

Leadership and Literacy

Cultural Revitalisation in East Tibet

Stakeholders

The Leadership and Literacy Project has 6 main stakeholders:

- Local ethnic Tibetan communities in Sichuan Province, especially nomadic communities, and the NGOs established to represent their interests
- Participating Monasteries—their leadership and the monks and nuns
- Chinese Government—especially local officials such as the Education Bureau
- Rigdzin Foundation and its partner organisations in countries where funds are being raised
- Donors who provide funds
- Amnyi Trulchung Rinpoche who is providing overall leadership of the project.

Target Population for Project—Nomadic Tibetan Families in Sichuan Province

Nomadic Tibetan families are among the poorest in China. Nomad families rotate between 2 or 3 fixed campsites according to the season of the year. In summer, they go to high pastures. In early October, they move to valleys at lower elevation where they spend the winter. Pure herdsman are found primarily in Litang, Pelyul, Derge, Serthar, and Sershul counties. Literacy rates in all these areas are very low and few children attend school.

The **prototype project** will be located at Ju Monastery at Junyong in Sershul County, with a population of over 8,000 and which is at an elevation of over 4,000 metres. This is one of the poorest counties in all of China and one of the most remote counties in Sichuan province. Incomes are as low as US\$150 per annum. Junyong is 35 km from Serhsul, the main township of Sershul County, with a population of 60,000 people. Most business enterprises and government posts are filled by Han Chinese.

Target Population Leadership training:

Overall Project	Ju Mohor Prototype
<ul style="list-style-type: none"> ▪ The executive of the local NGOs running the project ▪ Monks and/or nuns selected to train as project managers ▪ Community members selected by NGOs for training 	<ul style="list-style-type: none"> ▪ The executives of the Junyong Community Foundation (JCF) ▪ Monks and/or nuns selected from Ju Mohor to train as project managers ▪ Community members from Junyong community selected by JCF for training

Target Population Literacy programs:

<ul style="list-style-type: none"> ▪ Monks and nuns to be trained as literacy teachers ▪ Young children not in school, especially the children of nomadic families ▪ Young adults (aged 14 to 25 years), including monks and nuns ▪ Mothers with young children 	<ul style="list-style-type: none"> ▪ Monks and nuns of Ju Mohor selected for training as literacy teachers ▪ Young children from Junyong village and local nomadic families ▪ Young adults from Junyong village and local nomadic families, and monks and nuns ▪ Mothers with young children from Junyong village and local nomadic families
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Leadership Training Program

The Leadership Training Program will be led by the Project Manager of each Leadership and Literacy Centre, and is primarily aimed at the transfer of skills associated with effective project management. Over the three year start-up phase of each Centre, a Project Manager with trilingual skills—Tibetan, Chinese and some English, will train a local monk or nun, with appropriate university or higher secondary education, to take over this position. This will ensure the long-term sustainability of the project, and ensure skills are retained in remote areas. The leadership training will include study tours to other successful NGO projects.

Project Manager

Roles and Responsibilities:

- Provide overall leadership for the implementation of the project as outlined in the project document
- Provide secretariat services to the JCF executive
- Provide training in project management to the trainee Project Manager selected by the JCF
- In consultation with the JCF recruit Literacy teachers and trainee literacy teachers
- Keep financial records and undertake required financial reporting against performance targets, as required by the JCF and aid donor partners
- Support the development of summer volunteer programs, liaising with the Rigdzin Foundation to secure overseas volunteer staff, and providing support to them.
- Supervise staff and volunteers

Terms and Conditions:

- Three year contract with accommodation and meals provided as part of total salary package
- Annual leave in accordance with Chinese labour laws and in consultation with JCF

There is a growing class of educated Tibetans with fluency in Tibetan and Chinese languages and enough fluency in English to manage basic communication with English speakers, and with experience in working in non government aid projects.

Leadership Training Program

The Leadership Training program is primarily aimed at Capacity Building, the development of a set of skills and attitudes that will enable ethnic Tibetan communities to generate leaders capable of serving the needs of the local community. It will be developed using existing training materials, based on consultation with the JCF and Sershul County Government officials, Aid Donor Partners, existing NGOs, like Snowland Services Group in Xinghai Province, foreign aid agencies working in Kham, like the Trace Foundation, Kham Aid and the Surmang Foundation. It will cover such topics as:

- Government framework for community projects in China (Civil Society issues)
- Undertaking community surveys, consultation and participatory planning processes
- Financial management and reporting
- Project implementation, monitoring and evaluation
- Communication with major stakeholders

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Literacy Training Program

The Literacy Training program will build on the work of the World Bank's Adult Outreach Education, which links adult and youth literacy to livelihood training, and the work of UNESCO's Capacity-building for Community-based literacy and Life Skills Education Programmes for disadvantaged young Adults (CABLE4Y Project). A mid-year review of the latter project was held in Beijing in 2005. It will use existing educational materials available in Chinese and Tibetan languages

Literacy Teachers (2 positions)

Roles and Responsibilities:

- Teach functional literacy in Tibetan and Chinese languages
- Using literacy education materials to be provided, develop and teach literacy programs for the three target groups: children, young adults and mothers with children.
- Link public health education to literacy training by using public health information as the basis for literacy training
- Link literacy training to livelihood and life-skills education
- Link literacy training to Tibetan cultural revitalisation and values education
- Work as directed by the Project Manager
- Train local monks and/or nun trainee literacy teachers

Terms and Conditions:

- Fluency in Tibetan and Chinese languages
- Appropriate training in child and adult education linked to functional literacy and public health education
- Three-year contract with accommodation and meals provided as part of salary package
- Annual leave in accordance with Chinese law and in consultation with Project Manager
- Commitment to train Literacy Teacher trainee monks and nuns

Preliminary research indicates that it will be possible to recruit literacy teachers with appropriate training and language skills. Because Sershul County is a remote region with a harsh winter climate, it will be necessary to provide a reasonable salary package, for the initial literacy teachers who are likely to be recruited from outside the region. After the three-year start up phase, these literacy teachers will be local monks and/or nuns. As the project is a rolling project with the aim to establish a number of Leadership and Literacy Centres, literacy teachers will have the opportunity to grow with the project and build sound career prospects.

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Infrastructure

Building

A special purpose building will need to be built to house the Leadership and Literacy Centres on the grounds of the participating monasteries. The buildings will be of local stone construction and house the following functions:

- Two activity rooms for literacy training, cultural activities and outreach clinics
- Kitchen and dining
- Storeroom
- Office
- Accommodation for 3 full time staff
- Accommodation (dormitory) for visiting volunteers
- Carport for vehicle
- Ablutions
- Laundry

Accommodation for participants in the literacy programs will be provided in the monasteries and nomad tents.

Services

The building will be linked to or provided with the following services:

Water supply

Electricity

Telephone

Fit-Out

The following items will be required for fitting out the various functions:

Classroom furniture

Kitchen equipment and facilities

Computer, printer, fax, and photocopying facilities

Basic equipment for outpatient clinics – but main emphasis is on prevention through public health measures and education

Heating

Bedroom furniture

Showers and toilet facilities

Motor Vehicle

Recommended 4 wheel drive minibus