainees completed a three-month **hairdressing course**. The course includes daily practice cutting and styling hair and theoretical training on hair anatomy, hair treatment, and hair spa and massage. Trainees took part in English language classes, received gender sensitization sessions and visited a nearby elders home and school to give free haircuts. The trainees also received skills-to-enterprise business training (see above), and four trainees representing two salon businesses won seed funding at the completion of the training. The course is affiliated with the Jawed Habib Foundation, which feeds trainees into its franchise of 184 unisex salons across 62 Indian cities.



Hairdressing trainees giving free haircuts and showing their completion certificates

- One trainee completed a four-month **web design training**. Three trainees who began the course dropped out due to personal reasons. The certified course includes practice on indexing, Hypertext Markup Language 5, cascading style sheet, JavaScript, Dreamweaver and WordPress theme development.

- Five trainees completed a one-month **Tally accounting software training** at DTCC affiliated with Education Arena Institute. The training focused on basic accounting, fundamentals of Tally, inventory, voucher entry, and generating reports.
  - 18 trainees completed a one-month **Photoshop training**, and 23 trainees completed an introductory course in **basic computer skills**. Both trainings were led by experienced Tibetan trainers.
  - 34 trainees took part in a two-day workshop conducted by trainers from the Tibetan Center for Conflict Resolution. Topics included languages of conflict, non-violent communication, active listening and conflict resolution. Successful professionals and entrepreneurs were invited to share their personal stories and inspire the trainees as part of the center's 'Saturday food for soul' event, including a TED seed fund recipient who runs a Tibetan lute production and retailing business.
  - 16 school and college graduates benefitted from **individual counseling and consultation** services provided by career counselors. The counselors gave guidance on resume building, employability assistance, course opportunities, career counseling and services, and placement offers via email, Facebook, phone and walk-in visits.
- DTCC career counselors visited Tibetan settlements and schools in Bylakuppe and Mundgod, Karnataka, where they conducted **outreach events** attended by more than 380 students and community members. The purpose was to motivate youngsters and increase awareness of DTCC services including vocational courses, career counseling, job placement, and parental counseling. Two successful Dharamshala-based entrepreneurs spoke about their life journeys and encouraged students and youngsters to follow their passion and chosen career paths.
- 15 unemployed youth began **long-term vocational courses** at the Industrial Training Institute (ITI) in Selakui, Uttarakhand, as part of a new collaboration between the Department of Home and ITI, a private institute under the administration of the Tibetan Children's Village. Trainees are attending 18 to 20-month courses in basic cosmetology, food and beverage, cooking, secretarial skills, and bakery and confectionary. Course are affiliated with the National Skill Development Council of the Ministry of Skill Development and Entrepreneurship.



Bakery and secretarial skills trainees at ITI in Selakui

- Two Tibetan youth received **youth ambassador awards** at an official function in Dharamshala, intended to inspire and motivate unemployed youth to pursue vocational training opportunities. The awards recognize exemplary individuals who have completed a vocational skills training course and are currently employed or self-employed. This year's youth ambassadors had earlier completed a TSRR-supported hair dressing training and cosmetology diploma course, respectively, and are currently running successful salon businesses in Mainpat settlement and Dehradun.
- 17 unemployed youth, mostly school and college dropouts, took part in a week-long **youth empowerment workshop** in Dharamshala. Led by trainers from Natio Cultus, the workshop focused on life fundamentals and priorities, career options, goal setting, self-discovery, problem management and decision making. Representatives of vocational training centers and career counselors gave presentations, and successful entrepreneurs practicing a range of vocational skills gave motivational talks and interacted with participants. Career assessments were conducted, and trainers helped participants develop customized life plans with short and mid-term goals and key milestones.
- Work continued to build a **workforce information system** (WFIS) database to maintain standard data on the Tibetan workforce in South Asia, including current employment status, age, gender, academic and professional qualifications, and career aspirations. An expert conducted a WFIS server security vulnerability analysis, identified security flaws and threats, and began conducting required fixes.
- A limited second phase of WFIS data collection and entry was completed, capturing data from around 10,000 individuals left out of the initial survey, completed at the end of 2018. Verification continued of data recorded in the first phase, and data collection also continued of Tibetans living outside South Asia.

### **KRA 3: AGRICULTURE DEVELOPMENT**

With the inception of TSRR a diagnostic assessment was conducted to provide evidence-based recommendations to inform phase II of KRA 3. Key assessment recommendations were to shift Tibetan agriculture from household farming to agribusiness; shift from low-tech small holdings to high-tech large holdings; and introduce a new overarching initiative with multiple immediate and long-term interventions, the Tibetan Agriculture Transformation Project (TATP). While the assessment was being conducted in FY17-18, TSRR supported immediate priorities while laying the ground work for TATP. This included introduction of ICT extension services, soil health testing, and KVK demonstration units; development of the Organic Research and Training Center in Bylakuppe; establishment of new regional agriculture extension centers in Chandragiri, Mundgod, and Miao settlements; and cash crop value addition and marketing in other target settlements of India and Nepal. As part of the assessment a road map was developed that outlines a multi-year strategy with a timetable of key activities and notional targets for FY19-FY21. Phase II of this program component began in FY19.

The overarching vision of TATP is to transform the existing agricultural system with a series of well-informed sustainable technical and administrative interventions that will not only increase farmer income but also potentially generate revenue for CTA. Major policy decisions to transform existing low-technology small-holding agriculture to high-tech collective-large-holding mechanized agriculture and remodeling Tibetan agriculture from a small holder farm to agribusiness model will be considered with the help of technical expertise. However, it is beyond the scope and budget of TSRR to implement the entire vision of TATP, which would require multi-million-dollar investments. Due to the program's budget constraints and competing multi-sectoral priorities, only a few of the assessment-recommended TATP activities will be implemented.

It is envisioned that ORTC in Bylakuppe will become the operational node of TATP, and many recommended interventions will therefore be implemented by ORTC with supervision from DOH officials based in Dharamshala. Regional agriculture extension service centers at Mundgod, Chandragiri, Mainpat, and Miao will also receive support to bring new technologies and improved services to farmers such as ICT, soil testing and treatment, and farmer trainings and demonstrations. In FY19 the program will continue supporting a cash crop value addition and marketing program which includes a tea processing enterprise development in Miao, horticulture development in Tenzingang, and pilot quality protein maize (QPM) production.

In Nepal, agricultural development support will continue in three agricultural settlements in the Pokhara region: Jampaling, Lo Tserok, and Dhorpatan. In Jampaling, community farm land will be cultivated with new cash crops and continuing support for plantation maintenance will be provided. In Lo Tserok, new apple plants will be cultivated, bean production will be strengthened, and greenhouse vegetables will be cultivated to improve the community's nutritional diversity during winter months. In Dhorpatan, potato seed production and vegetable cultivation will begin.

### **Activity progress:**

#### **3.1 Agriculture extension services and capacity building**

- DOH began working with the agriculture consultancy Ingenus to develop a new **customized smart phone app** for use by Tibetan farmers and agriculture extension officers (AEO). The decision to develop the new app was made after AEOs faced challenges using Smart Farm, a generic cloud-based application introduced earlier in the year. After the customized app is completed, Ingenus will provide user training to AEOs, who will in turn assist farmers to access extension services through their phones. The app is expected to provide farm traceability and output predictability, standard crop package of practices (POP), alert logs to help manage pest infestation and disease, weather advisories, and farm-specific recommendations to improve efficiency and productivity. The app is also expected to provide DOH with real-time data on settlement crop acreage, production, productivity, soil, yields, and shifts.

- Based on **soil testing** and soil health reports, 86 farmers in Kollegal, Hunsur, Mundgod, and Odisha settlements received recommended **soil treatment micronutrients** including 280 kgs of zinc, 9,250 kgs of lime, and 12,800 kgs of gypsum. In addition, 24 farmers in Miao settlement received their **soil health cards** and soil health reports following soil tests. Lab tests of soil and distribution of soil health cards were recommended in FY18 after experts found that soil fertility conditions on Tibetan farm land were not known.
- **Trainings and exposure visits** were organized for 271 farmers in eight settlements in south, central and northeast India, in partnership with regional KVK centers, horticulture and agriculture departments of state governments, and a regional agriculture university, as follows.
  - 31 farmers from Miao settlement received a two-day training cum exposure visit to the **regional KVK center** in Tinsukia, where senior scientists spoke on tea field management practices including land preparation, advanced agro technology, weed management, pest and disease management, and vermicompost preparation.
  - 50 farmers from Mundgod settlement received **training on cashew nut POPs, live fencing, and soil sample collection**. They also received small farming tools and took part in an agriculture fest at nearby **Dharwad University**.
  - 38 farmers from Hunsur and Kollegal settlements visited the TSRR-supported **dairy farm at the Organic Research and Training Center (ORTC)** in Bylakuppe, Karnataka, to learn best dairy farming practices, cattle shed maintenance, milking techniques, and silage production.
  - 25 farmers from Odisha settlement took part in an exposure visit to the **district KVK center**, where resident experts gave training on cultivation of turmeric and vegetables, vermicompost preparation, and pest and disease control measures, focusing in particular on fall armyworm.
  - 36 farmers from Mainpat settlement visited the **regional KVK center, forest department offices, tea gardens, and a tea processing unit** to learn about tea plantation POPs, tea varieties, selection of tea seeds and saplings, and marketing of tea leaves.
  - 32 farmers from Tenzingang settlement visited the **district horticulture center** to observe kiwi fields. Resident experts led training on best techniques of planting kiwis, maintenance of kiwi farms, and pruning and thinning of kiwi plants for better yields.
  - 59 farmers from Bylakuppe settlement visited the **regional KVK center** and learned sowing and harvesting techniques for mushroom and coffee plants from experts. Different varieties of cows, breeding plan for cows, and local milk market demands were also discussed.





Training and exposure visits in Mundgod (left) and Tenzingang (right)

- In Nepal, 26 farmers in Jampaling settlement attended a two-day **vegetable and tropical fruit cultivation training** organized by Local Initiatives for Biodiversity Research and Development (LIBIRD), and 41 farmers in Tserok settlement received a two-day **training in apple tree management, vegetable cultivation and compost preparation** from experts at the Temperate Horticulture Development Center. Training topics included soil properties, use of bio-pesticides, and appropriate vegetables to cultivate at high altitude.
- 14 AEOs attended a **fall armyworm (FAW) management and control workshop**, organized in Delhi in collaboration with USAID India's Food Security Office. Experts gave demonstrations on effective FAW control practices such as use of pheromone traps, and informational posters were distributed along with pheromone traps, goggles, and masks and hand gloves.



Fall Armyworm workshop trainers and participants in Delhi

- Prior to the FAW workshop, AEOs participated in a two-day **brainstorming workshop** to review existing agriculture development strategies and discuss potential new initiatives. Good agronomic practices for maize production and QPM value chains were discussed, demonstrations were given on use of digital soil testing kits, which are capable of testing



14 soil parameters, recommending fertilizers and doses for over 100 crops, and issuing soil health reports. Kits were subsequently procured for the Bylakuppe ORTC and Miao regional extension center.

- 14 AEOs, four settlement officers, and settlement cooperative society members took part in a three-day **workshop on agriculture development strategies** at ORTC in Bylakuppe. Led by sector experts, the workshop focused on watershed management, soil and water conservation, ICT extension services, modernizing and reviving agri-mechanization, cultivation of quality protein maize, jatropha, and high value citrus crops, dairy development potential, and forming farmer producer organizations.
- AEOs in Tenzingang, Mainpat, Odisha, and Mundgod continued working on **demonstration plots** to implement best farm management practices, create POPs for selected crop varieties, and invite farmers to study and adopt POPs. In Tenzingang, kiwi saplings were procured and land preparation and pit digging were completed on one acre of demo plot. In Mainpat, mustard was planted on 2.5 acres of demo plot, and green gram was planted on 1.5 acres of demo plot in Odisha.
- 12 AEOs received motor bikes in Bylakuppe, Mainpat, Kollegal, Hunsur, Tezu, Tenzingang, Miao, Odisha, and Mundgod settlements. Improved mobility will enable AEOs to visit and provide extension services to farmers more frequently and efficiently.
- A Pune based consultancy firm completed an **assessment of cooperative society farm machinery** units in 11 agriculture-based settlements in India. The team met with cooperative society staff and farmers and reviewed cooperative societies' business models and existing farm machinery. Recommendations identified capacity building needs and procurement priorities, and urgently needed **equipment** was procured for cooperative machinery units in five settlements in Karnataka, which together account for over 85% of all agricultural output in Tibetan settlements of South Asia. Tractors, multi-crop harvesters and threshers, sowing machines, a leveler, ploughs and water tankers were procured. Seven cooperative staff began a seven-month long **training** in Pune on mechanical operation, repair and maintenance of the new equipment.



New farm equipment in Bylakuppe (left) and Mundgod

- A team of scientists from the National Dairy Research Institute and National Institute of Animal Nutrition, both based in Bangalore, completed a **dairy development feasibility study** in five Tibetan settlements in Karnataka. Key recommendations are to support settlement dairy units with loan assistance and subsidies, promote green fodder cultivation by dairy farmers, revive cattle feed manufacturing units, and build capacity of extension officers to advise dairy farmers in all the five settlements.
- Ingenus began working with DOH and sector experts to study options and feasibility of establishing a new **agribusiness development venture** to procure, process and add value to the produce of Tibetan farmers. Experts conducted reviews of DOH legal documents and balance sheets and held discussions with GOI officials. A proposed model to set up a for-profit entity that runs multiple business activities in different settlements across India is currently being reviewed by an independent team of experts.
- Three farmers were honored with lifetime achievement and best young **farmer awards** at an official function in Dharamshala, and 16 farmers received best farmer awards at similar functions in agricultural settlements. Awards recognizing successful farmers are intended to motivate other farmers to follow their example.

### 3.2 Cash crop cultivation and marketing

- Pilot cultivation of **quality protein maize (QPM)** began in Kollegal settlement, where 18 farmers planted seeds procured from the National Seed Corporation on 51.2 acres of land. Farmers received POPs for QPM cultivation and training on seed treatment and fall armyworm control and management. The pilot is expected to convert low quality maize production into higher value products that command better returns on investment for farmers, and if successful a model that can be adopted by other maize farming households.



QPM seed distribution and cultivation in Kollegal

- Farmers continued maintaining 18 acres of **apple and kiwi saplings** planted in FY17 in Tenzingang settlement. Walnut saplings were distributed to farmers to plant live fencing, along with farm yard manure and poles and barbed wire for minor fencing repair. The AEO

organized a farmers meeting to discuss kiwi planting and maintenance techniques, at which small farm tools including apple pruning cutters, sickles, and spades were distributed to beneficiary farmers. 30 households are expected to benefit from cash crop production and marketing when saplings begin bearing fruit.

- Maintenance continued of 70 acres of **organic mango and cashew trees** planted in FY17 in Chandragiri settlement, with regular weeding, manuring and keeping stray animals away. 1,000 cashew grafts were planted to replace plants damaged by a cyclone that struck the region earlier this year, and 15 acres were intercropped with black gram and cow peas. 21 households are expected to benefit from fruit marketing when trees begin bearing fruit.



Intercropped mango and cashew trees in Chandragiri

- Farmers continued maintaining 65 acres of **organic mango and cashew trees** planted in FY17 in Mundgod settlement, and received 400 kgs of green manure, sun hemp and moringa vegetable seeds for intercropping. 24 households are expected to benefit from cash crop production and marketing when trees begin bearing fruit.
- Work continued to develop a **mini tea factory** in Miao. A surveyor completed a topographical map of settlement land where the proposed mini tea factory will be established, and the map was submitted in support of a pending no objection certificate (NOC) application from the Government of India's Ministry of Environment and Forests (MOEF) to use settlement land for the mini tea factory.
- Canal **irrigation** work in the remote villages of Nyering and Nyukhang in Tuting settlement, Arunachal Pradesh, was completed. Village farmers led the digging of 2-3 kilometers of earthen irrigation canals from the nearest water source to village fields. The earthen canals are expected to provide a reliable water supply to improve crop productivity.
- In Jampaling settlement in Nepal, farmers continued growing **summer vegetables, bananas, pineapples, and lemons**, and began planting **winter vegetables**. Beneficiary households sold 13 types of vegetables in local markets including cauliflower, broccoli,

tomatoes, spinach and beans. The first pineapples and lemons were harvested, and 200 new pineapples suckers were planted. Farmers received tools electric sprayers, trimming blades, protective clothing, manure and bamboo to support banana plants during fruiting. Irrigation canal maintenance work was also completed.

- The roots of most papaya plants that were transplanted from the TSRR-supported nursery in Jampaling rotted in the past quarter. LIBIRD and fruit tree experts visited the settlement to conduct soil tests and collect root samples for analysis.
- In Tserok settlement in Nepal, farmers continued regular weeding, manuring and maintenance of **apple orchards**. Consultants and an AEO visited the orchards and observed that the apples are in good condition, and recommended additional organic fertilizer to improve the soil quality.
- In Dhorpatan settlement in Nepal, 18 households continued growing **summer vegetables** and three sold spinach and zucchini in local markets. Farmers also harvested **potato seeds** and reported that the yield had improved from last year, and received new parts and servicing for TSRR-funded mini tillers that will be used to prepare land for potato planting next quarter.

### 3.3 Regional agriculture extension centers

- The Organic Research and Training Center (ORTC) in Bylakuppe settlement, Karnataka, continued producing affordable plant seedlings at its **nursery**, intended to encourage farmers to explore and adopt new organic cultivation. Over 6,700 saplings of Malabar neem tree, avocado, silver oak, areca nut and a variety of flowers were raised and sold in the past quarter. Regular weeding, application of organic manure and bio-pesticide were carried out.
- Maintenance of **demonstration plots** continued including weeding, watering, and application of organic manure, micro nutrients and vermicompost to vegetables, banana and coffee plants. Seven acres of banana fields were intercropped with 1,000 kgs of yam and 500 green chili seedlings, quality protein maize was planted on five acres, and vegetables including lettuce, bok choy, Chinese cabbage, radish, cassava and potato were planted. 400 kgs of banana was harvested and sold in the local market.





Banana harvest (left) and AEO with new soil testing kit at Bylakuppe ORTC

- Three new milking cows were procured and five acres of Napier grass were planted to increase **organic dairy and green manure production**, and two calves were born at the dairy farm.
- Improvement of the center's **irrigation system** was completed. Two new borewell pumps were installed and irrigation pipes were laid connecting the main fields to an overhead tank. Furniture and a pick-up truck were procured for the center, and fencing of 50 acres of farm land began as part of a new ORTC-led citrus development initiative. The new vehicle will be used to transport inputs and products between ORTC and local markets, and for agriculture officers to visit farm land and local markets.
- A Bangalore-based landscape architecture firm began work on a **landscaping master plan** for ORTC that will encompass spatial planning, natural resource management, and ecotourism development.
- In Chandragiri settlement in Odisha, high yielding maize was planted on 34 acres and cultivation continued of turmeric on 1.5 acres and black gram on 2.5 acres of **demonstration plots**. Maintenance work was conducted in two phases including earthing up plants, applying herbicides and top dressing, and three pump sets with pipes were installed to improve demonstration plot irrigation. AEOs led a meeting of 25 farmers to discuss mango, cashew and banana cultivation and distributed small farming tools.
- In Mundgod settlement, cultivation continued of seedlings and saplings at the TSRR-supported **nursery**. 4,000 seedlings of casuarina plants were raised and more than half the seedlings were distributed to beneficiary farmers for live fencing. Once grown, casuarina plants act as wind break and can be harvested for timber. 3.5 acres of cashew nut were also planted on **demonstration plots**, along with 600 casuarina and coconut seedlings as live fencing.

- In Miao settlement, regular maintenance and watering of newly germinated tea saplings, weeding, and spraying bio pesticides were carried out at the TSRR-supported nursery. Land preparation for fresh **tea cultivation** began on 22 acres belonging to 8 farming households. Bio fertilizers were distributed and cultivation of tea saplings supplied from the nursery is expected to begin in the next quarter. Farmers are being encouraged to bring more acreage of land under organic tea plantation in Miao, where DOH plans to set up a mini tea leaf processing unit following a technical feasibility assessment.

#### **KRA 4: BASIC EDUCATION STRENGTHENING**

In 2012 USAID began supporting basic education strengthening for Tibetan children with the Tibet Education Project (TEP). The Tibetan exile education system serves roughly 21,000 children in grades K-12 through a network of 75 schools in India and Nepal. TEP reached a total of 20,866 students in these schools from 2012-2017, delivered training to 1,152 teachers and school leaders, and provided higher education scholarships to 637 students.

With the inception of TSRR, a diagnostic assessment was conducted to provide evidence-based recommendations to inform phase II planning of KRA 4. Key recommendations included integrating ICT with classroom instruction, extending the existing EGR model up to grade 5, collaborating with a reputed STEM education organization to provide high quality STEM instructional training and resources, strengthening counseling to address issues related with students' career planning and corporal punishment, and providing high quality professional development opportunities for school heads to enhance their educational leadership skills. While the assessment was being conducted, in FY17-18 TSRR supported continuation of strategies begun under TEP; phase II of this program component began in FY19 Q1.

##### **4.1 Educational Information and Communications Technology (EICT)**

Based on assessment recommendations a new educational technology initiative was piloted in four Tibetan schools in FY18, including EICT infrastructure improvement in four schools, development of EICT policy guidelines, and teacher training in EICT-based educational tools and strategies. In FY19 the program extended this initiative to four more schools. In addition, basic EICT infrastructure was improved for eight schools recently transferred from administration by the Government of India to Sambhota Tibetan Schools Society (STSS).

##### **Activity progress:**

- The pilot EICT program in four schools was reviewed by a team of experts led by Dr. Amina Charania, an Associate Professor at Tata Institute of Social Sciences (TISS). The team conducted classroom observations, FGDs and interviews with teachers, students and school heads. Key **EICT review** recommendations include submitting teachers' lesson plans periodically to TISS experts for feedback and suggestions, strengthening EICT follow-up mentoring program in schools, creating a digital repository for EICT-based lesson plans and

classroom projects, and creating a standard rubric to assess the overall use of EICT and its impact in schools. The experts also mentored 21 TGTs on how to improve their classroom instruction using EICT.

- 20 **classroom technology corners** (CTC) were installed in four schools, with each CTC consisting of four laptops and ten tablets, an LCD projector, and internet connectivity. Teachers and students also have access to a printer, scanner, digital video camera, and audio recorder to enrich the classroom learning experience. These improvements are intended to facilitate technology-based hands-on and collaborative learning in classrooms. Also, four Tibetan EICT trainer-mentors conducted **school-based EICT workshops** for 62 teachers in the schools. The workshops covered EICT-based learning theories and approaches, Bloom's Taxonomy, 21<sup>st</sup> Century Skills and the role of EICT in learning (TPACK Model). A total of 1,119 Grade 6 to 10 students benefit from classroom technology corners.
- Eight schools received a total of 38 LCD projectors to enable EICT-based classroom instruction. A plan to renew licenses for **Smart Class technology** was cancelled after receiving consistent feedback from teachers that they prefer to choose their own content for teaching rather than use ready-made digital lessons installed in Smart Class modules. The budget for renewal of Smart Class licenses was reallocated to provide LCD projectors to schools.
- In Nepal, 22 teachers from two pilot schools in Kathmandu (Namgyal High School and Srongtsen Brikhuti Boarding School) participated in a six-week **EICT training**. Conducted by an EICT specialist, the training consisted of 12 modules including basic computer literacy, introducing and sustaining EICT-based classroom instruction. **EICT equipment** including projectors, electric screens, laptops, tablets, color printers, cameras and audio recorders were procured for the two schools. The EICT consultant will continue to monitor use of EICT classrooms and provide guidance to computer teachers in FY20.

#### 4.2 Early grade reading skills improvement

To address EGR related challenges including Tibetan children's inadequate levels of reading comprehension in mother tongue and dearth of grade-appropriate, high quality reading materials in Tibetan, the TEP introduced the Tibetan Early Grade Reading (TEGR) program in 2013, a multi-component initiative that has supported production of the first Tibetan language graded reading series; Tibetan translations of high quality children's books; installation of classroom reading corners with grade-appropriate Tibetan reading materials; EGR training and mentoring for primary teachers and librarians; improvement of school library collections; EGR workshops for parents; and design of an assessment tool to measure improvement in early grade reading skills. In FY17-18 TSRR supported printing of Tibetan language graded reading series and Tibetan translations of children's book, new children's literature publication, EGR training and support for educators and EGR workshops for parents.

In FY19 TSRR continued its support for EGR activities including publication of new children's literature, EGR training and support for educators, and EGR workshops for foster parents. In addition, installation of CRCs in Grades 4 and 5 classrooms was supported to extend the existing EGR model up to Grade 5 in all schools.

**Activity progress:**

- A final review of syntax simplicity and child friendly language in ten **new children's book translations** was completed, and 3,000 copies of each title were printed, totaling 30,000 copies. 23,750 copies were distributed to schools in India and Nepal, and 3,500 copies will be distributed to parents in FY20. Printing and distribution of 15,000 copies of five additional new titles produced in FY19 will be completed in the first quarter of FY20.
- In FY17, a set of 18 children's book translations and a graded reading series of 40 titles were produced under the USAID supported Tibet Education Project. Of the 16,600 sets printed, 5,799 remained undistributed at the end of the third quarter of FY19 (4,546 sets of the 18 translated titles, and 1,253 sets of the graded reading series). In the past quarter, 1,606 sets of translated titles and 335 sets of the graded reading series were distributed to parents in Tibetan settlements including Bylakuppe, Dehradun, Mainpat, Odisha and Shimla.
- 31 teachers from 16 Tibetan schools in Karnataka state attended a three-day EGR **primary teacher training** led by experts from Ignus Pahal, a reputed education consultancy company focusing on EGR. The training covered important EGR related topics including concepts and processes of language learning, constructivist approaches to learning, reading assessment and personal improvement plans.
- 39 librarians participated in two **librarian cluster meetings** held in Dharamsala and Bylakuppe. Led by Sujata Noronha of Bookworm Goa, participants gave presentations on improvements they made to the physical environment of their libraries, library activities, librarian-user relationships and their personal reading lists. They also discussed individual professional growth plans and shared challenges faced.
- Installation of 30 **classroom reading corners** (CRC) in grades 4 and 5 classrooms in ten schools was completed. Each CRC was stocked with a collection of high-quality Tibetan and English children's books. In addition, library furniture including open shelves and reading tables, and library book collections were improved at eight schools.
- In Nepal a team of experts from Room to Read (RTR) completed a **diagnostic assessment** to develop a more effective and locally appropriate EGR strategy for Tibetan primary schools in Nepal. Four Tibetan enumerators were trained to conduct student assessments, and interviews were held with teachers, parents and school leaders. Classroom and library observations were also conducted as part of the assessment, which took place in six



schools in Kathmandu and Pokhara. Based on assessment recommendations a multi-year EGR strategy will be designed that is specific to the Nepal context.

#### 4.3 Teachers and educators training and professional development

High quality pre-service and in-service professional development opportunities are- crucial to ensure the best learning outcomes for students. In FY17-18 TSRR supported continuation of a four-year pre-service teacher training course, a pre-service training course for pre-primary teachers, a Tibetan language teacher pre-service training, school-based teacher professional development activities (SBTPD) and teacher reading corners for school-based professional development. In addition, a 20-month pre-service training course for pre-primary teachers was supported, and new sensorial teaching aids were piloted in five pre-primary schools.

In FY19 the program continued its support for four-year pre-service teacher training, Tibetan language teacher pre-service training and SBTPD. In addition, the program supported in-service training for pre-primary teachers and sensorial teaching aids to pre-primary classrooms.

##### Activity progress:

- 40 Tibetan schools completed school-identified **teacher professional development** activities and submitted their completion reports. Teachers participated in self-led activities including peer lesson observations, lesson study groups, book discussions, and educational exchange visits with neighboring schools. Teacher reading corners in 25 schools out of the 40 received new titles for their book collections. A total of 1,069 teachers benefitted from these activities in India.
- **Higher order thinking skills (HOTS) workshops** were conducted for 68 teachers in three schools, STS Chauntra, STS Paonta Sahib and STS Petoen. Workshops focused on introducing a new Tibetan language HOTS Handbook, drafting of which began in FY18 with TSRR support. 1,000 copies of the handbook were printed, of which 170 were distributed to teachers in seven schools in Bir and the Dehradun region. The rest will be distributed to all other Tibetan schools in India in FY20.
- 20 trainees continued an 18-month **Tibetan language teacher pre-service training program** at the College for Higher Tibetan Studies in Sarah. In addition to attending classes on Buddhist dialectics, environmental studies, ICT, inclusive education and physical education, trainees completed a month-long teaching internship in seven Tibetan schools. A Tibetan EICT trainer-mentor also conducted a two-day workshop on all the key topics covered in school-based EICT workshops.
- 33 pre-primary teachers from 22 schools in South India received **Montessori methods training**. The 60-hour long training course covered topics including introduction to Montessori Education, Montessori theory and practice, an overview of human development, the child's mind from birth to six years, how children learn, social

development of children, freedom and discipline, and how to maintain a Montessori environment.

- In Nepal, nine subject teachers from schools in Kathmandu and Pokhara participated in a week-long **exposure visit** to Petoen Model School in India. During the visit they gained experience of how progressive education practices can be implemented in the context of a Tibetan medium school. Visiting teachers observed classes, had one on one interactions with subject teachers, and attended sessions on social, emotional and ethical (SEE) learning and EICT classroom technology corners.

#### 4.4 Science and math education strengthening

Science and math learning continues to be a challenge for many Tibetan children. In FY17-18 the program supported supplementary science lessons that provided students with innovative learning materials; exhibitions for students to create working science models; and science research internship opportunities to enhance their interest in scientific research. In FY19 the program continued to support science exhibition and research internship opportunities for students, and introduced a pilot STEM strengthening initiative in six schools.

##### Activity progress:

- **Pilot STEM strengthening** activities in South India schools were completed, including a training workshop for teachers, STEM teaching and learning materials improvement, and hands-on science learning events for students. 27 STEM teachers attended a four-day training workshop on activity-based learning, science centers equipped with STEM teaching materials were installed in two schools, science laboratory equipment was improved in two additional schools, and hands-on science events were organized in four schools. At total of 843 grades 6-10 students in seven Tibetan schools benefitted from the STEM pilot initiative.



Activity-based learning workshop for STEM teachers in Mundgod

- Two experts from the Aavishkar Center for Science and Math Excellence provided on-site **mentoring** to 36 middle school science and math teachers in the Dharamshala region. Based on observations and findings from the first mentoring visit conducted in the previous quarter, the experts conducted group mentoring sessions with teachers to discuss the key shortcomings in their classroom instruction and ways to address them.

#### 4.5 Basic Education Policy strengthening

Key aspects of the CTA's basic education policy (BEP) include an emphasis on teaching and learning of higher order thinking skills and the importance of Tibetan language learning and Tibetan medium instruction. In FY17-18 TSRR supported talks for parents and other community members on the objectives, principles, and importance of the BEP, a training workshop and mentoring program for teachers, primary classroom improvements and provision of high quality BEP teaching materials for schools including sensorial teaching aids for pre-primary classes and math workbooks and textbooks in Tibetan language. In FY19 the program continued supporting BEP mentoring for in-service and pre-service teachers, provision of high quality BEP teaching materials for schools including Tibetan language math workbooks and textbooks. In addition, TSRR supported production of Tibetan nursery rhyme animation videos and BEP related workshops for parents.

##### Activity progress:

- A two-day **BEP workshop** for nine BEP mentors was conducted at the College for Higher Tibetan Studies, Sarah. Sessions were led by Kalon Yuthok Karma Gelek of the CTA Department of Religion and Cultural Affairs, Tenzin Dorjee, Head of the DOE Academic Section, and Dolkar Wangmo, DOE Chief Counselor, on topics including Meaning and Purpose of Education, Aims of Giving Education, Freedom and Discipline, and Mother Tongue-based Education.
- To provide teachers with **BEP-related learning and reference materials**, 2,000 copies of the newly published *Professor Samdhong Rinpoche's Speeches on BEP* and 1,000 copies of a new handbook for Tibetan language teachers were printed and distributed to all Tibetan schools. In addition, 2,000 copies of a newly completed Grade 3 math workbook, 1,000 copies of a new Grade 6 math workbook and 1,000 copies of a Grade 8 math textbook were printed and distributed.
- 104 foster parents in four residential schools attended the last in a series of school-based **foster parents workshops** conducted over the past year. The workshops covered important parenting related topics including stages of child development, enuresis, depression, mental disorders in children, and the POCSO act. In addition, a one-day spiritual tour was organized for participants to visit the major monasteries and temples located in the Dharamshala region.

- Tibetan translation was completed of new **guidelines for eliminating corporal punishment**. In the first quarter of FY20 the document will be proofread, printed and distributed to all Tibetan schools, after which school counsellors will conduct sessions on corporal punishment with teachers and staff members.
- In Nepal, Early Childhood Education Center (ECEC) completed its **assessment of pre-primary education** in six primary schools in Kathmandu and Pokhara. Key findings recommend more child-friendly classroom arrangements, increased parental involvement, more consistent grade teachers, and continual assessment rather than the existing exam system. Activities planned in FY20 are based on the recommendations.

#### 4.6 School Infrastructure Improvement

TSRR has supported school infrastructure improvements in eight Tibetan schools that were recently transferred from direct administration by the Government of India to administration by the Sambhota Tibetan Schools Society in Dharamasala, a close affiliate of the CTA Department of Education.

##### Activity progress:

- Work to improve **school infrastructure and facilities** was completed in all eight Tibetan schools. Furniture including benches, desks, chairs, tables, notice boards and floor mattresses were procured to furnish school buildings in four schools. Broken doors and windows were repaired in eight schools. Electrical supplies and materials including tube lights, wires, switches, sockets, and fans were procured for the electrification of three schools. Damaged urinals, toilet doors and windows were replaced and repaired in one school. In addition, social science teaching and learning resource materials and furniture including maps, globes, 3D clay models, atlases, and white boards were provided to improve resource facilities at eight schools.

#### KRA5: Access to Higher Education

In 2012-17, USAID-funded scholarships significantly increased the number of Tibetan college and graduate students able to access higher education, and supported career counseling and test preparation coaching to help students improve their competitiveness in gaining admission. In FY17-18, TSRR continued to support scholarships and test prep coaching as well as career counseling in Tibetan schools. Phase II of this component began in FY19.

##### 5.1 Higher Education Scholarships

TSRR provides higher education scholarships to undergraduate and postgraduate students pursuing various liberal arts, professional, and nonprofessional degrees at a wide range of colleges and universities in India.

### Activity progress:

- 268 students continued receiving **higher education scholarships**, and 50 additional students began receiving new scholarships to pursue undergraduate, graduate and professional degrees. Of the 318 students, 33% are post graduate candidates, 55% are female, and 11% are residents of Nepal. Two students are residents of Bhutan.
- A team of consultants and TTF's education coordinator completed a **DOE scholarship policy review** and presented key findings and recommendations, which include creating separate scholarship buckets for exceptional, needy and general scholarship applicants; revising applicant selection criteria; and bolstering counseling activities. The DOE scholarship selection committee will revise and implement the amended policy from FY20 onwards.

## 5.2 Test Preparation Coaching

TSRR supports test preparation coaching to address competitive admission hurdles faced by students aspiring to pursue medical and engineering studies. Coaching is also provided for grade 10 and 12 students to prepare for the All India Secondary School Examination (AISSE) and All India Secondary School Certificate Examination (AISSCE), centralized high stakes tests conducted by India's Central Board of Secondary Education (CBSE).

### Activity progress:

- 91 secondary students at three schools continued receiving **after-class coaching** to prepare for the Joint Entrance Examination (JEE), a highly competitive exam required for admission to India's most selective engineering schools. This program was designed by Avanti Fellows, an educational organization in Delhi that specialized in JEE preparation for disadvantaged Indian students.
- Ten secondary school graduates were selected to receive **gap year study scholarships** to prepare for the All India Pre-Medical Test (AIPMT), a highly competitive entrance exam to gain admission to medical school. The students began their year-long courses at some of the most reputed coaching centers in India.

## 5.3 Career Guidance and Counseling

As most Tibetan secondary students study in residential schools far away from their families, they receive limited parental guidance and support in career planning. School counsellors play an important role not only in providing career planning guidance but in addressing psycho-social issues and learning difficulties. However, many schools do not have resident counselors, and rely on short annual visits of DOE counselors for individual and group counseling. In FY19 TSRR supported career guidance and counseling activities including professional counseling in schools,

workshops for parents and foster parents on positive disciplining and parenting skills, and school-based career awareness events.

#### **Activity progress:**

- Counselors from Banjara Academy in Bangalore conducted **professional counseling** for Grade 6-12 students in five Tibetan schools in Karnataka. Focusing on building self-esteem, bullying, aptitude, career planning and identification of psychological problems, activities included interaction with individual students, group interaction with students and teachers, and group counseling. Two newly appointed resident counselors assisted and learned from the team and conducted follow up sessions. A total of 751 students benefitted from these activities.
- 665 Grade 8 to 12 students in five Tibetan schools attended **career awareness workshops** in South India. The DOE south zone counselor provided information about career choices, scholarship opportunities, stream selection after Grade 10, life skills, and substance abuse. He also conducted half-day workshops for teachers at each school on alternate disciplining strategies, child sexual abuse and the POCSO act. A total of 83 teachers attended the workshops.
- **Career quiz competitions and exhibitions** were held in five schools in South India to raise awareness among students about career choices and planning. Led by teacher-counselors, quiz competitions were held between four teams at each school on quiz topics including career options, DOE scholarship schemes, college admissions and competitive entrance exams. One-day exhibition events were also organized by senior students in each school based on career information booklets provided by the DOE south zone counseling office. 1,003 students participated in the career quiz competition and exhibitions.



Career quiz competition at Sambhota Tibetan School in Bylakuppe

- 219 parents in Mundgod and Chandragiri settlements attended **parental counseling workshops**. Led by a DOE counselor, the half-day workshops focused on positive parenting and children's career planning. Parents were introduced to different parenting styles and positive disciplining techniques, and received guidance on how to help their children make career decisions based on their interests and aptitudes.
- In Nepal, 575 grade 6-12 students attended **group counseling** sessions in three schools in Pokhara and two schools in Kathmandu. Led by a school counselor from Snow Lion Foundation (SLF), sessions focused on positive attitudes to learning, stress management and time management. Individual counseling was also provided to students who self-referred to the counselor. Key concerns raised included bullying and study problems.
- The Center for Mental Health and Counseling (CMC) shared findings from their recently completed **assessment of student emotional behavior**, conducted with SLF and school leaders earlier this year. The study found a high level of spectrum adjustment issues including loneliness, anxiety, and depression, particularly among female students. Results showed that school staff still use corporal punishment to discipline students and CMC recommended training on punishment alternatives. Psychosocial counseling support in schools, permanent full-time counselors, and a robust system for referral to professional services were recommended. SLF have planned activities for FY20 based on the assessment recommendations.
- 25 recently graduated students from Namgyal High School in Kathmandu attended an **interactive session on career opportunities** organized by SLF. SLF and other organizations provided information on scholarships eligible for Tibetan students in Nepal. Several Tibetan professionals including a marketing officer, journalist, actor and embassy employee also shared their experience as Tibetans working in Nepal and answered student questions.

## KRA 6: COMMUNITY HEALTH IMPROVEMENT

In 2015 USAID began supporting the CTA Department of Health (DOH) to address community health challenges through the Tibetan Health System Capacity Strengthening Project (THSC). Key THSC strategies were strengthening the Tibetan Medicare System (TMS); improving the quality of TB care and reproductive, maternal, newborn, child, and adolescent health (RMNCHA) services; improving preventive healthcare seeking behavior; and improving the quality, utility, and coverage of the DOH health information system (HIS). To increase long-term financial sustainability THSC also introduced new health financing models. Strategies were informed by a comprehensive assessment of the DOH health system conducted in 2015-16, and a multi-year road map was developed by the DOH with support from TTF and USAID. A review of THSC results and lessons was conducted in 2018, and in FY19 TSRR began supporting continuation of core THSC strategies.

## Activity progress:

### 6.1 Tibetan Medicare System

- In the second quarter of the 2019-20 TMS subscription period, from July to September, 705 TMS members received medical expense **claim reimbursements** totaling INR 5,997,408 (approximately \$84,608).
- A three-day TMS **enrollment review and planning workshop** was held in Dharamshala to discuss strategies for the next subscription period. Top DOH officials, TMS officers, nurses, and the project's senior TMS advisor took part in the workshop. A thorough review of the previous year's enrollment campaign was conducted, and staff from the highest enrollment settlements gave presentations and shared their experiences. Group exercises were conducted to discuss effective communication methods for future enrollment campaign, selection of target members, and creating awareness of TMS among youth. The TMS senior advisor led a target setting exercise for the next subscription period and a quiz competition for new staff nurses was also organized.



TMS review and planning meeting in Dharamshala

- A team of two TMS officers visited Sonada, Kalimpong, and Tuting settlements in north east India to monitor and review TMS claims management and verification processes. The team conducted on-site training in data entry and maintaining TMS claims records, and discussed challenges faced by regional staff.

### 6.2 TB Care and Management Services

- **Culture and drug sensitivity testing (DST)** was conducted for 146 TB patients to identify whether bacteria were resistant to one or more of the main TB drugs, and to help determine the most effective treatment for multi-drug resistant (MDR) TB in a timely manner. DST sputum specimens were collected at hospitals in five of the largest Tibetan settlements in India and sent to Hinduja Hospital in Mumbai for analysis. DOH works in



collaboration with Delek Hospital in Dharamshala to provide this high-quality service. 600 GeneXpert cartridges were purchased in the last quarter to conduct nucleic acid amplification tests for rapid and reliable TB diagnosis at Bylakuppe, Mundgod, and Delek hospitals, requiring 200 cartridges each.

- 93 patients received short course chemotherapy (SCC) and 38 patients received multi-drug resistant (MDR) **medicine support**. In addition, 26 economically vulnerable patients in India and two patients in Nepal received **special diet and nutrition support**. Annual maintenance contracts were renewed for TB diagnostic equipment including X-Ray machines and radiography systems at hospitals in Mundgod, Kollegal, Bylakuppe, Dekyiling, Bir, Mainpat and Miao. Supplies for TB diagnostic strengthening including N95 masks and three-layer surgical masks were provided to 30 health facilities and schools in India and Nepal, and nine facilities received laboratory supplies including sputum containers, lab reagents, and slides.
- A two-day **data reporting training** was held in Dharamshala to identify challenges faced by health care workers and improve TB reporting, especially on presumptive TB, from settlement facilities. Led by the DOH public health specialist, the training focused on reporting presumptive TB using Epi Info. New presumptive TB databases were installed for tablet users, and practical exercises were conducted for nurses in entering and reporting data.
- The DOH public health specialist and north zone regional coordinator conducted **supervision and monitoring visits** to four settlements in north India, where they reviewed implementation of TB, CCOCC and HIS programs and provided handholding support to staff nurses. The team observed inefficiency in record keeping, leading to inadequacies in routine reporting of data to DOH. With a high attrition rate of health workers and delays in training, the team recommended apprenticeships for new nurses, regular regional visits by DOH staff, and continuous handholding and mentoring support to health workers.

### 6.3 Reproductive, Maternal, Newborn, Child and Adolescent Health

- 162 vulnerable pregnant women in 17 settlements in India and three pregnant women in Nepal received **antenatal care**, including TT injections, lab tests, ultrasound tests, traditional and non-traditional micronutrients, neonatal vitamins, and delivery allowances. In India services were provided by DOH health workers in coordination with local hospitals, and in Nepal services were facilitated by community health workers in coordination with Snow Lion Foundation (SLF) and local hospitals. Visiting doctors continued providing **gynecologic care** to mothers and expecting mothers in two settlements. In Mundgod, 19 pregnant women received follicle stimulating hormone tests, contraction stress tests, and pap smear tests.
- 731 crèche children in Ladakh and Miao settlements and in Dharamsala received supplemental **nutritional support**, including extra fruit, milk, and eggs. Prioritization of

children in Ladakh and Miao is based on the relatively higher risk of malnutrition in these settlements due to their remoteness. In Dharamsala, support is also intended to promote healthier dietary practices.



Creche children in Hanley, Ladakh

- The new TSRR-supported **Achala initiative** continued promoting well-being, good nutrition, and healthy lifestyles to prevent noncommunicable diseases such as diabetes and hypertension among Tibetan women, in particular elders, middle-aged post-menopausal women, and mothers. 98 women in Dekyiling settlement, 103 in Miao, 78 in Delhi, and 22 in Bir settlement took active part in yoga and Zumba classes. During the gatherings, health workers created awareness on pregnancy and child care and sexually transmitted diseases through storytelling and interactive discussions.
- To promote menstrual health and hygiene among school girls a **sanitary pad vending machine and disposal kiosk** was installed at Tibetan Homes Foundation school in Rajpur, and preparation began to provide machines and sanitary pads to six more schools in the Dharamshala area in the next quarter.
- 100 adolescent girl students received the first and second dosages of **HPV vaccinations** in three schools in Bylakuppe settlement, and 391 received their second dose in five schools in Pokhara and Kathmandu, Nepal. In Nepal a government authorized vaccinator also conducted orientations for school nurses and HPV awareness sessions for girl students. HPV vaccination aims to prevent cervical cancer and is most effective during childhood or adolescence.
- A campaign of **anemia screening and prevention** for Tibetan school girls continued. A total of 1,837 girls underwent HB tests in 13 schools in Ladakh, Miao, Bylakuppe, Kollegal,

Paonta Sahib, Bir, Odisha, and Mundgod settlements, and 527 girls began taking iron tablets based on test results.

- 62 **adolescent peer group leaders** from 31 schools attended a four-day workshop in Dharamshala. Led by experts from Expression India, workshop topics included challenges and key concerns of adolescents; understanding and coping with emotionality, anger and loss; introduction to life skills and the role of a peer educator; counselling and communication skills; dealing with stress and anxiety; and the POCSO Act. Teachers and students reported the workshop helped them understand the importance of having trained peers to improve adolescent health in schools, and built their confidence and skills in dealing with challenges and providing guidance to other adolescents.



Adolescent peer educator workshop in Dharamshala

- Trained nodal teachers continued to lead **awareness sessions** and activities on adolescent health issues and challenges for students, teachers and parents. A total of 8,653 students, teachers and parents in 26 schools in India benefitted from these awareness sessions which included talks, essay writing and drawing competitions, drama and skit performances, and role play activities. Teachers used USAID-funded *Rewa* booklets on adolescent health, CBSE and NIMHAN life skill manuals, and powerpoint presentations received earlier under the THSC project. In addition, DOH nurses gave **health talks** on a range of RMNCHA issues to 1,190 residents of twelve settlements in India. Nurses focused on issues relating to pregnancy, child care, and sexually transmitted diseases.
- A DOH team conducted **supervision and monitoring visits** to nine settlements in north, north east and central India. The team met school and hospital staff and held discussions with settlement residents on the progress of ongoing RMNCHA services. A key finding was that in some remote settlements young mothers have to travel long distances to private hospitals for pneumococcal, rotavirus and chicken pox vaccines, which are currently unavailable at regional GOI or DOH health centers. Other findings were the need for

regular peer leader training, and improvement of menstrual health and hygiene facilities and supplies at schools, including toilet maintenance and supply of sanitary pads.

#### 6.4 Social and Behavior Change Communication (SBCC)

- The second **SBCC principles and practices workshop** was held in Dharamsala for senior officials and technical staff from DOH and SLF. Dawn McCown, Senior Advisor at USAID India, and Susan Shulman, a U.S. based SBCC specialist, led the four-day workshop, which began with a review of the first workshop and lessons learned from subsequent focus group discussions in settlements. Key topics included looking at health behaviors through the Fogg Model, prioritizing communication channels, developing and testing effective SBCC campaigns, practice developing creative briefs and messages, and developing a SBCC log frame with SMART indicators.



USAID India Senior Advisor Dawn McCown and SBCC Specialist with workshop participants

- DOH and SLF health workers organized **health awareness campaigns** on various topics in Tibetan settlements, schools and monasteries. Talks were held on Hepatitis B and menstrual hygiene in Ladakh, HIV and substance abuse in Odisha and Kollegal, physiotherapy in Chauntra, and TB and dengue in Khera, Delhi, Mundgod, Paonta Sahib, and at schools and settlements in Kathmandu and Pokhara. In Ladakh, a doctor gave awareness talk on good and bad touch to students and demonstrated exercises to reduce cramps during PMS. In Mundgod free presumptive TB case findings were conducted for 60 students and 700 monks. In Chauntra the resident physiotherapist visited two old age homes and provided free treatment to elders with chronic pain. Also, a total of 3,000 Tibetan booklets on diabetes and 2,000 pamphlets each on typhoid and dengue were printed and distributed to health facilities in India and Nepal.



- Three-day **yoga camps** were organized in eight Tibetan settlements in north India. Led by two trained yoga instructors, a total of 466 people in Paonta Sahib, Kamrao, Puruwala, Sataun, Manduwala, Khera, Lakhanwala, and Dekyiling benefitted from the camps. Various yoga poses, body balancing, meditation and *pranayama* were practiced during the twice-a-day sessions. DOH is endorsing the practice of yoga as a preventive measure to improve community health.



Yoga camp in Paonta Sahib settlement

- Production of a 48-minute **yoga instruction video** in Tibetan language was completed. Led by a trained Tibetan yoga instructor, the video contains detailed instructions on six basic *asanas*. Also, in collaboration with CTA's Department of Information and International Relations, DOH co-produced a **TV talk show** to commemorate World Physiotherapy Day. A Tibetan physiotherapist was invited to talk about the importance of physiotherapy and maintaining healthy body postures while working on computers or checking phones. Both videos are available on CTA's website and social media platforms including YouTube and Facebook.
- **HIV/AIDS and substance abuse awareness** events were held for Bangalore and Delhi-based college students at Tibetan youth hostels in Delhi and Bangalore and the Dalai Lama Institute for Higher Education near Bangalore. Events created awareness on modes of infection, importance of safe practices, the need to rise above social prejudices and discrimination against HIV positive patients, and the current status of substance abuse in exile. As part of the campaign, DOH health officials, Indian experts, and a former substance user gave talks, nursing students performed skits on HIV/AIDS, a basketball match was organized, and students took part in group discussions.
- A three-day **substance abuse review workshop** was held in Dharamshala for representatives from 31 schools. Senior DOH officials, teachers and school counselors

attended the workshop, at which experts and former addicts led talks and discussions on behavior and mental issues related to substance use, causes of substance addiction, and child care and growth. A new model to monitor student behavior was shared along with survey forms and case studies for teachers to study early behavioral signs of substance use and provide timely intervention and care. A review of substance abuse programs in schools was conducted and resolutions on further actions to prevent substance abuse were adopted during the meeting.

- 17 nurses and community health workers from 14 settlements attended a two-day **HIV counseling training** in Delhi. Led by experts from the National AIDS Control Organization (NACO), Tata Institute of Social Sciences (TISS), and Delhi State AIDS Control Society (DSACS), the training covered topics including syphilis, TB, and other co-infections, PPTCT interventions, the HIV/AIDS Prevention Act 2018, and pre and post-test communication. Trainers conducted hands on training on HIV and syphilis screening tests (WBFPT), post exposure prophylaxis, and Universal Safety Precautions.



HIV counseling training for nurses in Delhi

- 45 newly arrived girls from Tibet attended a workshop on **women's health and hygiene** at TCV School in Suja. Led by doctors and health experts from DOH, TMAI and Delek Hospital, the workshop focused on menstrual hygiene, sexually transmitted diseases, and urinary tract infection. Chronic diseases prevalent in the Tibetan community including TB, Hepatitis B, and HIV/AIDS, as well as other emerging issues such as mental health and cancer, were also addressed. Students actively participated in group sessions and performed a short skit based on topics covered during the workshop.

## 6.5 Health System Strengthening

### Comprehensive Community Outreach and Coordinated Care (CCOCC)

- Facility health workers continued conducting CCOCC **household visits** in 32 settlements in India and Nepal using point of care testing (POCT) kits, Pico projectors, educational flipbooks, and animated videos. A total of 4,826 households were covered during outreach visits, during which POCT kits were used to check **hemoglobin, random blood glucose, urine, blood pressure, pregnancy test and blood grouping tests** for 4,264 community members. 2,747 people were also screened for **hypertension** and 1,075 for **diabetes**, of which 1,351 received follow up tests.
- During household visits 394 community members received **TB health education, directly observed therapy (DOT), and presumptive TB, contact tracing and intensified case finding** services. 1,014 pregnant women and newborn children received ante and postnatal care, vaccine reminders and child feeding advice.
- 4,713 settlement residents received **preventive health messages** from CCOCC health workers on topics including HPV vaccination, dengue prevention, personal and environmental hygiene, hepatitis vaccination, hypertension and diabetes, and geriatric care, and 684 individuals received HIV and mental health messages and support.
- 44 health workers attended a CCOCC **review meeting** cum training in Dharamshala, at which they identified challenges including lack of support from settlement officers and medical officers, the need for better data to inform monthly action planning, health worker transportation issues, and difficulty reaching populations outside settlements. Plans were made to conduct CCOCC orientations for settlement officers and medical officers, study field data and monthly reports to identify and address emerging health issues, and conduct a second phase of household listing in 2020.



CCOCC annual review participants with Kalon Choekyong Wangchuk, Dharamsala

- DOH staff conducted a **supervision and monitoring visit** to Odisha settlement to review implementation of CCOCC services and provide on-site training to outreach staff. The team sensitized nurses on the importance of conducting efficient outreach activities and timely reporting and encouraged health workers to increase household coverage. Focus group discussions were conducted with settlement residents to study diet and exercise, condom use, and vaccination trends and behavior. The team also met with the district TB officer to strengthen communication and referral system between settlement hospital and local GOI services.
- In response to a **dengue outbreak in Nepal**, SLF developed informational material in Tibetan language and conducted awareness sessions on prevention and treatment of dengue in schools and settlements. Additional counseling was also conducted during CCOCC household visits.

### **Optimal Service Model (OSM) support**

- OSM facilities in Hunsur, Odisha, Bir, Mainpat, and Dekyiling received H. pylori kits and began providing **H. pylori antigen testing** to detect this disease, which may be linked to stomach cancer and is highly prevalent among Tibetans.
- Four OSM facilities acquired new **medical equipment**. Kollegal DVT Hospital received a multiparameter patient monitor, thyroid analyzer and defibrillator. Mundgod DTR Hospital procured a fully automatic biochemistry analyzer. Odisha Menlha Hospital procured an ECG machine, electrolyte analyzer, micro pipette and a portable X-ray machine. Miao primary health center (PHC) received a suction machine, ECG machine, and adjustable beds. New equipment is intended to improve the quality and safety of patient care and introduce new services including electrocardiogram tests, thyroid profile tests, fully automatic biochemistry analyzer tests, electrolyte tests, and dental X-rays.
- A nurse at the OSM PHC in Ladakh completed an **online training course on diabetes mellitus**. Topics included diabetes classification, glucose metabolism physiology, pathophysiological basis for type 1 and type 2 diabetes, clinical screening and diagnosis, and the basics of diabetes management including diabetes education, exercise, and medicine. After course completion she began sharing her knowledge with other nurses and conducting regular diabetes checks.
- DOH staff conducted **supportive monitoring visits** to OSM facilities in Dekyiling, Bylakuppe, and Hunsur settlements, where they met health facilities administrators, medical officers, and paramedical and nursing staff. The team discussed the importance of creating essential drug lists and improving drug procurement systems, data sharing and collaboration among hospitals, and coordinating specialist doctor visits. The team also reviewed equipment use, patient loads, service performance and community-specific health needs.



## Health workforce strengthening

- Four staff nurses from Mundgod, Dekyiling, Kollegal, and Delhi health facilities attended a six-day **training on public health management** at the International Institute of Health Management Research (IIHMR) in Delhi. The training focused on planning, delivering, and monitoring and evaluating public healthcare services and developing managerial and leadership skills. The training program included lectures, case studies, practical exercises, and individual and group work.
- Two doctors from Chandragiri and Hunsur health facilities attended the 4th National **Conference on Family Medicine and Primary Care** in Bangalore. Topics covered during the three-day conference included primary care for diabetes, dermatology, pediatric examination and resuscitation, hepatitis management, improving home visit skills, and injury management. The doctors also attended a young physicians' conclave and satellite sessions on the sidelines of the conference.
- One physiotherapist completed an eight-day **certificate course on orthopedic manual therapy** in Delhi. The training was held at the Capri Institute of Manual Therapy and focused on manual neuromusculoskeletal examination and treatment procedures, clinical anatomy, patho-anatomy, aging and injury of spine and extremities, hand posture and palpation skills, and documentation of clinical findings.

## Other health system strengthening

- DOH organized a two-day **hospital drug procurement meeting** in Mysore to discuss challenges and opportunities in accessing affordable good quality medicine. Hospital administrators and pharmacists from Kollegal, Chandragiri, and Bylakuppe hospitals attended the meeting, at which they discussed drug management cycles, essential medicine lists, rational medicine selection and quantification methods, branded-generic medicines, procurement methods, drug quality assurance measures, good procurement practices, and feasibility of pooled drug procurement for DOH hospitals in Mysore. DOH drug procurement guidelines, local government drug regulations, financial sustainability, and effective drug delivery systems were also discussed. Participants visited three leading drug distributors in Mysore to review quality of branded generic drugs, availability of onsite drug delivery services, and procedures for returning expired drugs. At the end of the meeting a resolution was signed to procure at least 40-50% branded generic drugs, continue efforts toward joint drug procurement, finalize an essential drugs list, and increase medicine discounts for patients.
- DOH organized a **central coordination committee meeting** of secretaries of departments of health, home, and religion and culture to discuss inter-department coordination and cooperation on health issues. Major decisions taken at the meeting included guidelines and schedules for future committee meetings, inviting health staff of monastery clinics to

workshops and trainings organized by DOH, and including a Department of Home representative on the central committee.

- Senior officials and medical practitioners from DOH, the Tibetan Medical and Astrological Institute (TMAI), and Delek Hospital held a meeting to improve **coordination between traditional *sowa rigpa* and allopathic medical systems**. Participants discussed the objectives of integrating the two medical systems, and selected types of diseases and medical conditions on which to conduct joint research and treatment. Guidelines for future coordination and integration were adopted and staff were designated to lead continuing collaboration efforts.



Traditional *sowa rigpa* and allopathic medicine integration meeting participants

- 44 DOH nurses and health workers attended an introductory workshop on traditional *sowa rigpa* medicine. Physicians and senior research and administrative staff from TMAI spoke about major medical conditions in the Tibetan community, opportunities to conduct joint research and treatment, and quality control systems practiced by TMAI for its medicines and herbal products. Separately, ten DOH doctors and administrators attended a two-day workshop led by TMAI physicians and researchers, focusing on *sowa rigpa* methods of identifying and categorizing medical conditions, types of traditional Tibetan medicines and therapies, and research conducted by the institute on Hepatitis B, cancer and hypertension.

## 6.6 Health Information System (HIS)

- 45 health workers attended a two-day **DHIS2 software training**. Led by experts from Health Information System Programs Network (HISP), separate sessions were conducted for desktop and android users of the software. Common data entry issues were addressed and customization requirements were discussed, and theoretical and practical sessions were conducted on software features including billing modules, OPD and IPD modules,

laboratory modules, and inventory and pharmacy. Separately, five health facility workers from hospitals in Dekyiling and Bir attended a two-day **Open MRS software training** in Dharamshala. Led by experts from HISP, the training focused on customization of the Open MRS modules of concept dictionary, registration, roles and user management, OPD and IPD, inventory and pharmacy, and report, laboratory and billing. Each session was followed by demonstrations and practical exercises.

- **DHIS2 piloting** at selected school and monastery clinics continued. Computer hardware was provided to Upper TCV school, Gyuto monastery, and Dolmaling nunnery in Dharamshala, and DOH staff visited Sambhota Tibetan School and TCV school in Chauntra to provide orientations and introduce the DHIS2 application to clinic staff.

## **KRA 7: PARTICIPATORY COMMUNITY DEVELOPMENT**

In 2017 TSRR began introducing a participatory approach to community development in Tibetan settlements, intended to address community-identified needs while maximizing local ownership of program support. During participatory needs assessment (PNA) meetings led by trained facilitators, community members identify local development needs and priorities. Technical and cost analysis is then conducted, and TSRR funding is used for community-identified priorities activities after prior TTF and USAID approval.

Implementation of this program component faced multiple challenges and achieved poor results overall in FY17-18. Problems stemming from low capacity caused long delays between initial PNA meetings, completion of feasibility analyses, and delivery of support for community identified priorities. As a result, some settlements where PNAs were completed in FY17-18 had still received no support by FY19. In FY19, TTF conducted a mid-term process review, and assisted the Department of Home in developing and formalizing new implementation guidelines.

### **Activity progress:**

- **New procedures to improve the PNA process** were completed and successfully implemented. Following conclusion of Pre-PNAs and PNAs in Q3, post-PNA reviews were conducted of community-prioritized support in Tenzingang and Bomdila in Arunachal Pradesh, Gangtok and Ravangla in Sikkim, and Darjeeling, Kalimpong and Sonada in West Bengal. A central committee then selected the following priorities for TSRR support:
  - In **Tenzingang** settlement, five community-identified priorities were selected for TSRR support: 1) start-up equipment and supplies for a new vehicle tire repair and welding enterprise; 2) steaming and waxing equipment, supplies and furniture for a new beauty salon enterprise; 3) a master-trainer's salary, sewing machines, furniture, and materials for a new women's tailoring enterprise; 4) metal trellises for an existing TSRR-supported kiwi plantation; and 5) new office equipment for the settlement office. Procurement of metal trellises was completed for the Kiwi plantation, and the remaining activities were included in the FY20 annual work plan.

- In the nearby town of **Bomdila**, where there are six small cluster communities, three priorities were selected: 1) equipment, supplies, and salary support for an existing noodle production enterprise; 2) new equipment, tools and supplies to upgrade the workshop of an existing traditional metal work enterprise; and 3) sewing equipment and supplies for a new tailoring enterprise. Procurement for metal work and tailoring enterprises was completed, and noodle production enterprise support was included in the FY20 annual work plan.
- In **Kalimpong** cluster communities, six community-identified identified priorities were selected for TSRR support: 1) a pick-up truck, water tanks, pipes, and a pump for a new water delivery enterprise; 2) start-up rent and office equipment for a new travel agency enterprise; 3) office equipment, furniture and cosmetic improvements for the community hall and settlement office; 4) classroom furniture, audio-visual equipment, learning materials and teacher fees for Sunday language classes; and 5) musical instruments, electrical wiring repair, office equipment and furniture for the Kalimpong Tibetan Opera Association (KTOA). Procurement and installation for KTOA, Sunday language classes and settlement office were completed, and the remaining activities were included in the FY20 annual work plan.
- In **Darjeeling** cluster communities and **Sonada** settlement, five community-identified priorities were selected for TSRR support: 1) new kitchen equipment, supplies and cosmetic improvements for a café; 2) equipment for a barley production enterprise; 3) baking equipment for a bakery enterprise; 4) garments stock, a trolley, and a power inverter for a group of five women street vendors; and 5) sound equipment, cosmetic floor and wall improvements, replacement windows and doors, and solar lighting system repairs for the Sonada settlement community hall. Procurement of garment stock and power inverter for women street vendors and dough kneading machine, gas oven and other baking equipment for a bakery enterprise was completed, and the remaining activities were included in the FY20 annual work plan.
- In **Ravangla** settlement, seven community-identified priorities were selected: 1) cosmetic improvements of floors, walls, doors, and windows for two community halls; 2) barbed wire for a local monastery; 3) new production equipment, milking cows, and cosmetic improvements for a dairy farm enterprise; 4) cosmetic improvements, repairs, office equipment and furniture for guest rooms of a cooperative society; and 5) a portable iron rain shelter for a group of seven street vendors.
- In **Gangtok** cluster communities, eight community-identified priorities were selected for TSRR support: 1) cosmetic improvement, furniture, kitchen and sound equipment, and a water filter for Lachen, Dopta and Lhonak community halls; 2) equipment and furniture for a paper manufacturing start-up enterprise; 3) office equipment, rent and furniture for a new travel agency; 4) start-up equipment and rent for a new vehicle repair workshop; 5) sewing equipment and cosmetic improvements for an existing tailoring shop; 6) kitchen equipment, furniture, and cosmetic improvements for a restaurant; 7) sound system for a local organization, Six Associations; and 8) musical instruments for a Tibetan Sunday school.

Procurement of musical instruments and sound system was completed, and the remaining activities were included in the FY20 annual work plan.

➤ Implementation also continued of the following community priorities identified in 2017-18:

- In **Mainpat** settlement in Chhattisgarh, a buckwheat noodle production enterprise was inaugurated and two trained staff began operating newly installed equipment under the guidance of an expert. The facility is expected to become fully operational and secure registration from the Food Safety and Standards Authority of India in the coming months. In **Dekyiling** settlement in Dehradun, new textile weaving machinery was installed and two trained staff produced the first samples of aprons at the weaving center. A technician conducted trials and customized the electric loom, a generator was installed for stable electricity supply, and weaving center walls were repainted.



Operating the new mechanized loom in Dekyiling

- In **Bandhara** settlement in Maharashtra, a tailoring enterprise was inaugurated and began providing services, and the settlement community center received new office equipment and cosmetic improvements. In **Chandragiri** settlement in Odisha, maize peeling, shelling, and dehusking equipment was procured, and a borewell pump and pipes were installed to irrigate cashew cultivation.
- In **Mundgod** settlement in Karnataka, 29 farmers received 3,000 cashew saplings and barbed wire, chemical-free neem oil, organic compost, farm tools, and agro forestry seedlings to plant live fencing. Watershed management experts were hired to dig recharge pits for existing borewells to reduce underground water depletion, and a new tailoring shop and a carpentry enterprise began operating after receiving equipment and supplies.



New tailoring and carpentry enterprises in Mundgod

- In **Kollegal** settlement in Karnataka, work began to set up an indoor community gym. Cosmetic renovation of the gym hall was completed and orders were placed for gym equipment including treadmills, elliptical cross trainers and spinning bikes.
- In **Bylakuppe** settlement in Karnataka, a tailoring training center completed cosmetic improvements and received 25 sewing machines and furniture, and a dairy farm placed orders for a milk container packing machine, bulk milk cooler, and milk processing equipment. A group of five farmers received 1,500 saplings of organic banana, avocado, and pomegranate plants, and a group of 77 farmers received 53,375 organic areca nut saplings and organic manure. Another group of 5 farmers received 1,733 organic avocado saplings and support for land preparation and planting labor, and a group of seven farmers received submersible pumps, farming tools, and organic saplings of coconut, lemon, black pepper.
- In Nepal, a **mid-term review of PNA processes and results** was completed by an experienced participatory development practitioner. The consultant visited Paljorling, Jampaling, Tashigang, and Tashi Palkhiel settlements in Pokhara, where she met with settlement office staff and community members, observed the unique context of settlements, and assessed approaches to conduct more successful PNAs in the future. She also reviewed available information on community priorities identified in earlier PNAs that may still have high implementation feasibility.

## KRA 8: WOMEN EMPOWERMENT

This cross-cutting component aims to ensure gender perspectives are incorporated in the design, implementation and monitoring of program activities, ensure women and men participate in and benefit equally from USAID support, and address key issues facing Tibetan women and girls. With the inception of TSRR a diagnostic assessment was conducted to provide evidence-based

recommendations to inform phase II planning, and a road map was developed that outlines a multi-year strategy for FY19-FY21. While the assessment was being conducted in FY17-18, TSRR supported gender sensitization workshops, women's leadership training, and pilot menstrual health and hygiene activities. Phase II of this program component began in FY19 with support for a new strategy to prevent and respond to sexual and gender-based violence (SGBV), gender sensitization and women leadership trainings, menstrual health and hygiene awareness, and capacity building of CTA's Women Empowerment Desk (WED).

**Activity progress:**

- WED continued working to formalize **CTA SGBV guidelines**. Senior CTA officials reviewed a draft prepared with assistance from the Martha Farrell Foundation (MFF), and the draft was then submitted to the Kashag (cabinet) for approval. In anticipation of imminent approval, WED began forming **internal complaints committees (ICC)** in CTA departments in compliance with the Indian government's Sexual Harassment of Women at Workplace Act of 2013. ICCs were formed in all seven CTA departments and two sub-offices in Delhi and Dharamshala, and 37 CTA staff were identified as ICC members. In FY20 WED will work with MFF to provide training and orientations on their roles and responsibilities as per requirements mandated by the act.
- Three training manuals were developed, two were field-tested, and master trainers received training to conduct **SGBV prevention training for Tibetan communities, schools and workplaces** and build local capacity to address SGBV issues. After field testing of the third manual in the next quarter, they will be finalized based on feedback from trainers and participants. 14 community members in Bir took part in a workshop organized to field-test one of the training manuals. The workshop focused on facilitating reflections and conversations on sex, gender and patriarchy within Tibetan communities, identifying and understanding SGBV issues, and building awareness around Indian laws related to SGBV. Trainers actively interacted with participants to discuss a range of issues including sex and gender, gender roles and stereotypes, importance of consent, domestic violence, marital rape, and the Indian government's Protection of Women from Domestic Violence Act.
- WED began the process of establishing a **physical safe space** for SGBV survivors in Dharamshala and setting up a **SGBV helpline**. A Delhi based firm, The Alternate Space (TAS), began providing technical assistance in developing standard operating procedures (SOP) and user manuals and providing operational training and handholding services to helpline staff. Three staff including a safe space counselor, community outreach worker and helpline staff were hired, and began the application process for a toll-free number. TAS is expected to finalize SOP and provide training to the staff in the next quarter before operationalizing the helpline and safe space.



- WED and safe space program staff attended a two-day **national workshop** in Delhi on implementation of the host government's Sexual Harassment at Workplace Act for Domestic Workers, and safe space program staff also took part in a basic **counseling training** on basic concepts of SGBV counseling.
- 14 staff of Dharamshala based Tibetan NGOs attended a training on **prevention of sexual harassment at the workplace**. Trainers used participatory methods to actively engage with participants and led discussions on sex and gender, organizational responsibility in safeguarding employees against sexual harassment, and how different forms of violence create hostile work environments. Topics focused on understanding sexual harassment and non-discriminatory behavior at the workplace and adopting the host government's Sexual Harassment of Women at Workplace (Prevention, Prohibition, Redressal) Act to enable safe and conducive workplaces. Training is expected to contribute to the sensitization of employees and employers, promote open conversations around sexual harassment at the workplace, and generate awareness about related laws and redressal mechanisms so that cases are reported and redressed.
- WED and the consulting firm Gender at Work (G@W) began planning activities to strengthen implementation of the **CTA Women Empowerment Policy (WEP)**. In FY20 G@W will organize leadership development trainings for the WED team and gender focal persons in CTA departments, to strengthen their capacity and knowledge to advocate gender equality, women's empowerment, and women's rights agendas across CTA. G@W will then support WED in leading gender sensitization workshops for senior CTA leadership, intended to strengthen their use of gender-inclusive principles and practices and commitment to gender equality and women's rights. In the past quarter G@W consultants met with CTA departmental staff to review existing gender plans and gather suggestions on mainstreaming gender in CTA programs and TSRR key result areas. Based on their findings G@W will draft a results framework with gender indicators and monitoring tools to mainstream gender and WEP in the activities and programs of each department.
- WED organized a **women leadership training** for female grassroots leaders to increase their participation and encourage them to take greater responsibility in community affairs. 28 female grassroots leaders from Tibetan settlements in central and south India took part. Held in Bylakuppe, the three-day training was led by experts from the Dharamshala-based Tibetan Center for Conflict Resolution and included sessions on understanding and managing conflict, developing interpersonal and listening skills, qualities of democratic leaders, gender and leadership, and the importance of teamwork, cooperation and dialogue. The training is expected to increase their political participation and help them become community leaders while also managing their family roles and responsibilities.





Women leadership training participants and trainers in Bylakuppe

## KRA 9: INSTITUTIONAL CAPACITY DEVELOPMENT

Institutional capacity development focuses on the program's key implementing partner, the Central Tibetan Administration (CTA), the primary institution responsible for ensuring self-reliance and resilience of Tibetan communities in South Asia. In 2017-18 organizational development assessments (ODA) were conducted to assess capacity strengthening needs of selected CTA units in Dharamshala, as well as a cultural institute in India and an NGO partner in Nepal. Led by professional facilitators, ODAs produced organizational development (OD) road maps and plans encompassing systems improvement, staff training and professional development, and other capacity development priorities. In FY19 ODAs were conducted for two additional CTA units.

### Activity progress:

- The CTA Department of Information and International Relations (DIIR) continued working with a noted international lawyer and long-time advisor to the department to conduct its **organizational development assessment**. The consultant is expected to submit a draft strategic plan and assessment report in the next quarter following meetings with representatives of offices of Tibet and senior DIIR leadership. The report will provide policy recommendations and strategic plans for all DIIR sections including advocacy, campaigns, international relations, administration, and human resources.
- 42 staff from CTA's major departments of home, education, health, finance and information and international relations completed a six-month long **capacity building and on-the-job training on core competencies and project management**. The consulting firm Intellectap provided a series of training sessions on communications, public speaking and presentation making, the pyramid principle, fundraising, and monitoring and evaluation.

Dedicated sectoral deep dive sessions were conducted across three areas, agriculture, education and health. Sector experts and social enterprises also led sessions on technology solutions.

- As part of the six-month training Intellectap worked with CTA M&E officers to review existing theories of change, output and outcome indicators, and data collection methods. Revised M&E frameworks for ICT, RMNCHA and WASH programs were developed and new indicators were developed. An off-site **training retreat** was also organized with team building activities, motivational talks by senior CTA leadership, and brainstorming discussions on future capacity building and leadership development planning. An endline survey of a sample group of training participants was conducted to compare progress with an earlier baseline assessment, focusing on trainees' functional roles, responsibilities and skill sets. Intellectap also held separate discussions with SARD staff to review individual assessments and finalize self-development plans for the next six months, including workshop and online trainings. Intellectap also met with SARD leadership to finalize development of a grant prospecting system and manual for CTA, developing a CTA pitch deck, and building an M&E framework.
- 18 CTA staff began a five-month training on **communications, public speaking and leadership skills** in Dharamshala. Led by the Delhi-based Holistic Training Solutions, the training will be held in a series of capacity building and handholding sessions. Personality assessments were conducted after which consultants led introductory sessions on communication and public speaking. One-on-one sessions were also held with participants to gauge interpersonal and interaction skills.

## **KRA 10: LEADERSHIP DEVELOPMENT**

The CTA employs over 500 administrative and technical staff, only a handful of whom had received formal training in leadership or public administration prior to TSRR. In FY17 TSRR began supporting a multi-year strategy of staff leadership development that focuses on senior and mid-level officials with managerial and administrative responsibility; junior CTA and settlement office staff with potential to become future leaders; recent graduates aspiring to enter public service; and students interested in public service and public leadership. Short and long-term training courses, workshops, and graduate study opportunities are provided for these groups, creating an interlinked sequence of leadership and professional development training for CTA staff at each stage of service. TSRR also supports Tibet Corps, a program which provides Tibetan professionals, students and CTA retirees an opportunity to serve the CTA through voluntary service. In Nepal, the program is supporting leadership development training for women community leaders, students and staff of settlement offices and partner organizations.

### **Activity progress:**

- 30 aspiring CTA civil servants, most of whom are recent graduates from college and graduate school, began the first phase of a ten-month **CTA pre-service public**

**administration training** program at Sarah College for Higher Tibetan Studies near Dharamsala. Trainees were selected following an entrance exam to test their Tibetan and English language proficiency. The first seven-month phase of the training focuses on building proficiency in Tibetan and English with emphasis on Tibetan grammar, literature, history, letter writing, Tibetan calligraphy, and Buddhist philosophy and ethics. The course is designed to prepare them for the CTA civil service entrance exam.

- 26 newly hired CTA civil servants completed a 45-day **new recruits induction training** in management, public administration, and advanced Tibetan and English language training for entry-level recruits at the Human Resource Development Training Center in Lower Dharamsala. Topics included public administration, strengthening leadership qualities, ethics in governance, conflict resolution, the Charter of Tibetans in exile, the human rights situation in Tibet, basics of office procedures, drafting proposals, effective communication, and CTA's rules and regulations, budgetary system and organizational set up. Out of the 26 newly recruited CTA civil servants, seven received pre-service public administration training at Sarah College (see above).



Newly recruited CTA staff trainees in Dharamshala

- 24 junior CTA staff at section officer and office superintendent ranks attended a ten-day **leadership and management training** at the Himachal Institute of Public Administration (HIPA) in Shimla. Training sessions covered topics including public service delivery systems, interpersonal behavior and effective communication, leadership and decision making, public policy and administration, ethics and values in governance, and official letter writing.
- 17 senior CTA officials at the rank of secretary, additional secretary, and joint secretary attended a weeklong residential **training on transformational leadership** at the India Institute of Public Administration (IIPA) in Delhi. The course covered a wide range of topics

including leading organizational transformation, team building, emotional intelligence, time management, effective communication, decision making strategies, gender sensitization, and self-transformation. Following the course, trainees reported improved knowledge on ethical governance, effective communication with subordinates, and building a strong team.

- 27 Tibetan professionals provided voluntary services at various CTA departments and offices in Dharamshala and Tibetan settlements as part of the **Tibet Corps** program. Tibet Corps offers Tibetan professionals, university students, and retirees opportunities to serve the CTA through voluntary service, and aims to inspire volunteers to strengthen the Tibetan community and its institutions beyond their term of service. TSRR is supporting living stipends, accommodation, and travel expenses for all 27 volunteers. In total 72 university students and professionals offered their services at various CTA offices, clinics, and schools over the past fiscal year.
- 20 Tibet Corps volunteers attended a two-day **orientation program** in Dharamshala on the structure and functioning of CTA's various departments and offices. Interactive sessions were held with senior CTA officials including President Lobsang Sangay. The volunteers shared their experiences of serving the CTA and offered suggestions on improving the program, and had an audience with His Holiness the Dalai Lama.



Tibet Corps volunteers received an audience with His Holiness the Dalai Lama

- 22 women took part in a residential **women's leadership training** in Kathmandu. Trainees included gender focal persons, health workers, teachers, college students and members of the Tibetan Women's Association. Organized by Himalayan Society for Youth and Women's Empowerment (HSYWE), the participatory training focused on effective leadership skills, conflict resolution tools and basic project management. Participants also



took part in sessions on meditation and breathing techniques from Tibetan Buddhist teachers.

- 17 Tibetan settlement office and NGO staff attended a four-day **leadership and communication skills training** in Nagarkot on the outskirts of Kathmandu. Led by experts from LEAD Nepal, the training focused on communication challenges, basic public presentation, developing a communication strategy, and building skills in decision-making, problem solving, and critical thinking. A local television anchor and magazine editor were invited as guest speakers.



Team building exercise during the leadership training

- As part of the staff skills development and technical training activity implemented by HSYWE, SARD Nepal's newly recruited M&E officer attended a two-day training on Monitoring, Evaluation, Accountability and Learning (MEAL). In addition, four staff from HSYWE participated in a one-day training on Advanced Report Writing Skills. Content included understanding the structure and layout of effective reports, and practical sessions on writing and editing reports.

## **KRA 11: CULTURAL INSTITUTION AND RESILIENCE STRENGTHENING**

### **11.1 Tibetan Performing Arts Revitalization**

Founded by His Holiness the Dalai Lama in 1959, the Tibetan Institute of Performing Arts (TIPA) in Dharamshala is the most prominent institution in exile preserving Tibetan classical performing arts, folk song and dance traditions, and traditional opera. The institute currently employs 50 performing artists, composers, choreographers, and production staff, and stages an average of 50-60 performances per year in India and abroad. TIPA is widely considered a critical pillar of Tibetan cultural preservation due to its stewardship of centuries-old, highly developed art forms and living traditions that have either disappeared or been diluted inside Tibet.

With the inception of TSRR a diagnostic assessment of TIPA was conducted to provide evidence-based recommendations to inform phase II planning. While the assessment was being conducted in FY17-18, TSRR supported TIPA performance skills training, cultural events and facility improvements. Phase II of this program component begins in FY19 Q1. As part of the assessment a road map was developed that outlines a multi-year strategy for TIPA, with a timetable and notional targets for FY19-FY21. Key assessment recommendations included developing a standardized curriculum and syllabus for student-artists who undergo five years of intensive training at the institute; revamping the leadership including bringing on board a creative director; creating avenues for involvement in the institute of former TIPA artists; providing more educational opportunities for artists; and producing a detailed road map focusing on institutional capacity strengthening, financial stability and a branding strategy for TIPA.

### Activity progress:

#### 11.1 Tibetan Performing Arts Revitalization

- TIPA's curriculum committee continued working on a standardized **performing arts course curriculum**. A draft of the third year course book was completed and submitted to a committee of experts for review. The committee will help finalize the first, second and third year course books in the next quarter, after which the course books will be sent to print. The new curriculum will have a nine-year course syllabus divided into three levels: the first will require four years of study and practice for a trainee to become an intermediate performing artist; the second will require three years of intermediary academic and performing arts studies for a trainee to become a senior artist; and the third will require two years of advanced training for a senior artist to receive a master's degree in performing arts.
- 39 trainees continued receiving **pre-service performing arts training** at TIPA, and two trainees left the institute for personal reasons. In addition to regular classes, trainees began practicing songs and dances for TIPA's 60<sup>th</sup> anniversary celebrations. Trainees were given opportunities to perform for guests and the public with senior artists.
- 35 trainees took part in a ten-day **vocal skills training** at TIPA. Led by an Indian classical music master, trainees learned the rudiments of Indian classical music including the concepts of *sangeet*, *shruti* and *swara*, *akar* and *challan*, practiced various *ragas* (notes), *alankar* (ornamentation), and *antara* and *taal* (rhythm). Trainees enhanced their vocal skills by learning and practicing Indian classical vocal sounds, and also practiced voice training exercises to help steady and strengthen their voice and expand natural pitch.
- 31 pre-service trainees and senior artists received a four-day **performance makeup skills training** at TIPA. A professional makeup artist was invited to conduct the training, which focused on skin types and complexion, different makeup products, and makeup application styles. A series of practical demonstration sessions were held for both female

and male participants. Trainees used their individual makeup kits provided by the program.

- TIPA conducted a two-day performance arts **training of trainers** for seven music and dance instructors and eight senior artists, and on the second day 36 pre-service trainees also participated. Training focused on essential qualities of a teacher from a Buddhist perspective, teacher ethics and work culture, SWOT analysis, goal setting, and gender sensitization to create gender neutral classrooms. Topics for the joint teacher and student sessions included emotional intelligence, student ethics and behavior, conflict resolution, and active listening. A panel of Tibetan and Indian professionals led the training.



Training of trainers for TIPA's instructors and senior artists

- Five performance costume tailors at TIPA completed a multi-session **tailoring skills training** in Dharamsala led by a master tailor. Trainees learned how to use traditional measuring tools and techniques for stitching Tibetan shirts and *chupa* dresses using brocade. Under the supervision of the master tailor, trainees stitched 24 shirts with brocade lining and seven brocade *chupas* for men and women from different Tibetan provinces. The master tailor also helped TIPA mask and hat makers to create an opera mask prototype for future mask production.
- Design, production and procurement continued of **traditional performance costumes** for TIPA artists and affiliated opera troupes. Performance attire such as opera costumes and hats, warrior costumes, and traditional shirts were produced by TIPA's costume production unit. TSRR supports production and purchase of a wide range of costume accessories including jewelry, shoes, masks, hats, and musical instruments.





Performance hat (left) and warrior costume produced at TIPA

- TIPA and the Tibet Policy Institute (TPI) continued preparing to organize an **international conference on Tibetan performing arts**, scheduled in Dharamshala next quarter during TIPA's 60<sup>th</sup> founding anniversary. Noted Tibet scholar Tashi Tsering Josayma will convene the three-day conference, which more than 25 scholars who studied and researched various forms of Tibetan performing arts in past decades are expected to attend. Lifetime achievement awards will be conferred to two master artist-performers for their musical ability and contribution, and to ten senior artist-performers who have dedicated their lives to preserving Tibetan performing arts. Conference papers will be published in an edited volume three months after the conference.

## 11.2 Tibet Museum

- Preparations to open the new **Tibet Museum** continued. Head curator Emma Martin visited Dharamshala and held meetings with staff and content developers. Discussions on finalizing write-ups and exhibition contents for 'Exile,' 'Invasion,' 'Introduction,' 'History,' and 'Environment' sections were held, and designs for an historical timeline and installation of a 3-D map were also discussed. A team of content developers and museum staff visited Delhi and met with the production company Design Habit to discuss development of an interactive digital interface for the environment section. The concept brief of the environment section was shared with production staff, and digital content was finalized to build a comprehensive storyboard. Brief video interviews were shot with content developers on the importance of Tibet's environment and ways of reusing and recycling household trash.
- Three museum staff registered for an **online course** on methods and techniques for documenting, preserving, and archiving traditional and cultural practices. The course also offers practical guidance on methods for conducting fieldwork and recording interviews of community members, and cataloguing and archiving documented records.

- **Video footage and photographs** to enrich the museum AV library were purchased from British Pathe, London, Critical Past, Virginia, and National Film Division, Mumbai. Around 800 seconds of rare video footages and historical stills on the themes of Tibet's occupation, escape from Tibet and early life and reconstruction in exile were added to the museum's collection. These clips and stills will be used as exhibition content for the 11 themes at the new museum. Also, 108 **reference books** in Tibetan and English were purchased for the new museum library along with I-pads for digital exhibitions.
- Museum staff visited Paonta Sahib, Puruwala, Herbertpur, Kamrao and Sataun Tibetan settlements in the Doon region of north India to solicit **artifacts** related to Tibet history and culture, and also gave presentations on the ongoing work and themes of the new museum. Artifact donations included a binocular used by Tibetan guerilla fighters and idols of King Trisong Detsen, Guru Padmasambhava, and Abbot Santaraksita. A replica of a statue of Buddha Shakyamuni was also procured.
- Tibet Museum hosted the 2019 Asian **Sites of Conscience conference** in Dharamshala in collaboration with the International Coalition of Sites of Conscience. The theme of the conference was 'Reconstructing Memories: Objects, Narratives and the Legacies of Colonialism.' Over a dozen museologists from seven countries including the Philippines, Cambodia, Sri Lanka, Spain, Nepal, Bangladesh, and India, in addition to staff of Tibetan museums, CTA officials, and Tibetan NGO representatives, gave presentations. Discussions focused on identifying, sharing and exchanging lessons and best practices in confronting a colonialist heritage and its contemporary forms of interethnic, divisive, and racial violence.



Kalon Karma Yeshe gave the conference inaugural address

Capacity building workshops and roundtable sessions on reconstructing stories through personification of objects, understanding types of museum visitors and how to create better experiences, methods of collecting oral histories, focus on dialogue via connecting past to the present, and the four truths of forensic, personal, social, and reconciliatory truth were discussed. Participants visited three Tibetan museums based in Dharamshala.

The conference also focused on developing regional partnerships and the launch of “Our Shared Journeys,” a regional collaborative project that aims to shift from large-scale societal narratives toward local, site-specific, memories.

- Tibet Museum’s **museology studies scholarship** recipient began the second year of his two-year master’s degree in museology at the National Museum Institute in Delhi. The scholarship recipient has signed a contract to work at the museum for at least three years upon completion of the course.

### 11.3 Tibetan Arts and Culture Small Grants Fund

- The CTA Department of Religion and Culture (DORC) began the process of administering this year’s Tibetan Arts and Culture Fund (TACF) **small grants**. TACF makes awards to individuals who are full-time practitioners of one or more aspects of the preservation and promotion of Tibetan culture. A five-member selection committee comprising of a senior CTA official, two scholars, an artist, and a journalist was formed. A total of 25 applications were received and following a process of sorting, reviewing, and interviewing, five organizations and eight individuals were shortlisted. All 13 projects were submitted to TTF and USAID for approval after which all recipients received their first installments. This year’s grant recipients are as follows:
  - College for Higher Tibetan Studies for conducting **research on the practices and features of official letter writing** in the Tibetan tradition.
  - Lhamo Tso, Ph.D candidate at the Banaras Hindu University, for authoring a **biography of Gyalyum Chenmo Dekyi Tsering**, the late mother of His Holiness the 14<sup>th</sup> Dalai Lama.
  - Ngaden, a Dharamshala based traditional Tibetan musical instrument maker, to buy **wood carving and laser cutting machines** to improve the quality and quantity of his production.
  - Dawa Chungdak, a Mysore based art teacher, to organize an **exhibition on Contemporary Tibetan Art** in Tibetan settlements in India.
  - Tsering Wangmo, a Ladakh based filmmaker, to **document the culture of pastoral Tibetan nomads in the remote region of Ladakh** through photography and audio visual media.
  - Sonam Topgyal, a Bir based master tailor of thangka embroidery, to give **traditional tailoring and embroidery training** to ten young Tibetans.
  - Tibet Theatre, a Dharamshala based **contemporary community theater group**, to purchase office equipment and performance costumes.

- Stories of Tibetans, a Dharamshala based a non-profit volunteer group, to document the “**Legacies of 60 Tibetans**” who have dedicated their lives to bring a positive change in the Tibetan community through audio and visual media.
  - Sonam Wangdue, a Dharamshala based professional photographer and former TACF grant recipient, to shoot and organize a **photo exhibition on the theme 60 years in Exile**.
  - Tenzin Tsenyi, a graduate from the College of Higher Tibetan Studies, Sarah, to author a **book on the historic and cultural significance of Mount Everest** for the Tibetan people. The book will narrate the biography of Tenzing Norgay Sherpa and Acha Phenthok, the first woman to ascend the summit of Everest, and trace their Tibetan ethnicity.
  - The Ooty-based Nilgiris Tibetan Association to purchase sets of **Tibetan performance costumes**.
  - Pema Namgyal, a Dharamshala based researcher, to conduct research on forming a detailed and informative **catalogue of important historical documents published in exile**.
  - Snow Lion Association, a Bomdila-based culture group, to purchase **traditional dance costumes**.
- Eleven recipients of small grants awarded in FY18 completed their projects and submitted final reports. The only remaining recipient, a Ladakh based cultural association, placed orders for performance costumes and traditional music instruments. The FY18 recipients include the Norbulingka Institute, Tibetan Karma Gardi Traditional Art of Thangka Painting, Milarepa Preservation Association, Shalu Monastery, Dangla Riwo Association, two Tibetan culture associations, and five individual Tibetan artists and researchers.

#### 11.4 Himalayan Buddhist Library and Cultural Center

- HBLCC continued organizing **adult literacy classes** in Pokhara and the remote regions of Walung and Lapchi, where there are large Tibetan-speaking Himalayan communities. Basic Tibetan reading, writing and communication skills are taught to enable participants to read and recite Tibetan Buddhist texts. 97 adults participated regularly in classes in all three locations.
- **Youth meetings** were organized for five Tibetan Children’s Village alumni in Kathmandu and 29 senior students at SOS Herman Gmeiner School in Pokhara. The young people from Himalayan and Tibetan communities shared stories about their cultural experiences and ideas for cultural preservation.
- A **school documentary tour** continued in Kathmandu and Pokhara. ‘The Little Buddha’ and animation videos of Buddhist stories were screened for 128 primary students in two schools.

- 700 Himalayan and Tibetan residents of Boudha, Kathmandu, attended a three-day **Buddhist teaching** on the text “37 Practices of a Bodhisattva.” A respected Buddhist teacher based in Kathmandu gave the teaching, which included a question and answer session at the end of each day. A large number of people from the Himalayan communities of Limi, Dolpo and Yolmo attended the teaching.
- A **student meditation and yoga program** was organized at Namgyal Higher Secondary School. Conducted by a Tibetan meditation and yoga practitioner, sessions provided an introduction to meditation and yoga and a meditation technique for students to improve their memory.
- 20 Tibetan and Himalayan students from three schools in Pokhara participated in a week-long **students summer camp** in Kathmandu. During the camp’s exposure trip they visited cultural institutions including the Tibetan Opera Association, Buddhist heritage sites, monasteries, and HBLCC’s newly opened history and religion gallery. They also attended study sessions on Buddhism, Tibetan language and culture. The exposure visit provided students with an opportunity to learn from their shared cultures and offered a space for understanding, study, and engagement.



Tibetan and Himalayan students visiting Swayambhu stupa in Kathmandu

#### IV. MONITORING, EVALUATION, AND LEARNING

- Over the past quarter the TSRR MEL team carried out continuous monitoring of program activities through field visits, focus group discussions, key informant interviews, phone surveys, online surveys, and partner meetings with implementing partners. Activity reports, progress updates, signed participant lists and other information were gathered, and lessons learned and suggestions for improvement were recorded. The baseline survey report was finalized and submitted to USAID.
- TTF and SARD MEL staff organized a series of joint presentations on lessons learned from past and ongoing activities, focusing on recommendations for course corrections and improvements for the next annual work plan. CTA project officers and section heads of all related TSRR activities attended the presentations. As preparation TTF and SARD MEL staff conducted a thorough desk review of partner and consultant reports and then conducted key informant interviews, monitoring visits, and phone surveys with beneficiaries, implementing partners, and consultants. Data was gathered for program areas including TED, workforce development, agriculture development, participatory community development, women empowerment, leadership development, and cultural institution strengthening. The presentations highlighted important findings and several evidence-based recommendations which were well received by partners.
- The TSRR MEL team completed midline and annual surveys for nine output and outcome indicators. A team of six TTF and SARD MEL staff in India and three in Nepal led the data collection, which lasted for over a month. Data was collected from 496 households and 21 schools in 22 settlements in India and Nepal. Data entry work began and a summary of midline data collection findings is expected in the next quarter, following data analysis.
- TTF's Education Coordinator visited sixteen Tibetan schools in Bylakuppe, Ladakh and Mundgod settlements to monitor TSRR supported BEP strengthening, EGR skills improvement, EICT, STEM education strengthening, TPD and school infrastructure improvement activities. He conducted on-site observation of EGR classrooms and libraries, STEM teaching and learning aids, and use of BEP textbooks in primary classrooms. He also conducted focus group discussions with teachers to understand implementation of TPD activities in schools. Monitoring reports on key findings and recommendations were presented to the CTA.