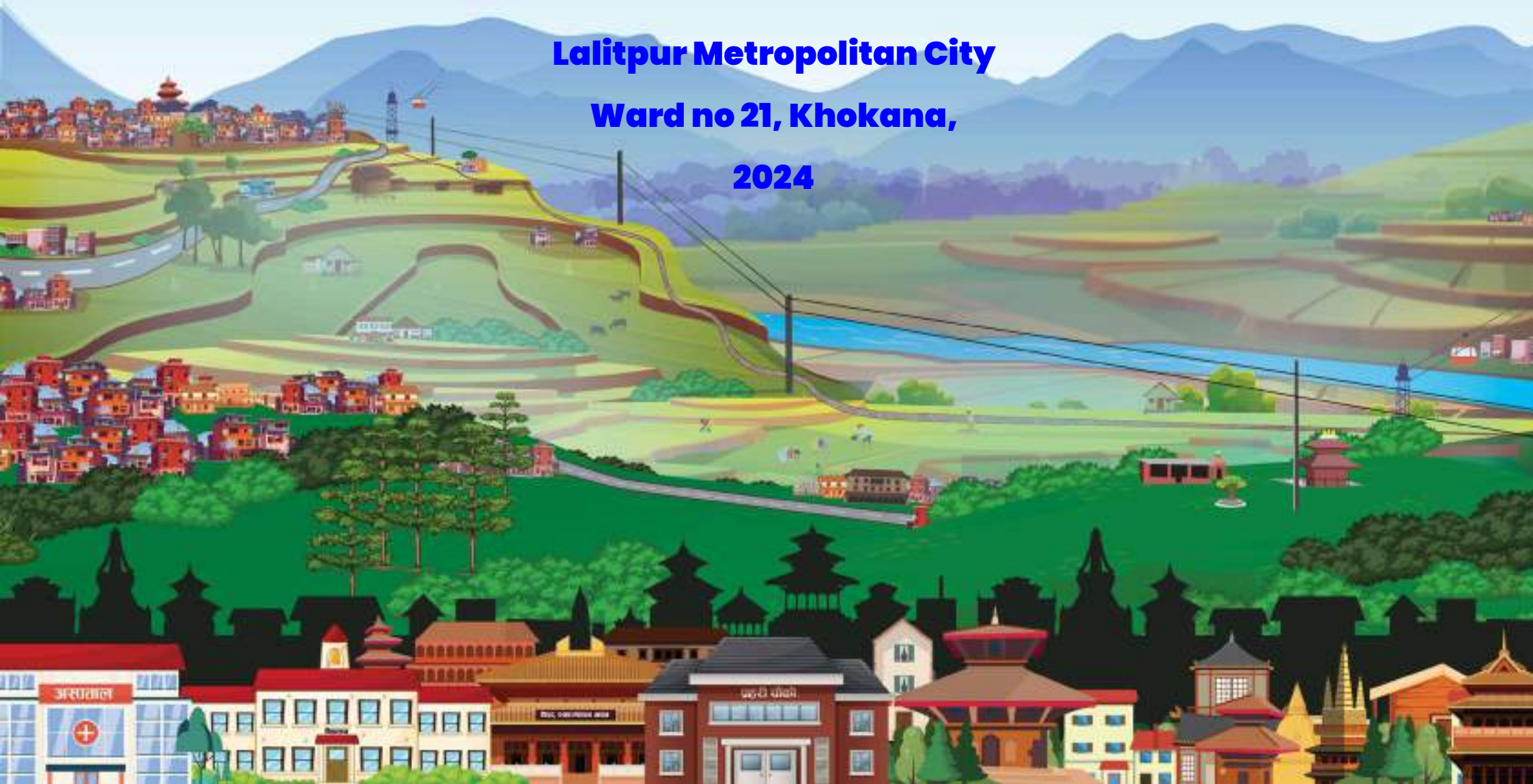# Khokana Visioning Booklet

"A prosperous and equitable Khokana with a glorious Newari cultural identity"

Lalitpur Metropolitan City

Ward no 21, Khokana,

2024

Khokana Visioning Booklet

"**Prosperous and equitable Khokana with glorious Newari cultural identity**"

Lalitpur Metropolitan City
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2024

Technical and Financial support

दुई शब्द

भोलिको खोकना जोखिम संवेदनशिल, वातावरण मैत्री एवं व्यवस्थित बनाउनको लागि कस्तो योजना आवश्यक छ ? समुदायका चाहनाहरू के के छन् ? त्यसका लागि कस्तो सामाजिक, आर्थिक र सांस्कृतिक परिवर्तनहरू तथा विकास निर्माणका कार्यहरू आवश्यक छन् ? भन्ने बारे समुदायसँग वृहत् एवं गहन छलफल गरी यस खोकना दूरदृष्टि पुस्तिका मार्फत समुदायका चाहना तथा आकांक्षाहरूलाई संग्रहित गरिदिनु भएकोमा समुदायको तर्फबाट 'साउथएशिया इन्स्टिच्यूट अफ एड्भान्स्ड स्टडिज(सियास)' तथा यस कार्यमा संलग्न अनुसन्धानकर्ताहरूलाई हार्दिक धन्यवाद दिन चाहन्छु ।

यस खोकनामा मौलिक स्वरूपमा निर्माण गरिएको ऐतिहासिक बस्तीको छुट्टै सांस्कृतिक पहिचान छ । तर समयसँगै नयाँ भौतिक संरचनाहरू थपिने क्रम जारी छ । विशेष गरि तिव्र गतिमा बढेका व्यावसायीकरण, योजना विहीन बस्ती विस्तार र बढ्दो भौतिक विकास निर्माणका कार्यले गर्दा खोकनाको संस्कृतिक, पुरातात्त्विक एवं वातावरणीय पक्षमा समेत जोखिम बढेको छ । यिनै पक्षलाई मध्यनजर गर्दै प्राकृतिक एवं मानवीय प्रकोपहरू र सम्भावित जोखिम न्यूनिकरण गर्न आवश्यक योजना र पूर्वाधार कसरी निर्माण गर्न सकिन्छ भन्ने बारे भएका छलफलहरू र यसबाट प्राप्त समुदायका विचारहरूलाई यस खोकना दूरदृष्टि पुस्तिकाले समेटेको छ । नयाँ बन्ने वस्तीहरूमा परम्परागत एवं मौलिक शैलीलाई प्रवर्द्धन गर्नुपर्ने समुदायको चाहनालाई समेत यस पुस्तिकाले समेटेको हुनाले भोलिको खोकना निर्माणमा यसले स्पष्ट मार्ग दर्शन प्रदान गर्दछ भन्ने कुराको विश्वास रहेको छ ।

भोलिको शहरी योजना निर्माण गर्दा विकासबाट हुने विस्थापन र असरलाई मध्यनजर गर्न आवश्यक छ । किनकि आज सम्मको अनुभवले समुदायलाई सहभागी नगराइ जथाभावी गरिएका विकास निर्माण कार्यले सामाजिक र सांस्कृतिक पक्षलाई क्षति पुर्‍याउँछ भन्ने पाठ सिकाएको छ भने विकासमा जनताको सहभागीता आवश्यक छ भन्ने कुरा पनि पुष्टी भएको छ । यि र यस्ता कुराहरूलाई समेट्ने गरी "भोलिका सहरहरू" नामक परियोजना मार्फत ललितपुर महानगरपालिका वडा नं. २१ खोकनामा सियासको सहकार्यमा सञ्चालन भएको यस अनुसन्धानमूलक कार्यले भौतिक पक्षलाई मात्र होइन, स्थानीयका सामाजिक र सांस्कृतिक विषयलाई पनि गहन अध्ययन गरी भोलिको सहर निर्माण प्रक्रृयामा समावेश गराउनुपर्छ भन्ने कुरामा जोड दिएको यस पुस्तिकाले भोलिको समतामूलक तथा जोखिम संवेदनशिल सहर निर्माणमा योगदान पुर्‍याउन सक्छ भन्ने कुरामा विश्वास लिएको छ । र यस परियोजना मार्फत संकलित सल्लाह सुझावलाई आगामी दिनहरूमा वडा तहबाट हुने विकास निर्माणका कार्यमा पनि समावेश गर्दै लैजाने प्रतिबद्धता पनि जाहेर गर्दछु ।

रबिर्न्द महर्जन
वडा अध्यक्ष

Translation and summary of foreword from Ward Chair

I would like to express my sincerest thanks on behalf of the community to Southasia Institute of Advanced Studies (SIAS) and its dedicated researchers for their relentless effort to document the aspirations of the community, based on wide ranging and in-depth discussion with the community focusing on the type of planning required for ensuring Tomorrow's Khokana risk sensitive, environment friendly and organised and the social, economic and cultural change and development initiatives necessary for the same.

Originally built historical settlement in Khokana possesses a distinct cultural identity. However, rapid commercialisation, unplanned settlement expansion, and increasing physical infrastructural development have posed grave threat to Khokana's cultural, archeological and environmental aspects. In light of the above, this Khokana Visioning booklet captures the perspectives of community based on discussion on how necessary plans can be formulated and infrastructures developed to mitigate the threats posed by both natural and human-induced disasters. Incorporating the community's aspiration to promote traditional and authentic architectural style in new settlements, this booklet is expected to provide a clear direction to build tomorrow's Khokana.

While formulating tomorrow's urban plan, it is crucial to anticipate potential displacement and assess the impact of development. Development experiences from the past have shown that any development and construction initatives without the participation of the community is detrimental to promote the social and cultural dimensions. Recognising the vital role of community participation in the development process, the research project entitled "Tomorrow Cities" conducted in Lalitpur Metropolitan City Ward no. 21 Khokana in collaboration with SIAS, emphasised not only the study of physical aspects, but also the pressing social and cultural issues in the process of building tomorrow's city. I firmly believe this booklet can significantly contribute towards building equitable and risk-sensitive city in the future. I would also like to express my firm committment to incorporate the feedback and suggestions gathered through this project at the ward level development activities in the coming days.

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Introduction

The main objective of the research conducted by Lalitpur Metropolitan City, Ward number 21, Khokana, in collaboration with Southasia Institute of Advanced Studies (SIAS) and with financial support from 'University of Edinburgh' from February 2019 to March 2022, was to understand the natural and non-natural risks affecting Khokana and identify the root causes behind them. This study initiated out of the desire to seek answers to the following four questions: (1) How is increasing urbanisation affecting Khokana? (2) How is the social structure and economic diversity within Khokana inflicting differential impacts of the similar disaster on individuals and families living within the same community? (3) How has increasing development and economic activities been contributing to the rise in the incidents of hazards such as: flood, landslide and inundation, etc.? (4) Given the evolving societal dynamics and the growing risk landscape, what type of development and changes do the residents of Khokana aspire to witness in their locality and city over the next 20 years?

Out of the questions listed above, this booklet presents the findings of the 'Future Visioning Workshop' conducted on December 29-30, 2021 with the Khokana residents, focusing on the fourth question: envisioning the change and development of Khokana over the next 20 years. This workshop was named 'Khokana Visioning Workshop'. While the booklet may not have been able to address all the four questions, the preliminary section of the booklet presents a concise summary of how rapidly evolving Khokana is becoming risk-oriented and how the associated risks can be minimised. The second section of the booklet provides a detailed explanation of the methodologies employed for successfully conducting the visioning workshop and the formulation of Khokana's 20-year vision. The final section of this document presents the community's visions.

Khokana: Historical but risk-oriented city

Located approximately 8 kilometers south of Kathmandu, Khokana is an ancient Newar settlement nestled in Ward 21 of the Lalitpur Metropolitan City. Geographically, Khokana covers an area of about 3.2 sq. km surrounded by Bagmati River to the west, Chobhar George to the north, Bungamati to the south and Saibu, Bhaisepati to the east.

The civilisation of Khokana's residents is believed to have originated in the historically significant *Ku:desh* area (locally known as *Ku:de*), situated in the lowland near the renowned Shikali Temple to the west of the ward, along the Bagmati river bank. According to hearsay, today's Khokana settlement was expanded with the migration of Newar or *Jyapu* people from this *Ku:desh* area. Based on anecdotes and local accounts, Khokana is believed to have been established even before the arrival of Aadi Lokeshwor Matsyendranath, a contemporary deity of abundance, brought from Assam, India, to Nepal after a prolonged period of drought during the reign of King Narendra Dev (643-679 AD). It is further believed that Rudrayani temple was established during the reign of King Amara Malla (1530 AD) in the 15th century to control the cholera outbreak and it was during that time, Khokana acquired the name 'Jitapur'.

This settlement, deemed significant from social, cultural and touristic point of view, has dominance of the Maharjan and Dangol castes. According to the locals, the rationale for introduction of other caste groups is linked with the difficulty for a single caste to perform entire roles in festivals and other rituals. Hence, various other castes were introduced in Khokana based on caste-based distribution of roles like Shahi (as butchers), Kusle (as musicians), Kapali (cleaners), and Napit (nail trimmers, barbers). Shahi/Khadgi, Kusle, Kapali and Napit are disadvantaged and marginalised groups within the community. Other caste groups namely Tuladhar, Tamang, Thakuri and migrants of various other castes and communities also live here. However, the number of migrants is steadily increasing and the local ward office is yet to update the demographic statistics of these migrants.

Table 1: Khokana's caste-based composition

S.N	Household distribution reflecting caste composition	Household numbers (2020)
1	*Jyapu* (Maharjan and Dangol)	874
2	Shahi/Khadgi/Kasai	31
3	Shrestha	9
4	Thakuri (Malla and Shahi)	9
5	Kapali /Kusle	4
6	Tuladhar	5
7	Shakya	1
8	Napit	5
9	Others (non-Newars)	9

Source: Lalitpur Metropolitan City ward number 21, Khokana

Male Population 2376

Female Population 2,473

Senior Citizens 348

Differently-abled 37

Total Households 944

Total Population 4,849

Source: Lalitpur Metropolitan City, Ward number 21, Khokana

Since ancient time, Khokana's unique identity has been characterised by coexistence of different castes and social groups and their own *guthi*[1] and festivals, along with people living in harmony with each other in interconnected Newari style, houses with narrow alleys. Renowned as a primary hub for production of the roasted mustard oil using traditional local techniques through cooperatives, Khokana is also hailed as a pioneer of the cooperative movement according to local experts. The swastik-shaped settlement, adorned with diverse temples and communal spaces like *Pati-Pauwa, Lachhis*[2], settlements and traditional ponds, upholds unique cultural practices, such as the strict prohibition of rearing of chickens or serving chicken meat during feasts. Owing to its iconic features like the famous Shikali festival, Rudrayani temple, roasted mustard oil and the first ever organised settlement to be lit with electricity in 1911, Khokana is often referred to as a living museum. Moreover, the rich cultural, economic and archaeological significance of Khokana has resulted in its nomination in the tentative list of the UNESCO World Heritage on May, 1996.

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[1] *Guthi* refers to the religious institution formed for the operation of culture, traditions and festivals.
[2] *Pati-Pauwa* and *Lachhi* are the literal Nepali terms for communal socialising open spaces
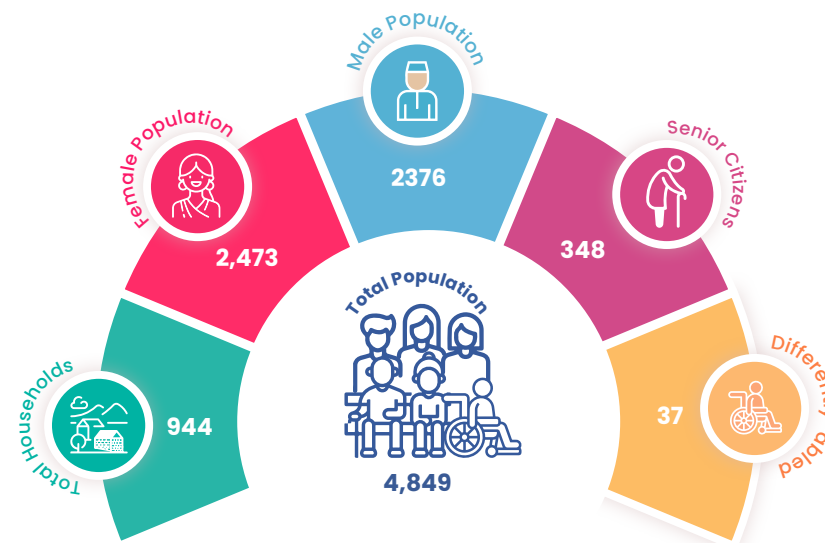
Being one of the major settlements situated along the medieval Indian-Tibetan trade route, Khokana has witnessed huge economic, social and physical transformation over the past two decades, fueled by rapid urbanisation. Until few years ago, majority of the local Khokana population relied on agriculture for their subsistence. Now, their means of livelihood is gradually shifting towards non-agriculture activities. Expanding new settlements and unmanaged development activities coupled by high agricultural production cost, lack of irrigation facilities and growing apathy among youths towards agriculture have resulted in declining agriculture. Nevertheless, some local residents and migrants have recognised the growing market opportunities within the Kathmandu valley and invested in modern and commercial agriculture, resulting in notable growth of commercial farming in the area.

Influx of migrants, both to the Kathmandu valley and Khokana, has been rapidly increasing due to city-oriented migration of communities from outside the valley since the emergence of armed conflict in Nepal. Additionally, one of the national pride projects i.e. the Fast Track is also under construction and set to conclude here in Khokana. Furthermore, various development projects like Bagmati orridor, Smart city, 132 KV High Voltage transmission line, and outer ring road etc., plan to use

Khokana's land. Consequently, disputes among local residents, and other stakeholders particularly related to land consolidation and compensation have ensued. As a focal point for advancing development projects and different types of industrial establishments, factories, roads and local streets, housing developments and land fragmentation are rapidly growing, a significant portion of Khokana's agricultural land has now been used for other purposes. Notably, the northern part of Khokana and the outskirt of old settlements has witnessed a significant rise of land fragmentation amid growing construction of new houses, land transactions and housing projects. In addition to the rapid development, internal migrants are also engaged in commercial agriculture and animal husbandry by leasing the remaining arable land from the local residents. Moreover, proliferation of small and medium-scale industries such as: shoes manufacturing, plastic industry, Khukuri factory, signboard industry, hotels and restaurants among others has resulted in an upsurge in commercial and market-oriented economic activities in Khokana. These economic pursuits are predominantly concentrated in the northern part of Khokana, particularly along Shikali road, *Tar-lan*[3] and the proposed buspark of fast track or zero point (referred to by locals as Khudol) and its surrounding areas. Booming economic activities has resulted in a notable rise in the population of wage labour and temporary settlements on arable lands. This trend has increased particularly after the 2015 earthquake among the labour migrants in a bid to secure safe and affordable housing.

In tandem with the rapid pace of development, the occurrence of various disasters such as: inundation and landslide are also on the rise. For instance, *Vebakwo* area of Khokana-(a new market centre developing at the junction of the earthen roads leading to *Tar-lan* and Shikali temple) experiences inundation during the monsoon and other period of heavy rainfall. Similarly, the road from *Vebakwo* to famous Shikali temple of Khokana also gets inundated during the monsoon. The occurrences of such disasters are relatively new phenomena which was rare before the

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[3] *Tar-lan,* the road extending from North, Magar Gaun, Bhainsepati connecting north and south Khokana

development work gained momentum in Khokana. Likewise, landslides are occurring in the northern and western side of the Shikali hillock where Shikali temple is located, rendering it susceptible to risk. As a result, the area of Shikali temple originally spanning over an area of 94 ropani[4] (4.68 ha) has reduced to 82 ropani (4.17 ha). In the absence of immediate measures to control landslide, it could pose an even greater risk in future. Furthermore, following 2015 earthquake, a 60-meter-long crack emerged in the ground about 10 meters north from the temple, running in an east-west direction (now covered with grass) which heightens the potential risk in this historically and culturally significant area. Additionally, the traditional crematorium site of local residents, situated along the bank of the Bagmati river, is also at the risk of flooding. Similarly, the Bhagupa/Sahalo area in the southern part of Khokana also experiences erosion by Bagmati river during rainy season. In this area, about 25 ropani of cultivable land owned by 10 families, have eroded and washed away to the other side of the river. Moreover, Narangal area situated near the Khokana buspark area and the Jitapur Gandhakuti Bihar, is also prone to landslides. Annually, during the rainy season, the temporary settlement constructed in the agricultural land of Khokana (which is called as *Do:phat* in local language) experience flooding and inundation, causing crop damage of both migrant and local farmers. In Dauragal, the lowest part of *Do:phat* (below 1260 meters above sea level), water emanating from the Royal canals (*Rajkulo*) and the agricultural fields gets accumulated during rainy season posing a significant threat to the neighboring archaeological site of historical importance, *Ku:desh* along with *Ku:de hiti*, ancient wells and *Macha ga*: (a cemetery ground for children). Additionally, the recently established small settlement of immigrants engaged in commercial farming is also at risk.

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[4] 1 Ropani = 0.050873704704 Hectares

Map 1: Risk-prone areas of Khokana
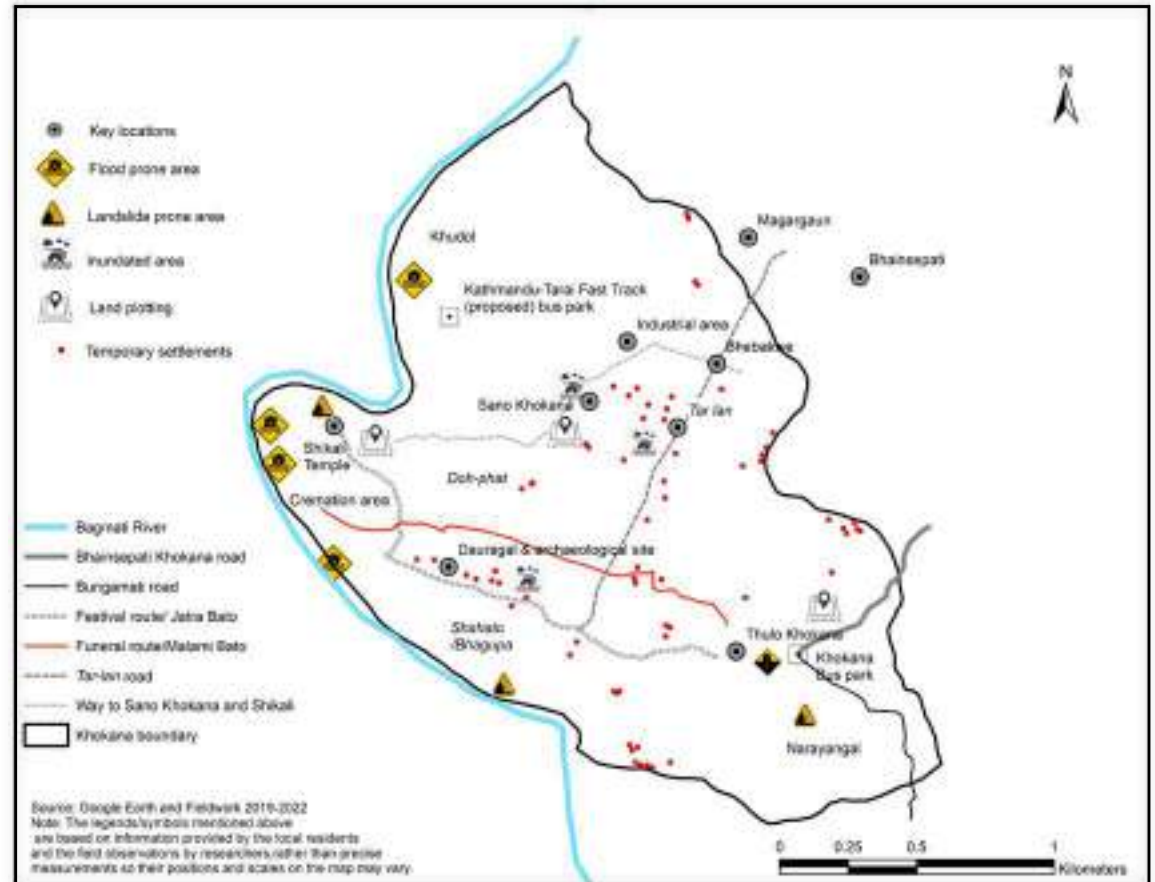
In the current scenario where urbanisation, development and risk are escalating in Khokana, this visioning workshop served as a platform for Khokana residents to engage in intense discussion aimed at shaping the future of Khokana-striving for prosperity, reduced risk or risk-proof and resilient over the next 20 years. Even though this booklet have not comprehensively analysed all risks, it has successfully documented the dream that the Khokana residents harbor to make Khokana socially, economically and physically prosperous in the next 20 years. Offering a brief analysis of different risks in selected areas of Khokana, this booklet

is expected to contribute in the formulation of plans with strategies aimed at minimising those risks during future development endeavours.

In addition to disaster management, participants engaged in comprehensive discussion across various thematic areas encompassing identity, culture, livelihood, tourism, agriculture and irrigation, education, health, environment, drinking water and electricity, information and communication, physical infrastructure, good governance, women empowerment and equitable and non-discriminatory society. Their collective vision revolves around the establishment of a prosperous and safer Khokana for their respective communities and region over the next 20 years. The vision and aspirations of the communities have been compiled without making any modifications in the annex of this booklet.

Ultimately, the realisation of a prosperous, equitable and safe Khokana necessitates a departure from ongoing development endeavours that are haphazard and imitative, without considering the threat of current and potential future disasters and risks, as discussed above. It is imperative that the local government develop a detailed Risk Sensitive Land Use Plan (RSLUP) and implement it. Devising a strategy of utilising risk-prone areas identified and depicted on the map above, offers an opportunity to build a prosperous and risk-reduced Khokana as we envisioned in future. The insights presented in this booklet are anticipated to contribute in formulating the necessary policies and programmes to fulfill people's desire of living in a beautiful and safer city.

Future Visioning Process
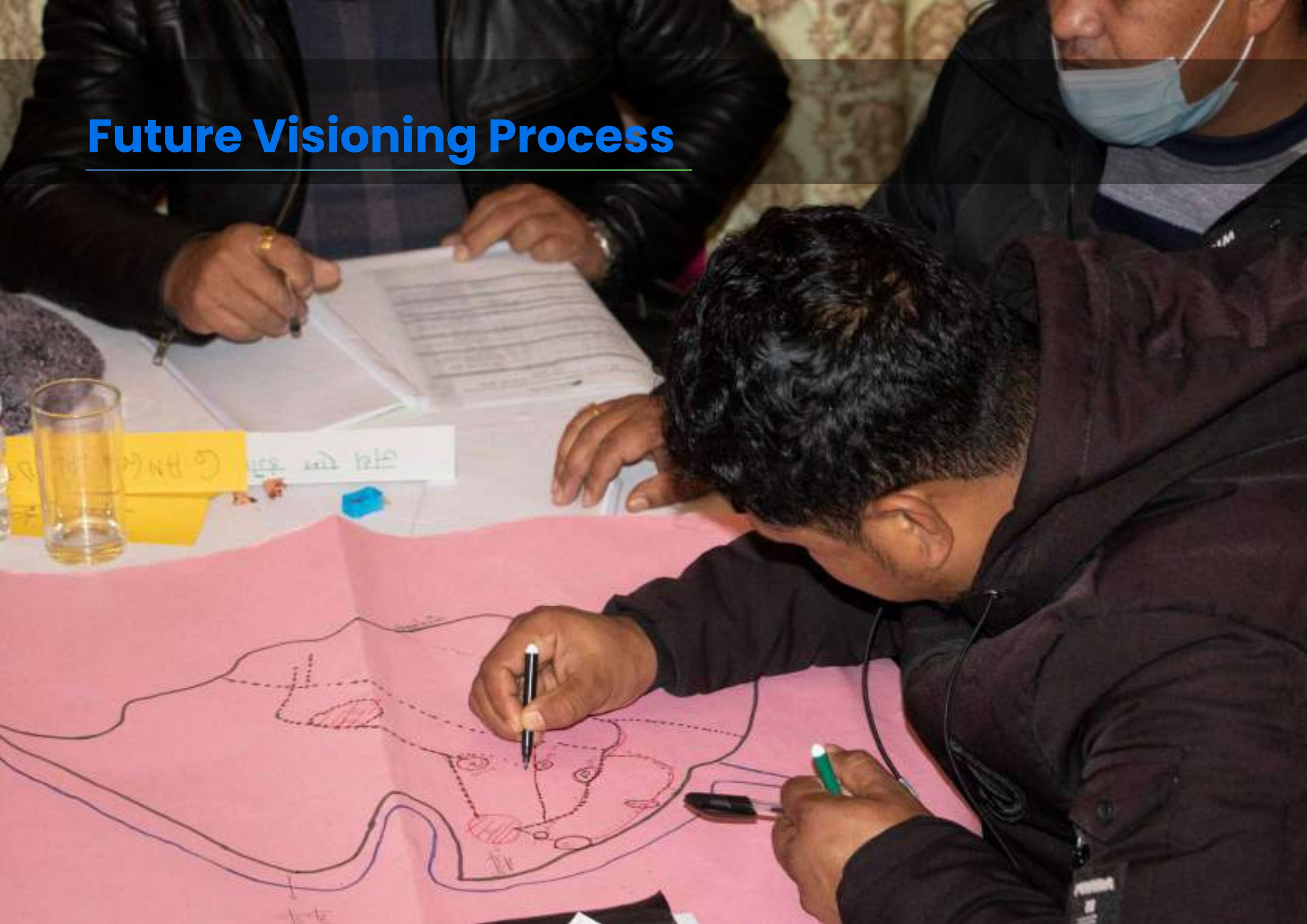
Background

Khokana visioning process commenced with separate discussions held across various settlements and diverse socio-economic groups living in the community. Participants were selected in such a way that ensured representation at tole (settlement) level including various socio-economic groups. This approach facilitated individual and group discussions among people of various class and region. A total of 27 participants comprising 6 women and 21 men, committed two days in preparing the draft on Khokana's development and cultural preservation and designed a roadmap of future Khokana they wish to see. Determining the thematic priority areas of development and its key indicators and goals formed an integral part of each group. Subsequently, the same group continued to craft thematic vision of priority areas and overall vision of each group. Finally, the committee that included representatives of all disaggregated groups, compiled the overall discussion and crafted a draft pertaining to thematic visions and overall vision of Khokana and brought it to the table for final consensus. The key components of the vision building process are outlined below.

Contextual Assessment

Researchers from SIAS presented the findings drawn from broader interactions and discussions among community members of different class and individuals including the study of reference materials about Khokana. Discussion also hovered around struggle against the centrally-proposed mega projects in Khokana in recent years. Participants also engaged in open discussions on the assets of historical significance as well as various other aspects of cultural, religious and archaeological significance that reflects Khokana's identity. At the heart of this process lies an ultimate aim of ensuring that the Khokana's vision reflects the evolutionary order of Khokana and its historical realities and the identities cherished by its residents as a pride.

Why visioning?

The Kathmandu valley and its surrounding areas face heightened risk of multi-hazards owing to haphazard development and expansion of unmanaged human settlements. Infrastructures are inadequate and unsustainable, construction of houses have been haphazard on arable lands, local geography has been altered by several small and large construction works, open spaces are scarce, roads are congested and ill-managed, basic amenities (public transportation, education, health, safety) are inadequate. Furthermore, large structures have been built in the areas prone to floods and landslides. Amid this scenario, with

the escalating land value, there is growing dilemma among Khokana residents whether to preserve Khokana's unique identity or support expansion of infrastructure and development projects akin to other places in Kathmandu. Hence, a "well thought out vision" and "well thought plan" can help to alleviate and effectively manage potential risk and disasters that may arise in future.

Beginning the vision development process with a role play, a female participant who was also a political activist and a male researcher, showcased their personal experiences illustrating how they would communicate the story of success and prosperity to their colleagues, 20 years down the line. On the one hand, the female participant narrated her journey of economic transformation by initially overcoming social barriers, establishing small business, and becoming financially independent, being able to provide quality education to her children as well as contributing to societal change through women's rights advocacy. On the other hand, the male participant talked about his privileged journey of quality education and enriching job experience as a result of being born in a well-off family ultimately becoming a minister. Two key conclusions were drawn from the role plays and the ensuing discussions. First, different individuals or groups may have different vision. Hence, each individual or group should be given an opportunity to craft their own vision. Second, vision should consider multiple dimensions such as education, health, social change, urbanisation, economic development, infrastructures, risks and disasters etc.

Thematic Vision

Group-wise Vision

Indicators

Landuse Map/ Visioning Scenario

Meta Vision

Group Division & Exercise

Research Findings Sharing and Discussion

Why Future Visioning?

Theory, Concept & Significance of Visioning
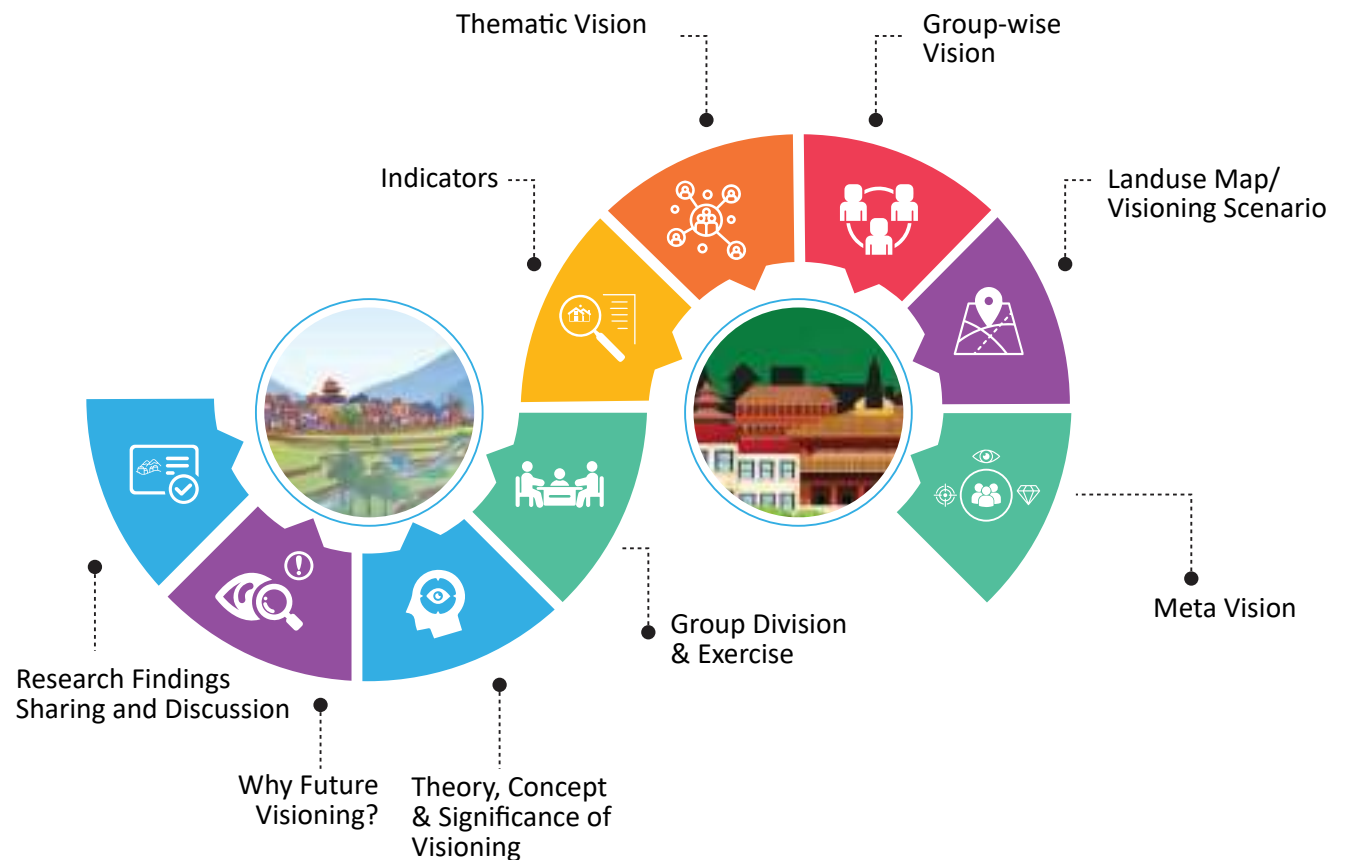
Indicators of vision: What type of Khokana to build?

Followed by the role play exercise and the theoretical and practical discussions on visioning, the participants were divided into four groups: the Sano Khokana group, the Women, marginalised and migrant (WMM) group, the Ward Disaster Management Committee (WDMC) group and the Ward group. Each group was entrusted with designing a model Khokana they wish to see after 20 years. To facilitate the discussion, each

group was assigned a facilitator and given resources such as a map of Khokana, chart papers, markers and other stationery materials. In this way, each group discussed and presented their aspirations which also served as key indicators of their respective visions. For example, some of the indicators developed by Sano Khokana Group comprise:

originality/identity, etc. Thematic vision was then formed by integrating these indicators. Some groups even prepared separate slogans to accomodate each thematic vision. For example: Slogan of Ward Disaster Management Committee Group related to disaster was:

Physical Infrastructure

▸ Construction of quality roads with proper drainage

▸ Construction of agricultural roads

▸ Construction of a well-equipped community hospital with provision of psychological counseling

▸ Establishment of Community college with quality education.

▸ Construction of earthquake-resistant physical infrastructures

▸ Construction of local government's separate office building

▸ Management and storage of resources to control natural and human-induced disaster.

Classification of indicators and thematic vision

Following the presentation and discussion of the indicators, each group categorised the indicators into thematic areas. For example, ward group classified 73 indicators into 16 thematic areas such as good governance, physical infrastructure, health, environment and sanitation,

" **Disaster and risk-reduced Khokana; everyone living safely and happily**

Eventually, the overall vision of each group was developed by incorporating all the thematic visions, which we have presented without any distortion in this booklet.

Development of Integrated thematic and Meta vision

A task force comprising representatives from each group was formed to analyse the nuances of the visions developed by disaggregated groups within the relevant thematic areas and developed a common vision

for each thematic area. For instance, the thematic vision for culture appeared as:

> " **Develop Khokana as a living museum listed in the World Heritage site while preserving and archiving its rich historical and cultural heritages and monuments such as primal traditions, festivals (*Jatras*), costumes, language, scripts, etc., and ensuring intergenerational transfer along with an emphasis on building Newari-style houses**

Likewise, a common vision of Khokana emerged out of the integration of all the disaggregated vision as:

> " **Prosperous and equitable Khokana with a glorious Newari cultural identity** "

The thematic visions and their overarching/Metavision was presented and thoroughly discussed among all the participants and finalised.

Use of vision and indicators

Majority of the participants comprised local social workers, representatives of major political parties, local school and and college teachers and civil society experts who expressed their commitment to

take the vision and the indicators as a reference for formulating future policies and plans, irrespective of any political party in government. Furthermore, experts also acknowledged the significance of these indicators in the development of Risk Sensitive Land Use Plan.

The detailed method (step-by-step) of the Khokana Future Visioning Workshop is included in Annex 6.

Gratitude and Commitment

We would like to express sincere gratitude to SIAS facilitation team led by Dr. Maniram Banjade under the 'Tomorrow's Cities' project, including Dr. Dilli Prasad Poudel, Dr. Netra Prasad Timsina, Rojani Manandhar, Binod Adhikari, Dr. Anushiya Shrestha. Our sincere thanks to Suroj Khadka for his technical support. We are also highly indebted to Sangita Adhikari and Mixen Rai, the urban planners from the Institute of Engineering (IoE) for their facilitation. Furthermore, we are also grateful to Prof. Dr. Sangita Singh for her significant role in involving Khokana and its residents in this project.

We duly appreciate the experts from SIAS and Institute of Engineering for their diligent study and analysis of Khokana's socio-economic environment, and helping us staying informed of the importance of developing a risk-sensitive plan, by fostering discussion and raising awareness related to natural hazards and associated risks. We are truly indebted to the residents of Khokana including women, farmers, social workers, marginalised community, migrants and representatives of local stakeholder organisations of Lalitpur Metropolitan City ward number 21 for their active participation during the Khokana visioning exercise. We anticipate and greatly appreciate your support in carrying out the social, economic, cultural and physical development programs outlined in this vision.

And finally,

We reiterate our commitment to implement the development programmes considering the risk factors identified and communicated by the organisations and experts involved in the 'Tomorrow Cities' research project.

Annex

Annex 1: Group-wise and Common vision

Group 1 Women, Marginalised and Migrants (WMM) Group

A greener, prosperous, and equitable Khokana illumining Newari cultural identity, with quality education, health, and physical infrastructures.

Group 2 Sano Khokana Group

Transform Sano Khokana into a living museum by preserving and promoting mother languages, culture, and tradition while fostering a pristine, discrimination-free, and self-sufficient Sano Khokana by producing capable human resources, harnessing locally available natural resources, provisioning quality education, & health as well as the construction of the risk-proof physical infrastructures including fast track, Bagmati corridor and others.

Khokana's 20 Years Vision

Prosperous and equitable Khokana with a glorious Newari cultural identity

Group 3 Ward Disaster Management Committee (WDMC) group

Promotion of cultural grandeur by maintaining religious tolerance, intergenerational transmission and emphasising capable human resource development along with customary production and marketing of the local products, to develop a safe, equitable, and prosperous Khokana with eco-friendly and risk-sensitive infrastructures.

Group 4 Ward group

Continuing the historical legacy of the roasted and pure mustard oil production business, and constructing and promoting the antique Newari–styled houses in Swastik shape, to develop conjunction of historical Khokana as a centre for studying and educating its rich civilised culture, traditional art-culture and attracting domestic and global tourists; and a modern Khokana with advancements in agriculture, medicinal plantation and processing, establishment of technical college, physical fitness centre, equitable healthcare service, clean environment, digitalised technology, easy access to clean drinking water, cable car and solar boring technologies.

Annex 2: Group-wise themes

Group-wise themes

WMM Group

1. Culture and tradition
2. Robust financial status
3. Physical infrastructure development
4. Environment and sanitation
5. End of discrimination
6. Quality education
7. Healthcare service
8. Agriculture

Sano Khokana Group

1. Disaster management
2. Physical infrastructure
3. Environment and sanitation
4. Language and culture
5. Financial independence
6. Women empowerment
7. Psychology

WDMC Group

1. Disaster management
2. Physical infrastructure
3. Environment
4. Human resource Development
5. Culture
6. Agriculture
7. Economic status
8. Equity and equality
9. Education
10. Health
11. Information and Technology
12. Security

Ward group

1. Originality/Identity
2. Language-script/culture
3. Disaster management
4. Physical infrastructure
5. Skill-income, livelihood
6. Environment and sanitation
7. Agriculture
8. Economy (tourism)
9. Education
10. Health
11. Information and communication
12. Security
13. Drinking water and electricity
14. Self-governance
15. Institutional structure
16. Irrigation
17. Pshychology

Annex 3: Thematic Vision Statements

S. N.	Themes	Groups				Thematic vision
		WMM Group	**Sano Khokana**	**WDMC Group**	**Ward group**	
1.	Culture	Develop Khokana embracing Newari lifestyle through the promotion of authetic festivals (*Jatras*), traditions, costumes, scripts, cuisines	Preserving Newari language and culture by promoting Newari language as an official language of the government as well as provisioning orientation and training to children and develop Sano Khokana as a living museum	Preservation and documentation of local language, heritage and culture, ensuring intergenerational transfer for developing an equitable cultural city enlisted in the world heritage site	Develop Khokana as living museum through preservation and promotion of historical and cultural heritages and monuments (authentic names, Newari language, traditional dances and musical instruments) with an emphasis on building Newari style houses	Develop Khokana as a living museum listed in the World Heritage list while preserving and archiving historical and cultural heritages and monuments such as primal tradition, festivals (*Jatra*), dresses, language, script, etc. and also ensuring intergenerational transfer along with an emphasis on building Newari-style houses
2.	Agriculture	Promote commercial farming through the utilisation of local resources	Promote the production of organic food and vegetables for better human health	Enhance agriculture production by delineating agricultural area, encourage collective farming and prioritise research and promote soil suitable, technology-friendly, environmentally adaptive and sustainable agriculture development	Commercialisation and modernisation of agriculture by producing skilled human resources, preserving local fertilisers and seeds and emphasising medicinal herbs and floriculture cultivation along with modern animal husbandry, beekeeping and fish farming	Delientating agricultural land to promote agriculture, and its commercialisation and modernisation by producing skilled human resources, preserving local fertilisers and seeds, and prioritising both collective and commercial farming and research as well as promoting technology and environment-friendly sustainable agriculture practices putting human health into consideration

S. N.	Themes	WMM Group	Sano Khokana Group	WDMC Group	Ward group	Thematic vision
3.	Education	Guarantee the provision of quality and affordable (practical) education by experienced and well-trained faculties in earthquake-resistant buildings with various facilities	Establishment of disaster-resilient and well-equipped school to ensure quality education	Invest in the commercial, technical and local language schools and universities to ensure quality and affordability of education and ultimately build a fully literate Khokana.	Establish pre-schools, libraries, technical schools and colleges and design locally tailored curriculum and textbooks for providing free, quality education	Ensure free and quality education in disaster-resilient and well-equipped schools by preparing locally tailored curriculum and textbooks through experienced and skilled teachers
4.	Health	Develop a healthy Khokana consisting well-equipped allopathic health centre that offers ayurvedic services along with access to health awareness programs and health insurance services, delivered by experienced health professionals	Build disaster-resilient, well-equipped hospital with health counseling services.	Deliver high-quality and free healthcare services by leveraging local knowledge and technology, ultimately leading to a healthier Khokana	Ensure affordable healthcare service for locals by building friendly and well-equipped hospitals with modern facilities including space for physical exercises and yoga/meditation centre	Operation of disaster-resilient and well-facilitated hospitals equipped with modern facilities, and experienced health practitioners, offering health counseling services and health insurance to ensure affordable or free healthcare services including operation of physical exercise, yoga and meditation centres
5.	Environment and sanitation	Develop environment-friendly, waste-free and greener Khokana by adopting water purification, waste disposal and sewage management practices	Promotion of alternative energy and effective management of sewage and wastes to develop an environmental-friendly, and greener Sano Khokana	Maintain clean and balanced ecology through proper waste management, recycling practices, sewage processing centers and conservation of natural resources	Discourage the use of plastic-based items for waste management, produce organic fertilisers and effective sewerage management, and promote greenery in each households	Conserve natural resources to maintain clean and healthy environment, manage sewage and garbage and promote water purification, discourage plastic-based items and promote alternative energy sources and organic fertiliser production to develop an environmentally-friendly and green Khokana

S. N.	Themes	WMM Group	Sano Khokana Group	WDMC Group	Ward group	Thematic vision
6.	Physical infrastructure	Develop a well-equipped, earthquake-resistant and disabled-friendly Khokana with sustainable physical infrastructures	Construction of disaster-resilient and well-equipped schools, hospitals, roads and other physical infrastructures	Build disaster and risk-resilient settlement through the construction of managed and accessible urban infrastructures (sewage, road, electricity, drinking water, etc.)	Construction of physical infrastructures to manage Khokana such as roads, concrete bridge linking ring roads with adjacent municipalities, cable car and Bagmati corridor road to popularise Shikali as a religious tourism destination	Establish Khokana as a renowned tourist destination by constructing disaster resilient, well-managed, affordable and sustainable physical infrastructures including roads, sewage, electricity, schools, hospitals, and connecting neighboring municipalities with cemented bridges and cable cars
7.	Economic	Develop an economically prosperous Khokana through cultural tourism, handicrafts, commercial farming, and utilisation of local resources	Establish addiction-free Sano Khokana Youth Society by harnessing local resources, operating skill oriented-businesses for youths including the development of natural and cultural heritage	Emphasise economic development through the promotion of entrepreneurship, cultural tourism, traditional cuisines, marketing and export of local products including mustard oil	Enhance economic self-sufficiency by encoraging opening of shops and operating homestays, as well as setting up information centres and ticket counters, etc. in tourist areas	Mobilisation of local resources and production of capable human resources for enhancing economic independence and entrepreneurship by promoting local heritages and cultural tourism (homestays, information centre and ticket counter etc.) to develop an economically prosperous society

S.N.	Themes	WMM Group	Sano Khokana Group	WDMC Group	Ward group	Thematic vision
8	Target group/ women empowerment/ discrimination free	Formation of an inclusive and friendly society by eliminating discrimination based on ethnicity and gender and empowering women	Enable women of Sano Khokana to be economically self-reliant with suitable provision of employment, education and training and eliminate all forms of violence and discrimination against them	Develop discrimination-free and equitable society by guaranteeing the rights of targetted groups.		Guarantee the rights of target groups, eliminate caste and gender-based discrimination, provide appropriate employment opportunities, and empower women through education and training to form an equitable society
9	Disaster management		Construction of disaster-resilient and well-equipped physical infrastructures	Prioritise disaster-resilient development and systematic land use, construction of well-equipped building with required human resources, relief fund and other materials required for disaster management and coordinate with stakeholders for effective disaster management.	Map risk-free locations and construct disaster-resilient community buildings and arrange necessary resources including human resources	Map risk-free locations and systematic land use, and construct disaster management building with necessary human resources, relief fund and materials and ensuring necessary coordination with the stakeholders for effective disaster management.
10.	Security			Establish a secured society through the construction of disaster management buildings equipped with necessary materials as well as installation of CCTV cameras on each town square and security unit for effective disaster management.	Installation of CCTV cameras for security purposes	Develop a safe and secure society by constructing disaster management building, installing CCTV camera in town squares and setting up a security unit.

S. N.	Themes	WMM Group	Sano Khokana Group	WDMC Group	Ward group	Thematic vision
11.	Information and technology			Establish an electronic library to provide Khokana's residents with knowledge and access to information and technology, and develop a technology-friendly ward by regularly running technology oriented class	Use and promotion of digital technology by ensuring affordable internet access to every household and local bodies.	Ensure affordable internet access to every household and local body, and establish, utilise and promote digital technology and e-library to form a technology-friendly ward
12.	Drinking water and electricity				Provision of clean water facilities to every household by identifying water sources and promoting rainwater harvesting, including promotion of the underground installation of electricity wires along with street lights and electric stoves.	
13.	Self-governance				Declare Khokana as a self-governed area by formulating and implementing policies related to traditional model housing construction and its sales, tax subsidy and land use	

S. N.	Themes	WMM Group	Sano Khokana Group	WDMC Group	Ward group	Thematic vision
14.	Institutional Structure				Empowering committee of traditional institutions (*Guthi*) and forming a social development committee comprising experts.	
15.	Irrigation				Management of Royal canals (Rajkulo) and wells for irrigation, along with the facility of water lifting from Bagmati river, utilisation and promotion of boring technology operating from solar energy	
16.	Human Resource Development			Promote agriculture, cultural tourism and traditional businesses, produce skilled human resources through skill-based training, and ensure dignified employment		
17	Psychology		Conduct public awareness programs for maintaining social harmony including psychological counselling			

Annex 4: Group-wise thematic visions and their indicators

Women, Marginalised and Migrants group "The Better World"		
Themes	**Indicators**	**Thematic Vision Statements**
Quality education (Quality, accessible & higher education)	• Provision of experienced and well-trained teachers • Build earthquake-resistant physical infrastructure (school buildings, toilets, drinking water tanks, etc.) • Provision of First aid treatment • Provision of sports facilities and construction of play grounds and open space • Provision of vocational / progressive education • Free education up to grade 12 • Opportunity to pursue any educational stream/ faculty • Provision of education insurance • Operation of Lok sewa (public service) classes from the school level (secondary school) as an optional subject • Well-managed library with adequate books and other reading resources	Provision of quality and affordable (practical) education by experienced and well-trained teachers in an earthquake-resilient building, well equipped with various facilities.
Healthcare services (Healthy Khokana)	• Establishment of a well-equipped healthcare center in the same cluster • Easily acessible reliable ayurvedic medicines/healthcare services • Conduction of health-related awareness programme Arrange well-trained and experienced health workers • Manage space for physical exercises • Provision affordable health insurance for all • Ensure adequate ambulances and availability based on need.	Develop a healthy Khokana by establishing well-equipped allopathic health center that offers ayurvedic services including access to health awareness programs and health insurance services, delivered by experienced health professionals

Themes	Indicators	Thematic Vision Statements
Robust financial status (Economic progress, our prosperity)	• Commercial farming • Adequate employment opportunities • Promote the use of the local resources and their commercialisation • Promote handicraft enterprises • Branding of local alcohol (*Aila*) • Development of cultural tourism • Systematic duck farming utilising ponds as a source of income • Construction of Narangal Zipline • Management and promotion of Narangal waterfall as a source of income • Development of Khokana museum	Develop an economically prosperous Khokana through cultural tourism, handicrafts, commercial farming, and utilisation of local resources
Physical infrastructure development (Resilient Khokana)	• Maintain & develop well-facilitated settlements in all areas • Construction of Bagmati Corridor road • Construction of black-topped Khokana ring road • Management and use of local water sources like *Du:hiti*, *Ku:de hiti*, Dauragal *Wanga* (well), etc. • Management of Narangal waterfall • Provision of elderly citizens' care centre • Build disabled-friendly infrastructure • Set up study institutes of the Newari language and cultural heritage	Develop Khokana comprising of well-equipped, earthquake-resistant and disabled-friendly sustainable physical infrastructures
Culture and tradition	• Preservation and promotion of authentic Newari festivals and traditions • Restoration of the primal/traditional artworks • Restoration and upliftment of the original costumes and scripts • Promotion of authentic Newari dishes • Promotion of the traditional Newari lifestyle	Develop Khokana by embracing Newari lifestyles and promoting its authentic festivals (*Jatras*), traditions, costumes, scripts, and cuisines.

Themes	Indicators	Thematic Vision Statements
Environment (Green city, Our desire)	• Maintain a clean and green environment • Encourage waste segregation at source; composting of the biodegradable waste and reuse of non-biodegradable waste • Make arrangements for water purification • Production of bio-energy by systemic sewage and treatment plant • Use of environment-friendly raw materials • Afforestation	Develop environment-friendly, waste-free and green Khokana by adopting water purification, waste disposal and sewage management practices
Discrimination (Equity, equality and inclusion)	• Eradicate caste-based discrimination • Make women socially, economically and politically self-reliant • Ensure gender equality • Increase access to development and construction work • End of caste and class-based discrimination • Build Disable-friendly society • Arrange senior citizen/ old-age home or care centre	Develop an inclusive and friendly society by eradicating discrimination based on ethnicity and gender and empowering women to become independent.

Few glimpses of group discussion

Sano Khokana "Happy and prosperous Sano Khokana"

Themes	Indicators	Thematic Vision Statements
Language and culture (Conservation of Newari language and cultural heritage)	• Use Newari as official working language at local government offices • Encourage wearing ethnic costumes during festivals • Publish a book archiving/documenting the Newari lifestyle in the Newari language • Build live museum to showcase the Newari identity • Provide training to children of both locals and migrants on Newari language and culture	Preserve Newari language and culture by promoting the Newari language for governmental works, archiving it and providing language training to children and ultimately develop Sano Khokana into a live museum
Physical Infrastructure (A contemporary human settlement with modern physical infrastructures)	• Construction of quality roads with proper drainage facility • Construction of agricultural roads • Ensure easy transportation through Fast Track and the Bagmati corridor road • Well-equipped community hospital with psycho-counselling services • Provision of community colleges with quality education • Construction of earthquake-resistant physical structures • Construction of local government office • Management and storage of resources to control natural and human induced disasters	Build disaster-resistant, well-equipped schools, hospitals, roads and other physical structures

Themes	Indicators	Thematic Vision Statements
Environment (Clean and healthy environment)	• Design biogas project with sewage disposal facilities. • Income generation with the adoption of 3R (Reduce, reuse and recycle) policy • Increase self-reliance by promoting alternative energy • Formulation of policies to maintain clean rivulets, rivers and forests	Promote alternative energy and effective management of sewage and wastes to foster a healthy environment, and make Sano Khokana environmentally friendly and green
Economic self-reliance	• Conduct trainings for youths with an aim of enabling them to operate skill-based business • Mobilisation of local resources • Addiction free youth society • Develop Sano Khokana to Shikali area as tourism hotspots	Create addiction-free Sano Khokana by mobilsing local resources, operating skilled and efficient businesses and develop natural and cultural heritage sites as tourism hotspots
Women empowerment (Prosperous equitable society)	• Provision of education and training to make women self-reliant and capable • Abolishment of the dowry system • Equal opportunities and employment arrangements • Eliminate all forms of violence against women	Enhance self-reliance among women of Sano Khokana with suitable arrangements of employment, education, training and eliminate violence and discrimination against them
Emotion (A Society with healthy psychology)	• Regular operation of activities like Yoga, meditation, psalmody, games and mental health counseling for individuals based on age group • Conduct public awareness programs • Run programs that maintain social, religious, linguistic, & cultural harmony	Conduct public awareness programs targeted towards maintaining social harmony including psychological counseling

Few glimpses of group discussions

Ward Disaster Management Committee (WDMC) Group

Themes	Indicators	Thematic Vision Statements
Social/Cultural (Khokana resident's desire, a cultural Newari city)	• Embrace language, religion and culture of Khokana • Promote human development maintaining multi-lingual, cultural and religious tolerance. • Written documentation of cultural heritage, including musical instrument practices, literature, art etc. • Enlist Khokana in the World heritage list • Regular bi-annual discussion among both old aged and young generations about culture and religions • Establish cultural university • Construct cultural buildings & monuments like temple, *Lachhi, Pati, Pauwa* & continue to build traditional monuments in new residential settlements as well • Develop discrimination-free prosperous and equitable society	Preserve and archive local language, heritage and culture, ensuring the intergenerational transfer in a bid to develop an equitable cultural city enlisted in the world heritage site
Agriculture (Soil suitable method/technology, prosperity from agriculture)	• Delineate agriculture area, adopt soil-suitable, climate-smart, resilient agriculture policy • Encourage collective farming by identifying high-yield crops through research, and transforming agriculture into a more commercial and self-reliant venture. • Minimise the importing of food, vegetables and fruits into the ward • Generate at least 300 employment opportunities in agriculture	Fostering agriculture production by delineating suitable agricultural areas, encouraging collective farming and prioritising research, thereby promoting soil suitable, tech-friendly, environment-adaptive and sustainable agriculture development

Themes	Indicators	Thematic Vision Statements
Environment (A balanced and healthy environment)	• Waste management and reuse • Conservation of natural resources • Establishment of sewage treatment plants • Declaration of plastic free Khokana	Develop a clean and balanced ecology with waste management and reuse, setting up sewage processing centre and the conservation of natural resources
Physical infrastructure (Planned systematic infrastructure; a basis of developed Khokana)	• Construction of disaster and risk-resilient settlement • Develop well-managed modern city in the periphery of core city • Wider roads with well-managed sewerage and undergrounded electricity and telephone cables • Easy access to drinking water facility • Construction of open spaces, and scenic parks for disaster rescue and operation	Develop disaster and risk-resilient settlement through the construction of managed and affordable urban infrastructures (sewage, road, electricity, drinking water, etc.)
Health (Accessible health facilities, Healthy citizen)	• Commence 200-bed hospital service in the Khokana area • Provision of free and quality healthcare services to senior citizens	Build healthy Khokana by leveraging local knowledge and technology and ensuring free health service delivery
Human resource development (Capable human resources; advancement of Khokana)	• Create at least two skilled workforce at each household • Ensure dignified employment compatible to their skills and capacities. • Systematic marketing of local goods produced by utilising traditional skills and tools • Branding of traditional Newari culture, products and cuisines to create a comfortable environment for national and international exports. • With the aim of promoting cultural tourism, implement training programs for educated local youth and generate 500 direct/ indirect employment opportunities by operationalising collective Newari hotels and homestays • Discourage import of agricultural food by providing skills and trainings related to modern and traditional agriculture techniques to local farmers	Promote agriculture, cultural tourism and traditional businesses by means of arranging skill based training to produce skilled human resources and guarantee dignified employment

Themes	Indicators	Thematic Vision Statements
Education (Our policy of quality education with self-reliance, capable and educated human resources for the development of Khokana)	• Provisioning quality and affordable education • Develop Khokana as a fully literate society • Establishing a Newari language and cultural university in Khokana and creating a learning environment for national and international students • Formation of vocational and technical institutes	Invest in the commercial, technical and local language schools and universities to ensure the provision of quality and affordable education ultimately developing a fully literate Khokana
Economy (Local skill development and promotion is the key to economic prosperity)	• Climate-resilient sustainable agriculture development • Development of culture tourism through the preservation of cultural area and heritage. • Provision of oil export worldwide by establishing oil mill • Establishment of an Employment Production Training Centre to promote local technical skill and entrepreneurship and produce quality workforce. • Establishment of a training centre to promote modern and scientific agri-business • Operation of homestays and hotels depicting traditional lifestyle	Emphasis on economic development through entrepreneurship development as well as promotion of cultural tourism, traditional cuisines, and the marketing and export of local products including mustard oil
Security	• Install CCTV cameras in every street. • Construct a disaster management building with disaster related materials including fire brigade, ambulance, police van, fire extinguisher, nylon rope, waterproof jacket, mattock, Shovels, stretchers, etc. • Establish a Police unit accessible to the settlements of Khokana • Ensure the security of life and property of the people living in Khokana • Control illegal and criminal activities	Formation of a secured society through the construction of well equipped disaster management building with necessary materials and installation of CCTV cameras on each town squares and establishment of a security unit

Themes	Indicators	Thematic Vision Statements
Disaster Management (Disaster and risk-reduced Khokana; everyone living safely and happily)	• Continuous production of skilled human resources and construction of structures including buildings for disaster management • Management of ward fund to compensate citizens affected by disasters • Formulation of Disaster-resilient development plan • Work in close cooperation with Scouts, Red Cross, Police and skilled citizens and organise public awareness for disaster management and formulate land use policy	Emphasising the disaster-resilient development and systematic land use, construction of well-equipped disaster-resistant structures with necessary human resources, relief fund and materials as well as coordinating with concerned stakeholders for effective disaster management
Equality and equity (Our plan for upliftment of target groups; fulfill citizens' desire for respectful life)	• Enhance access to women's rights and justice, proper education and skills • Build a discrimination-free society by granting equal rights and access to all segments of society • Equality on the basis of caste, religion and gender • Protection of Child rights • Ensuring the dignity and rights of physically and mentally handicapped, helpless and disabled person	Develop a discrimination-free and equitable society by safeguarding the rights of targetted groups.
Information and Technology (Use of technology in every house; utilisation of accessible information)	• Establish mass communication media for information dissemination and declare the ward as technology friendly • Ensure every citizen has easy access to all information. • Establish E-library with advanced technology in ward • Conduct regular class on basic technical knowledge for every citizen • Operationalising technology sector with local human resources ensuring information privacy. • Produce at least one post graduate and one technician in each household in such a way that they can compete in the global market.	Establish an electronic library to provide Khokana's residents with knowledge, access to information and technology, and develop a technology-friendly ward by regularly conducting class on technology

Few glimpses of the group discussion

The Ward Group (Original and prosperous Khokana-Our identity)

Themes	Indicators	Thematic Vision Statements
Originality/Identity	• Operation of traditional oil mill • Construction of Newari-style houses • Construct Khokana entrance gate • Continuation of Cultural festivals • Protection and promotion of historical legacy including (Nepal's first house to be lit with electricity) • Conservation and promotion of historical, archaeological heritage of *Ku:desh* and develop it as a touristic area	Preservation and promotion of historical and cultural heritage with an emphasis on the construction of Newari-style houses
Language-script/Culture	• Use of Newari script on Sign boards/Hoarding boards • Bring museum into operation • Conservation and maintenance of public places-*Guthi*, temples • Restoration of the original names of the old places	Establish Khokana as a living museum by restoring the original name of the old places, preserving the cultural heritage and encouraging the use of Newari language (Nepal Bhasa)
Skill-Income/Livelihood	• Promotion of stone art, sculpture, handicraft, painting, and wood crafting • Promotion of local traditional skills	Promotion of local traditional skills
Art-Music	• Conservation of traditional music school • Establishment of Museum • Preservation and promotion of historical/traditional cultural dances (*Dafa, Devi Naach, Lakhe Naach*, etc.)	Operating music school and museum to conserve traditional dance and musical instruments

Themes	Indicators	Thematic Vision Statements
Health	• Establishment of modern well-equipped health centre/hospital • Provision of affordable health service to locals • Establishment of therapy, exercise, yoga and meditation centre • Operation of children, women, senior citizen and disable-friendly healthcare service	Establishment of friendly and well-equipped hospital with modern facilities including physical exercise and yoga/meditation centre to provide affordable healthcare services for locals
Education	• Develop Local curriculum/textbook • Establish Library • Operation of Pre-School in Newari medium • Establishment of Technical schools and colleges • Operation of quality schools free of charge.	Providing affordable and quality education by establishing pre-schools, libraries, technical schools and colleges and designing curriculum and textbooks tailored to the local context
Tourism-Economy	• Operation of shops in each household • Operation of museum in *Guthi* buildings • Operation of Information centre and ticket counter • Operation of Homestays	Emphasise the opening of shops in every household and operating homestay, information centres and ticket counters etc., in tourist areas to enhance economic self-sufficiency
Agriculture	• Establishment of local fertiliser and seed collection, preservation and distribution centre • Operation of Agriculture Museum • Operation of cooling centre for agricultural yield • Promotion of herb cultivation and processing. • Commercialisation and modernisation of agriculture • Human resource development in agriculture • Operation of advanced animal husbandry • Floriculture, Beekeeping, fish farming • Retail centres for the sale of agricultural products	Agricultural commercialisation and modernisation by producing skilled human resources, preserving local seeds and fertilisers, promoting herbs and floriculture cultivation along with modern animal husbandry, beekeeping and fish farming

Themes	Indicators	Thematic Vision Statements
Disaster management/ reduction	• Identification and mapping of disaster/risk-free areas • Management of Rescue team and equipments • Construction of disaster resilient community buildings	Mapping risk-free areas, construction of disaster-resilient community buildings and preparing required human resources and resources
Information and communication	• Operation of E-library • Provision of easy and accessible internet facility at each house. • Development of own apps and webpage for local authority • Use of paperless, digital technology in local bodies • Installation of CCTV cameras to minimise criminal activities	Granting easy internet access to each house and local bodies and installation of CCTV cameras for safety and promotion of digitised technology.
Environment and sanitation	• Vehicle/ transportation operation and management in the core Khokana settlements during designated time slot. • Discourage the use of plastic items • Arrangements for segregating garbage at the household level • Production of Organic fertilisers by waste processing • Establishment of sewer management and sewerage treatment • Greenery promotion at the household level	Discourage the use of plastic-based items for waste management, production of organic fertilisers and effective sewerage management to promote greener households
Drinking water and electricity	• Provision of clean drinking water in every household. • Identification and proper utilisation of the drinking water sources • Encouraging the rainwater harvesting and its proper use • Undergrounding of the electric wire • Arrangement of street lamps on every road • Promotion of the electric stove	Provision of clean water facilities to every household by identifying the water sources and promoting rainwater harvesting, underground arrangement of electric wires, installation of street lights and promotion of electric stoves

Themes	Indicators	Thematic Vision Statements
Institutional structure	• Formation of the social development committee including experts • Strengthen the committees of local traditional institutions (*Guthi*) and provide encouragement	Empowering the committee of traditional institutions (*Guthi*) and forming social development committee comprising experts
Physical infrastructure	• Completion of the main Khokana ringroad (Ringroad-1) and gradual construction of Ringroad-2 and Ringroad-3 in modern Khokana as well • Construction of the concrete bridges in Khokana to connect Khokana to Kirtipur and Dakshinkali municipality • Construction and operation of the Shikali-Champadevi and *Ba:Kha:-Chwayalchwa:* cable cars • Corridor construction through the control of Bagmati river bank erosion and Khokana boundary demarcation • Construction of the modern parking house and bus park in order to operate Shikali ground as a religious tourist destination • Construction of the *Tar-lan,* Festival route (*Dya-lan*), funeral route (*Shyu-lan*)	Construction of the physical infrastructures such as roads, ring roads and concrete bridges linking neighboring municipalities, cable cars and Bagmati corridor road to manage Khokana and develop Shikali as a religious tourist destination
Self-governance	• Declaration of self-governed Khokana • Formulation and implementation of the land use policy • Construction of the traditional houses/buildings • Provision of tax subsidy • Formulation of special policy for the transaction of traditional houses of Khokana.	Declaration of Khokana as self-governed area by formulating and implementing policies for construction and sales of traditional housing designs, tax subsidy, land use, etc
Irrigation	• Construction of concrete royal canal (Rajkulo) for uninterrupted water supply in Khokana • Management of the irrigation by lifting water from Bagmati river • Management of wells for agricultural purpose • Promotion of the borehole irrigation operated from solar energy	Management of the Royal canals (Rajkulo) and wells for irrigation, along with water lifting from Bagmati river as well as utilisation and promotion of borehole technology operating from solar energy.

Few glimpses of the group dicussions

Few glimpses from the workshop

Annex 5: List of Participants of the workshop

S.N	Name of the participants	Gender	Organisation/ Address	S.N	Name of the participants	Gender	Organisation/ Address
1	Rabindra Maharjan	Male	Chairperson, Ward number 21, Khokana	13	Rajan Dangol	Male	WDMC, Khokana
2	Shyam Maharjan	Male	Ward member, Khokana	14	Manoj Kumar Maharjan	Male	WDMC, Khokana
3	Gyan Bhakta Dangol	Male	Ward member, Khokana	15	Narendra Dangol	Male	Khokana
4	Helen Shova Maharjan	Female	Ward member, Khokana	16	Chandra Shova Dangol	Female	Khokana
5	Surendra Thapa Magar	Male	Ward member, Khokana	17	Nisha Shahi	Female	Khokana
6	Siddhijan Bajracharya	Male	Ward Engineer, Khokana	18	Jayaram Dangol	Male	Khokana
7	Gangalal Dangol	Male	WDMC, Khokana	19	Ratna Devi Maharjan	Female	Khokana
8	Barsha Khadgi	Female	WDMC, Khokana	20	Santosh Limbu	Male	Khokana
9	Bhuwan Bahadur Rayamajhi	Male	WDMC, Khokana	21	Jayaram Maharjan	Male	Khokana
10	Susan Kusle	Male	WDMC, Khokana	22	Buddhi Ratna Dangol	Male	Khokana
11	Gyanendra Maharjan	Male	WDMC, Khokana	23	Laxmi Nani Maharjan	Female	Sano Khokana
12	Astendra Maharjan	Male	WDMC, Khokana	24	Dipak Maharjan	Male	Sano Khokana
				25	Prabhu Lal Chaudhary	Male	Sano Khokana
				26	Pradip Maharjan	Male	Khokana
				27	Suryaman Maharjan	Male	Sano Khokana

Consolidated steps for Future Visioning

Finalisation

Post workshop stage

Meta Vision and policy recommendation

Execution

Workshop stage

Visioning and disaggregated Visions

Preparation

Pre-workshop stage

Engagements, Understanding and contextualisation

Annex 6:

A facilitator's guidelines for

PARTICIPATORY VISIONING FOR TOMORROW'S CITIES

Designed for, adopted in and informed from Khokana, Kathmandu Valley, Nepal

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INTRODUCTION

This guideline offers the basic steps and tools necessary for facilitators and scientists to facilitate visioning process of a city through informed dialogue among local stakeholders and manage deliberative interface with the scientists or experts on relevant sectors. Visioning exercise allows participants/ stakeholders to create a future image of a city that sets the stage for developing a more comprehensive and well thought out municipal urban plan owned by the city dwellers and stakeholders. Broadly speaking, visioning entails a social learning process among communities, community organisations and local stakeholders including governments and researchers, allowing actors engagement to understand each other's perspectives, knowledge and concerns and develop collective strategies to address the current issues or develop future plans (Collins and Ison, 2009, Ziervogel et al., 2021, Geekiyanage et al., 2021). In this regard, it is a co-evolutionary (Collins and Ison, 2009) and purposeful process (Geekiyanage et al., 2021). Key stages and steps included here could provide a tentative benchmark of the process which could be adapted to suit the local context and stakeholder dynamics.

OBJECTIVE AND PRINCIPLES

To create a shared vision and goals for a growing city that is prone to multiple risks and hazards including the loss of its traditional identity, this exercise will eventually contribute to identify a risk matrix[1] derived from a vision.

Key principles

Following are the key principles to be considered throughout the visioning process:

- Inclusion of stakeholders and their perspectives
- Assuring commitment of stakeholders to co-learning and coproduction
- Research and analysis informing visioning process
- Equal opportunity for all actors in deliberation
- Consensus is desired but needs an understanding of conflict transformation processes
- To make risk sensitive planning, reflection of local stakeholders about past hazards (flood, landslide, infrastructure damage, seismic) and associated future risks is desirable.

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[1] An exhausted list of indicators that should not miss out to attain a desire urban planning/ goal or the list of possible/potential risks that need to be considered/resolved to achieve an equitable and resilient "Tomorrow's Khokana"

VISION-BASED PLANNING PROCESS

Stages and steps of a visioning process	
A. Pre-workshop stage: Engagement understanding and contextualisation	5. Updates on pre-workshop activities and findings (preferably by the head of the jurisdiction – Mayor, Ward Chair, as appropriate)
1. Formation of facilitators team	6. Tentative Workshop Schedule

2. Gaining Trust of local stakeholders
  a. Meeting with Ward officials
  b. Meeting with WDMC members
  c. Sharing of RSLUP ideas with local stakeholders
  d. Co-creating shared understanding and commitment
	7. Continuity and Change of the city – presentation by an expert or authority

	8. Identity of the city-Group work and plenary

3. Understanding local contexts
  a. Document reviews
  b. Observation
  c. Bio-physical analysis
  d. Key informant interviews
  e. Focus group discussions
	9. Visioning Exercise
	  a. Ideal vision role play
	  b. Vision – theoretical/Conceptual
	  c. Group Exercise
	    i. Group Division
	    ii. Tasks: Sketch Map, Stationary, Vision – statement, map
	  d. Group Presentation from each group
	  e. Plenary Sessions
	    i. Clustering different components/ Themes
	    ii. Identify conflicting components
	  f. Cluster-wise Vision
	  g. Group vision and collective/meta vision

4. Deliberation among physical scientists, social scientists, and local stakeholders	
5. Planning for visioning workshop	
B. Workshop stage: Visioning and disaggregated visions	**C. Post workshop stage: Meta vision and policy recommendation**
1. Workshop Introduction	1. Task force meeting to consolidate visioning and indicators
2. Participant's Introduction – stimulation games	2. Sharing with wider spectrum of the city dwellers
3. Expectation Collection (Why they are here?)	3. Finalisation of envisioned land use maps
4. House Keeping Rules/ Logistics	

ELABORATION OF EACH STEP
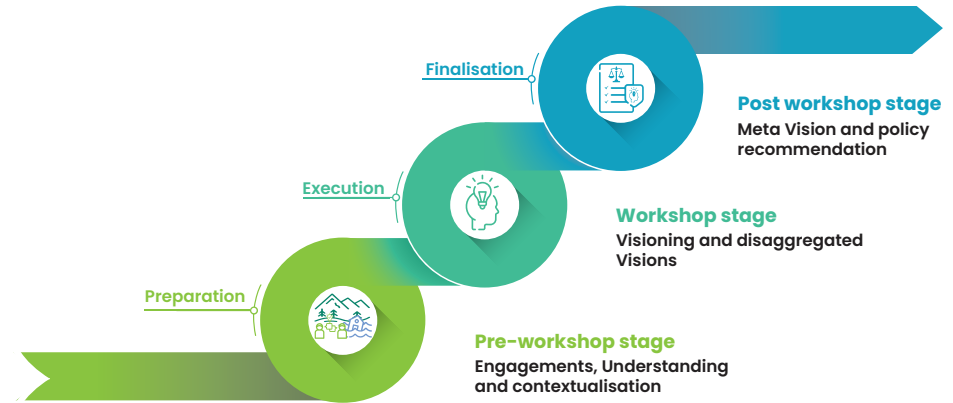
A. Pre-Workshop Stage

1. Formation of a facilitators' team

Selection and training of key facilitators is a critical aspect of the visioning exercise. The facilitators should have a good knowledge of the local context, key conceptual and pragmatic aspects of social change and development, and basic facilitation skills. The entire team should include a lead facilitator, and 4-5 co-facilitators depending on the disaggregated groups. Social scientists or development professionals with substantial experience in facilitating participatory approaches can be selected for this purpose.

2. Gaining trust of the local stakeholders

In an order to facilitate the visioning and risk sensitive planning process and assuring stakeholders to make a meaningful contribution to the entire process, it is important that the researchers/facilitators gain the local stakeholders' trust and make appropriate arrangements to encourage their participation in each step of the planning process. Trust building may start with building rapport through a series of meetings with ward officials and other local stakeholders and attending local cultural and other affairs.

The local stakeholders ownership throughout the entire process is critical in ensuring the future implementation of the strategies and action plans developed based on the collective vision. In addition, hiring member(s) of the research team from the same locality is also useful in gaining local trust. In case of Khokana, organising meetings and sharing project rationales with Ward Disaster Management Committee (WDMC) could be an important step. A number of meetings with local stakeholders will provide an opportunity to understand their perspectives and ground

Finalisation

Post workshop stage
Meta Vision and policy recommendation

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level issues and offer them an additional opportunities to understand project ideas and the significance of Risk Sensitive Land Use Plan (RSLUP). Providing brief synopsis of the planning process and visioning exercises would help them visualise the entire project pathway from context analysis, modelling exercises of the scientists, developing a vision and ultimately preparing an RSLUP. The value of coproduction should also be emphasised.

3. Understanding the context

Researchers facilitating a visioning exercise should have a good understanding of the landscape, key features of the locality, the local cultural practices, history, key economic activities of the people living in the area, infrastructure, hazards and stakeholder relationships including power dynamics. To this end, it would be desirable for researchers to have a good understanding of the biophysical and socio-economic context of the city, informing the entire visioning process.

The results of the research should be shared with the local stakeholders so that they would also be cognisant of the possible risks and vulnerabilities and consider them while preparing a vision. The analysis and sharing of such information to all the participants can contribute to the planning processes in many areas (Munton 2003, McDougal et al. 2008).

4. Deliberation among physical and social scientists, and local stakeholders

Sharing of the research findings with local stakeholders presents an unprecedented opportunity for the local stakeholders to know about the technical aspects of hazards and risks in relation to their development aspirations. The scientists might be able to identify geographical areas susceptible to floods, landslides, earthquakes, and information supplied to the local people might be critical to develop informed plans and programmes. Information provided by the local people about the history of floods, landslide, fire, etc. was also critical for the scientists in Khokana. A participatory risk mapping was conducted among local stakeholders including WDMC and women, people from peripheral suburbs, schoolteachers and social workers. The physical scientists attending the participatory risk mapping found this exercise useful to design their own risk assessment methodologies.

Social scientists can share critical analyses with respect to the socio-economic heterogeneity, culture, identity, resources and capacities, which could eventually become a point of reflection for local people to reimagine their own history, strengths and weaknesses, and develop a future building on their past experiences. Moreover, reflection on local power relations manifested across gender,

ethnicity and economic status might challenge the status quo and trigger the development of new strategies and plans to rectify the historical injustices perpetuated across the social spectrum. In addition, an analysis of bio-physical data on hazards (e.g. flood, landslide, earthquake, fire, etc) would sensitise local stakeholders and trigger them to plan for building infrastructures considering the multiple future hazards.

Sharing of research findings by scientists with local stakeholders is instrumental for informed visioning and developing corresponding urban plans. But there is also a risk of imposition from the scientists if they start imposing in community visioning processes. Therefore, strict protocols should be developed and enforced to minimise their influence.

5. Planning for visioning workshop

Effective visioning workshop demands the selection of the right participants which is often a necessary precondition. Facilitators can organise a heterogeneity analysis of the city (we did it with WDMC for Khokana) to identify the diversity of residents and other stakeholders, and incorporate their interests and perspectives in the visioning process. Stakeholders should recognise that inclusive deliberative processes would result in a better vision that will be owned by all sections of the society. Representation of the vulnerable groups [women, marginalised communities (e.g., caste/class), people with limited land (or other property) or people whose property is impacted by the hazards or larger development projects] should be ensured for the workshop. The municipal government or the main agency responsible for the planning should also identify other key actors that could contribute to the visioning exercise. Ideally, a maximum of 25 participants should be selected for the workshop.

Visioning exercise demands two days of dedicated time of all the stakeholders. We observed in Khokana that the Ward Chair and representatives from other institutions might be frequently disturbed by their respective beneficiaries. Moreover, organising this workshop in the

local area runs the likelihood of some participants turning up late and leaving early to attend their private businesses. Given the availability of the resources, organising a residential meeting outside of their locality becomes more productive . The residential planning workshop was found more effective in community forestry visioning and planning (McDougal et al. 2008).

B. Facilitating a Visioning Workshop

The meetings and deliberations held among the local stakeholders should form a basis for a well-thought-out collective vision of the city. After organising series of meetings with the municipal government (and related agencies responsible for planning), and conducting disaggregated focus group discussions with other people of the city, the local stakeholders should feel comfortable to work with the researchers/ facilitators in the planning process. Gaining trust of the participants appears critical for their active participation in the workshop.

1. Ice-breaking exercises for comforting the environment

i. Inaugural session

A brief inaugural session shall be conducted to set the scene for the entire workshop. The organiser chair (WDMC Chair for Khokana) shall welcome the participants and provide a brief introduction to the workshop. While facilitation will be done by the researchers/ facilitators, the initial welcome and introduction of the facilitators by the chairperson is important for the ownership of the workshop by the local government or the main actor (e.g. WDMC for Khokana). The chairperson then should invite researchers/ facilitators to facilitate the entire visioning process. After this, one of the facilitators shall explain the context of the workshop.

ii. Comforting participants

Purpose: Visioning workshop demands active participation of each participant. Feeling comfortable among each other and with facilitators remains critical for pro-active voluntary contribution during the visioning exercise.

Resources: Concepts or thought-provoking keywords listed in a paper, a bowl put them, notebook and colour pen/pencils for the participants, including the meta cards and cardboards

Methods: Visioning workshop demands an active participation of each participant. Feeling comfortable among each other and with facilitators is critical for their genuine contribution during the visioning. Among several methods of ice-breaking, we intend to use key concepts related to visioning, land use planning, culture, hazards, risks, equity, livelihoods, agriculture landscape, history, etc. In this process, two number of each vision will be written in small piece of paper, folded them, and put in a bowl. Then each participant will be called to pick up a piece of paper. Two participants selecting the same key concepts will be asked to pair and allocated five minutes for introducing to each other and discussing the concept . Then one participant would introduce to another from the same group and share their idea of the concept. The facilitator might ask others in the plenary if they agree on the definition given by the pair about the concept. But there won't be any judgment regarding whether the participants' understanding the concepts is right or wrong. After the first pair completed introduction and discussion of the concept, another pair will repeat the same process. By the end of the introduction, the participants are expected to be more active and comfortable to share their views throughout the workshop.

Additionally, we can use a number of games or other tools to open up participants and make them feel comfortable to work collectively and contribute openly during the workshop. Ice breakers can be used together with the introduction of the participants. By using certain tools such as the use of bingo, participants would know each other with more

fun. We can also pick up some concepts around a visioning of a future city (smart city, cultural city, sustainability, risks and hazards, inclusive planning, etc) and test participants' awareness about such concepts. The main purpose here is to make them initiate conversations and feel comfortable with their peer participants.

During the introduction, we can also ask the participants some questions that might help them to retrieve their known territory which will be relevant for the visioning exercises:

- Tell one thing that you are proud of yourself and also speak up one thing about your city that you value the most.
- Please tell us one thing that you are not happy with particularly on how your city is developing in the last ten years or so.

Facilitators can also choose other ice-breaking exercises.

iii. Expectation Collection

Purpose: It is important to know participants' prior expectation and awareness about the workshop. This will also help facilitators to clarify the purpose of the workshop and delineate the boundary of the workshop .

Resources: Markers, meta cards, boards to post the meta cards.

Method: Each participant is given about 2 minutes to jot down their 2-3 expectations from the workshop. They are requested to mention only one expectation in each meta card. Facilitators then collect the meta cards in a way that the identity of participants is not disclosed while compiling the expectations. As this is done at the early stage of the workshop, anonymity will allow them to state their expectations more freely. The expectations are clustered and discussed in the plenary. The expectations that are not linked to visioning, shall be kept as outliers. This process is important for preparing participants for defining the scope of the workshop and their role in the visioning process.

The possible question to be asked: What you would like to achieve in the next two days?

At the visioning workshop of Khokana, the participants shared the following expectations:

- Creating favorable environment for the new generation to live in Khokana
- Development of Khokana
- Preservation of *Ku-desh*
- Illuminate the cultural heritages of Khokana and their conservation
- Important ideas and suggestions from the participants in making of the tomorrow's Khokana
- Role of Youth in the development of tomorrow's city
- Develop vision for the women, children, senior citizens and marginalised and others
- Positive thought and vision for Khokana
- Develop vision for the modern Khokana taking into consideration the skills, education and society
- Visioning for the sustainable social, economic and the infrastructure development of Khokana
- Considering the past and present, develop the future plan of Khokana

iv. Workshop Schedule

The facilitator then presents the overall activities covered during the workshop. For this, we need to show and distribute a detailed program schedule of two days. The logic of each activity should be presented demonstrating how they are linked with developing vision of a city (in case of Tomorrow City, we applied this to Khokana).

2. Understanding the context

Once the participants feel comfortable and have discussed and agreed on the purpose, the next step should be directed towards reflecting on the context. This step will start with a brief recapping of the key meetings and other activities conducted in the last couple of years by the municipal government and researchers, and a presentation that captures the history of the city landscape over the last 30 years or so.

i. Recapping the previous activities leading to the visioning workshop

Purpose: In order to reiterate that the entire process has been led by the municipality (or planning agency therein) with expected external facilitation support (e.g. from SIAS and other partners for Khokana), a session of recapping the previous activities merits spending some time. The main purpose here is to reinforce that the process is owned by the municipality or planning agency (WDMC in case of Khokana), and the workshop is a step in a continuous process of the municipality and other stakeholders in last few months.

Method: Municipality Mayor or other responsible authority (WDMC chair in case of Khokana) shall explain the background/history of how the agreement between the municipality and facilitators (for Khokana it was the ward office and IOE and SIAS) was reached and recaps the activities conducted in the past (it took two years for Khokana due to COVID-19 pandemic). The presentation shall follow with a brief plenary discussion.

ii. Continuity and Change of the city

Purpose: This session will help ground historical evolution of the city landscape particularly in terms of changes in land use and other socio-cultural aspects.

Resources: PPT slides

Method: A brief presentation will be done by a facilitator (it would be excellent if one of the participants can present). A thorough research of the last two to three decades can provide a substantial context (social scientists undertook this for Khokana and presented that in the workshop). It might give a good comparison if we use images and maps of different time periods such as 30 years back, 10 years back and the current landscape. S/He shall also provide a brief historical sketch of how the socio-cultural practices have evolved over time. Participants are then asked if they could also perceive such changes, and how they foresee the ongoing changes.

iii. Reflection on identity of the city

Purpose: Exploring and developing an understanding of city's identity from insider and outsiders' perspectives in order to set the context for visioning purpose.

Resources: Meta cards, pen, brown sheets/chart papers, masking tape, board

Method: The participants are categorised in small groups comprising 3 people and asked to develop three points of their city's identity that they feel important. It could be their iconic landscape or structure, culture, history, community attributes, development projects, or anything else. Each group gets five minutes to write a maximum of 3 points in metacards, one point in each metacard. They are cautioned of not mentioning only the obvious ones, e.g. Shikali Temple for Khokana. The points are then sorted out and clustered in plenary. The participants are also asked if there are any missing iconic places or 'matters of collective pride' and put in the separate metacards and posted on the board.

Example from Khokana's visioning workshop

Khokana is popularly known for its purity of Newar inhabitants and their livelihoods and culture such as oil production, agricultural practice, a series of processions and festivals (*Jatra*) as well as religious/touristic attractions such as Rudrayani and Sikali temples. The Khokana landscape is currently the hotspot of several national priority projects and ensuing contestations around them (e.g. Fast Track, Outer Ring Road, Smart City, Transmission Line, Bagmati Corridor Project). Giving participants an opportunity of reflecting on their own culture and recent development processes would help them critically analyse the current trends of development. When we asked the participants about their identity and emerging challenges in protecting their identity, they came up with the following aspects:

Identity of Khokana
- Live museum of Newari Language, ethnicity, costumes, culture, and festivals
- Vast open land with greenery outside the settlements
- A place with infinite possibility and opportunity for development
- An ancient settlement, a homogenous community of *Jyapu*
- The first village to be lit with electricity
- Single caste dominated society
- Unique and well managed historic settlements
- Few remaining agricultural land in the valley
- Organised settlements;
- *Guthi*, and cultural activities run through a cooperative system
- Mustard Oil and its traditional method of production
- A place of Fast Track Resistance movement

3. Role play: Sharing examples of an ideal vision

Purpose: Sensitising participants about the importance of a holistic approach that includes diverse sectors is key in defining a desirable future of the city they inhabit. It also makes participants recognise that diverse groups of stakeholders might have different versions of the vision.

Resources: Two or more volunteers to share their own life experience that epitomises a good life. They might need a paper and a pen to note down their points.

Method: Appreciating and envisioning socio-economic change and development in a holistic sense should be a key part of the visioning exercises. Giving real life examples of how a person envisions an idealised life can be a starting point to trigger participants towards more wider thinking on what desirable future they would like to have.

Facilitators can give their own examples of how they would like others to see them in the next 20 years or so. You as a person would like to consider your good education, a beautiful house, good health, good relationship and love with your spouse and children, wealth, your relationship with your relatives, your social status, progress of your kids, your contribution to the society and nation, minimised/managed risks, ongoing changes, etc. Highlighting wealth or education alone cannot represent your complete vision. It is also important to highlight that vision of a poor, woman or dalit could be significantly different from that of the rich, man and higher caste people. Therefore, the role play or other methods applied to clarify and sensitise people about an ideal vision should also be aimed at making participants realise that vision of a marginalised group of an area might be entirely different from that of well-off group. For instance, women group might have different priorities than that of elite male group. Priorities while visioning could also be determined by geographical location and access to resources of different localities.

Role play from among the participants is important to sensitise the possibility of diverse vision based on their own histories of struggle and achievements. It becomes more effective if one man and one woman are selected and oriented for their roles in the play. The role play conducted during Khokana visioning is briefly described in box below:

The woman and man used to be good friends in the past, but they met after 20 years. They are asking about each other's current status such as personal positioning, health, family, etc.

The woman used to be mostly sick, very weak, low confidence to talk or raise her concerns, subjugated within her family as well. Now, she proudly talks that she has given a good education and moral values to her four kids, has struggled within the family and succeeded in creating gender equality, her husband shares household chores and family roles, leading position focusing herself of her family, kids, her own history of struggle and success. She can also link her success in ensuring gender equality in society.

The man shares his entirely different story that he was fortunate to have his wife supporting his dreams. He has a huge fortune now. He is in high-ranking political position (a Minister). He is now surrounded by many supporters every day. He had faced charges of corruption but somehow could manage it amicably (e.g., bribing the officials), etc.

After the role play, participants are asked about the difference between the two visions that they observed. Questions also should include these aspects: why were they different? Was there a role of gender differences that played the role? The main expectation here is that the participants should realise that different social groups might have different visions of what their city should look like in the future as the visions are mostly build on their own experience of the past. This session will then be linked with the next session of identifying possible various groups within the city that might have different perceptions of the development and future of the city.

Other examples can be useful in other contexts:

1. You can then take a sector (e.g. education) and brainstorm at plenary and invoke them to see how they would like to see the sector performing in the future. For example, for an excellent education system to develop, they need larger area of a school or college, a safe and secure place, good building, quality furniture, excellent library, good teachers, ideal management, healthy and smart students, cooperating parents, highly performing graduates, and high reputation across the nation or globally. You can then link the discussion a bit on the entire city with all sectors.

2. You can also give some lead on the consistency of thoughts while developing a vision. For example, if they would like to make their city a smart city, they need to think of the entire system differently compared to how they would think for making their city a cultural city. The infrastructure, local government policies, role of local people and other actors, land use policies, etc will be significantly different based on how they would envision their city.

4. Developing a vision: a landscape, map or a statement

i. Forming groups representing distinct socioeconomic statuses

Purpose: Providing each socio-economic group a dedicated space to reflect on their own needs, issues and aspirations

Resources: Each group should have dedicated facilitator. Once facilitator can facilitate 1-2 such groups. Other resources such as sketched maps, metacards, pen, masking tape, board, brown sheets/chart papers (for writing the detail) will be used in actual group works.

Method: Working in small groups for visioning purpose is important to ensure everyone's engagement and creative contribution during the entire process. Dividing participants based on social categories can offer them an opportunity to envision the future of the city accommodating their aspirations and identities .

Cities like Khokana might be on the verge of losing their historical and cultural identity or any other monuments or features of historical significance (e.g., Raj Kulo/royal canal). Facilitators can also draw on those valuable resources and initiate discussion on their significance in building tomorrow's city'.

In terms of the process of preparing a collective vision, participants representing each section of the community should be formed in separate groups. For example, women, people from marginalised category, people with small land holding, ward officials, *guthi* leaders, etc. might have different views and visions for the future of their city and sensitivity towards the risks.

Then these groups should be asked to prepare their vision. They will also be provided with a sketched map of the city with key geographical locations indicated on the map and colour markers so that they can clearly draw their vision on it. Additional note copy, chart papers and color markers are also provided to help them write their vision in text.

ii. Developing indicators and themes by each group

Purpose: To develop indicators and clustering them into themes or categories that are essential to create a long-term vision for each socio-economic group.

Resources: Sketched maps, meta cards, pen, masking tape, board, brown sheets/chart papers (for writing the detail).

Method: Each group formed shall discuss and present about the city they wish to see in the next 20 years or so (the timeline can be negotiated in the plenary). A conceptual and practical presentation from the facilitator (or someone expert on the field) would be useful for the participants to draw their indicators and vision. The session might include topics such as what a vision is, what forms it might take in terms of wordings or pictures, why is it important to have a vision of a city, and which cities' have already been using vision-based planning, and what aspects need to be prioritised in developing a vision.

While working on the vision, participants will develop the indicators themselves. This will be followed by clustering the indicators into themes. Some infrastructure-related indicators can also be indicated/located on the maps (e.g., road).

The groups should then present their vision in the plenary. Before the presentation, it will be good to form a rapporteur team representing each group. The facilitators can also help them in taking notes. In case, the groups didn't write the indicators by themselves, the rapporteur team will note the indicators covered in the vision by each group. They can list out the indicators within each theme mentioned by each group during the plenary presentation. These indicators become the basis for vision for each theme.

The next step is to revisit indicators of each component included in the vision and map, and discuss with the participants whether the mentioned elements/indicators are adequate or not. They might then add or remove some indicators and finalise them.

### Some of the INDICATORS listed out by participants in Khokana visioning workshop

- *Culture and Tradition*
- *Physical infrastructure*
- *Clean and green Environment*
- *Equity, Equality and Inclusivity*
- *Capable Human resources*
- *Quality Education*
- *Access to health facility*
- *Information and Technology*
- *Agriculture*
- *Tourism*
- *Disaster Management*
- *Women Empowerment*

iii. Preparing theme-wise vision of the group

Purpose: To develop theme-wise visions based on the indicators essential to achieve an equitable and resilient city in 20 years.

Resources: Sketched maps, meta cards, pen, masking tape, board, brown sheets/chart papers (for writing the detail).

Method: Once the themes and indicators are finalised, the same groups are asked to develop a vision statement based on the indicators of the theme in question. For example, within education theme comprising of indicators such as highly qualified teachers, spacious and smart classrooms, playground, practical skills/problem-solving focused teaching and learning, scholarships and other support for the students from poor and marginalised groups, etc. the vision statement could be *'High quality and practical education for all'*. Similarly, within infrastructure development theme, infrastructure reflecting culture, resilient and hazard sensitivity could also be part of indicators, and vision statement could be *'Risk sensitive and culturally inspired infrastructure'*. Accordingly, the vision of all the themes will be developed. Since they are working in the groups of same people, they might revisit their indicators while preparing the vision statements.
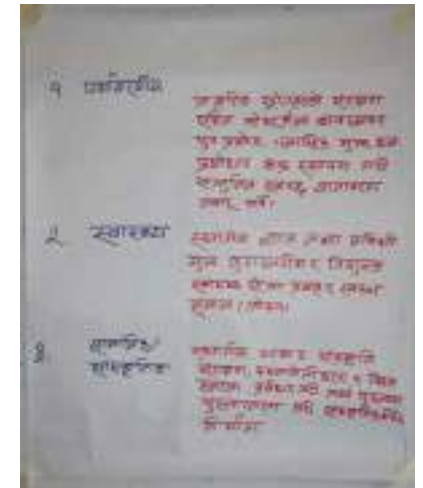
In some groups, they might come up with different indicators for the same topic and it is likely they might not even agree on the indicators. In that case, they can retain such indicators with different/distinct colors or shades. It is also possible that they might have multiple visions for the same topic or theme based on the contested visions developed earlier. All the groups then present their theme-wise visions in the plenary, an example of such thematic vision in the text box.

> **Vision statement of WDMC group on agriculture theme**
>
> *Fostering agriculture production by delineating suitable agricultural areas, encouraging collective farming and prioritising research, thereby promoting soil suitable, tech-friendly, environment-adaptive and sustainable agriculture development*

iv. Consolidated Vision

Purpose: To design a holistic vision from thematic visions developed by each disaggregated group.

Resources: Sketched maps, meta cards, pen, masking tape, board, brown sheets/chart papers (for writing the detail).

Method: The same groups should be asked to develop a consolidated vision from the multiple thematic visions. For the purpose of developing a consolidated vision, the groups should write all the thematic visions in separate meta cards. They will then put them on the table and discuss to check whether multiple understandings about the thematic visions exist. One person reads and others are interrogated regarding the clarity of the vision.

Considering the vision statement of each theme, they are asked to develop a comprehensive/accommodative vision. So, the facilitators can brief them about the ways of developing a comprehensive vision. They are asked to develop

a shortened version of each vision (e.g. 'risk sensitive and culturally inspired infrastructure') and prepare a sentence by integrating all shortened visions. They can work on the language iteratively until they are satisfied with the vision. There may be more than one vision coming from the group work.

For example, the vision statement of WDMC groups is stated as follow:

> **" Keeping intact the cultural glory by maintaining religious tolerance, promotion, intergenerational transmission and emphasising capable human resource development along with customary production and marketing of the local products, to develop a safe, equitable, and prosperous Khokana with eco-friendly and risk-sensitive infrastructures**

Once the consolidated vision statement is prepared by each group, they will share the vision in the plenary. The participants in the plenary can also contribute to the refinement of the visions.

The final stage is then to develop a city-level consolidated vision. One or two people from each group can be nominated to work on the collective vision of the entire city drawing on the visions of each group. They can then analyse the visions of all groups, in particular a critical look at the similarities and differences of visions coming from different groups. Key aspects covered in each vision are noted and their qualifiers are also highlighted while developing a joint vision. It is likely that all people might not agree on some aspects. In that case, all the participants are persuaded to recognise the differences and develop a mechanism to resolve them. In case, they require some

additional time, the small group works on the vision and share it with the participants, and a separate meeting can be planned for the same groups of participants.

These visions and indicators should form the part of the land use planning of the city.

C. Post Workshop Stage

1. Task force meeting to consolidate visioning and indicators

If the two-day workshop cannot finalise the consolidated vision drawing from the group visions, the workshop should prepare a task force represented from each group. The task force can meet several times to finalise the consolidated vision. The print outs of the group-wise visions and the lists of the indicators prepared earlier shall be provided to the task force for their references.

Intense discussions and conflicts are expected at this stage of the process due to the possibility of disagreement on consolidating each other's vision into one single vision. The facilitators need to remain alert throughout the event for such conflicts or supporting them with any confusions . The task force may list out the similarities and the differences in the visions and indicators and try to resolve or remove the differences. The process require brainstorming as well as drafting. The final vision has to be whole-heartedly agreed by all the task force groups. Finally, they should share the final meta vision with the workshop participants and other experts (e.g. urban planners).

2. Sharing with wider spectrum of the city dwellers

The final consolidated vision should ideally be shared with the respective stakeholder groups (small towns, people with special interests, the poor, women, etc) to solicit their final inputs. This can expand ownership of the vision and indicators across different spectrum of the city, which is instrumental in effective implementation of the plan afterwards. The taskforce then can incorporate the final inputs received from the local people and stakeholders before sharing with the experts and authorities for their inputs and endorsement respectively.

The final version of the vision developed for Khokana is following:

> " **Prosperous and equitable Khokana with a glorious Newari cultural identity**

3. Finalisation of envisioned land use maps

If urban planners are also the part of the project in developing land use plan of the city, they should take the visions and indicators developed by the local communities and stakeholders and prepare the envisioned land use plans of the city. The sketched land use maps of each group, incorporating all the possible physical infrastructures mentioned by the groups, can be reproduced by using GIS. These maps should then be

shared with the participants again for their comments and feedback. A joint workshop of the experts and local participants (including the visioning workshop participants) can discuss and compare on the land use plan (LUP) against the indicators and vision developed by the joint workshop. Once the participants agree on the plan, the experts can then revise the LUP. The final version of the land use maps/plan should be handed over to the respected authority (planning agency/Mayor/Ward Chair).

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