

INTEGRAL NEPAL PROJECT
ASSESSING INTEGRAL CAPACITY DEVELOPMENT & INTERVENTION STRATEGIES:
ACTION RESEARCH ON REFORM EFFORTS BY EDUCATION NGOs IN NEPAL



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Our Integral Vision

The *Integral Nepal Project* (iNP) has developed an Integral Capacity Development program for engaging NGOs in Nepal. In this proposed project, we will deliver key components of this Integral program to our partner organization and also inquire into what criteria and indicators are needed for monitoring and evaluating the integral capacity development approach. We will examine the influence and engagement of cultures, societies and systems on non-profits. We will examine the weight of the economic systems, the depth and nuance of culture and cultural change, as well as look at how these dynamics influence and inform sustainable development objectives.

We believe in applying Integral in three major stages for this project. First, analyzing the project through the AQAL lens; second, identifying developmental edge and providing scaffolding to the community in Nepal; and third, engaging in the project as an Integral-being-in-action. Not only do we bring body, mind, heart and soul to this project, but also recognize that these are intertwined and embedded in multiple worldviews and systems. Ultimately, we realize that all these are one movement of one Spirit.

Project Overview

The objective of iNepal is to develop a sustainable organizational and leadership approach using integral action research, contributing to the transformation of NGOs in Nepal. We intend to deliver key components of our Integral Capacity Development approach, including assessing action logics of the team, understanding through a participatory process the strengths and weakness (or areas of flow and areas which are not flowing) that are currently arising in each quadrant, and then engaging the most significant of these flow-points or gaps per quadrant in capacity building workshops. Finally, with our partner NGO we intend to design an evaluation framework to assess changes in all quadrants across time. This will be a preliminary study with plans to further develop and implement our action research, as more funds become available. One researcher will travel to Nepal in May 2014 and work with NGO leaders for three weeks. By the end of this project, the NGO will learn, implement and begin to embody integral principles and working methodologies. iNP is based on the latest research and multi and trans-disciplinary approaches in the field of International Development.

Geographical Location

The project will introduce the integral model to one Nepali NGO in the capital city of Kathmandu and as more funds become available extend to other NGOs in other areas of the country.

Statement of Need

Nepal is among the poorest and least developed countries in the world, with almost one-quarter of its population living below the poverty line. Agriculture is the mainstay of the economy, providing a livelihood for three-fourths of the population and accounting for about one-third of GDP. Although there has been a steep rise in the number of NGOs operating in Nepal, it is yet to be determined what positive results their new projects can be credited with. About 1,000 new NGOs are registered every year in Nepal, many of which have no credentials and accountability on how they raise funds and how they spend it. Several development projects are underway with pro-Eurocentric worldview, which radically imbalances the cultural stability and social system of Nepal. This immediately calls for an integral approach, which can address the context of globalization while implementing sustainable development. Funding in the amount of \$10,000 is requested for working with the NGO to contributing to the transformation of its practice and for publishing project details. No other additional sources of funding have been secured so far.

Partner Organization

Sagarmatha Asahaya Sewa Sangh (SASS) was established in 2002 to assist destitute women and children in living a respectful life in their own community. They empower women and children who are rejected by their family, because of socio-economic reasons. Integral Nepal has formed a partnership with SASS since 2012 and have co-designed this project based on the expressed interest from SASS to learn more about the integral approach and enhance it's praxis in community development. Further organizational details can be found in the appendix.

Research Objectives & Outcomes:

1. To deliver key components of an Integral Capacity Development program with our partner organization in Kathmandu, Nepal;
2. To carry out workshops with our partner organization in Kathmandu to collaboratively design an assessment and evaluation plan;

- To synthesize the results of the project to share with project partners and to disseminate widely with other development organizations.

Project Activities:

- Engage stakeholders who are directly affected in the capacity development initiative;
- Assess preexisting capacities and determine what areas require additional training, what areas should be prioritized and in what ways capacity building can be incorporated into local and institutional strategies;
- Formulate a sustainable strategy that addresses (a) institutional structure, (b) leadership development, (c) knowledge sharing and embodied training, and (d) accountability and feedback loop;
- Implement an intervention strategy by conducting workshops;
- Evaluate institutional structures, leadership, knowledge, and accountability practices.

Guiding Frameworks:

- Integral Methodological Pluralism (Wilber 2000)
- Leadership Maturity Framework (Cook-Greuter 2004)
- Conscious Full Spectrum Response (Sharma 2005)

Methodological Design:

The lines of inquiry that we will engage in the project explore the four key domains of capacity development (i.e., systemic change, behavioral change, cultural change, and personal change):

- Reflective inquiry (which relates to self-reflection and interior dynamics),
- Developmental inquiry (which relates to values, attitudes, and self-identity),
- Interpretive inquiry (which relates to participation, local meaning, and cultural relevance),
- Ethno-methodological inquiry (which relates to social dynamics, social discourse and worldviews),
- Empirical inquiry (which relates to behavioral change),
- Systems inquiry (which relates to ecosystems, socio-political systems, economic systems, and communication systems).

Project Timeline:

S.No.	Activities	Deadlines
1.	Submit grant proposal	January 2014
2.	Expected grant notification	February 2014
3.	Literature Review and setting up project	February 2014
4.	Focus group workshop and integral assessment	March 2014
5.	Introducing the project	April 2014
6.	Field Research in Nepal: Develop intervention action plans	May 2014
7.	Review research data and preliminary write up; conduct phone interviews with subject-matter-experts (SMEs)	May-August 2014
8.	Produce implementation manual and presentations	July 2014
9.	Action dialogue and workshops	August 2014
10.	Project Evaluation	September 2014
11.	Write up research	October 2014
12.	Final report submitted	December 2014

Appendix 1: Organizational Details

Sagarmatha Asahaya Sewa Sangh (SASS)
Address: G. P. O. Box 1938, Kathmandu Nepal
Telephone: 977-01-4914076, 4913938,4913746, 977-9851049233
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Appendix 2: References

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- UNDP Community Capacity Enhancement Handbook (particularly, pp. 33-34):
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