



TEMPLATE 4.4

PEACEBUILDING FUND (PBF) ANNUAL PROJECT PROGRESS REPORT

COUNTRY: Nepal REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2013

Programme Title & Project Number
Programme Title: Catalytic Support on Land Issues
Programme Number (if applicable) PBF/NPL/A-1
MPTF Office Project Reference Number: 00085965

Recipient UN Organizations
List the organizations that have received direct funding from the MPTF Office under this programme:
- International Organization for Migration (IOM)
- United Nations Development Program (UNDP)
- United Nations Human Settlements Program (UN-Habitat)

Implementing Partners
List the national counterparts (government, private, NGOs & others) and other International Organizations:
- Local Peace Committees
- District Land Use Implementation Committees
- District Survey Offices
- District Land Reform and Revenue Offices

Programme/Project Budget (US\$)
PBF contribution (by RUNO)
• UNDP \$: 297,995
• IOM \$: 445, 167
• UN Habitat \$: 481,500
Government Contribution (if applicable)
Other Contributions (donors) (if applicable)
TOTAL: \$ 1, 224, 662

Programme Duration
Overall Duration (months) 24 months
Start Date (dd.mm.yyyy) 15/ 03/ 2013
Original End Date (dd.mm.yyyy) 14/ 03/ 2015
Current End date (dd.mm.yyyy) 14/ 03/ 2015

Programme Assessment/Review/Mid-Term Eval.

Report Submitted By

1 The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to "Project ID" on the MPTF Office GATEWAY
2 The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the MPTF Office GATEWAY
3 As per approval of the original project document by the relevant decision-making body/Steering Committee.
4 If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed.

Assessment/Review - if applicable *please attach*

Yes No Date:

Mid-Term Evaluation Report – *if applicable please attach*

Yes No Date:

Name: Mr. Maurizio Busatti

Title: Chief of Mission (CoM)

Participating Organization (Lead): International
Organization for Migration (IOM)

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PART 1 – RESULTS PROGRESS

1.1 Assessment of the current project implementation status and results

For PRF projects, please identify Priority Plan outcome and indicators to which this project is contributing:

<p>Priority Plan Outcome to which the project is contributing. Nepal’s leaders are prepared to develop a national transition plan for implementation of land reform and property return</p>
<p>Priority Plan Outcome indicator(s) to which project is contributing.</p> <p>a. Confidence of political leaders that the commitments to land reform outlined in the CPA can be implemented peacefully through a participatory, fair and inclusive process (national level)</p> <p>b. Mechanisms that can eventually facilitate reform and the resolution of issues on land and property established in three districts</p>

For both IRF and PRF projects, please rate this project’s overall achievement of results to date: on track

For both IRF and PRF projects, outline progress against each project outcome, using the format below. The space in the template allows for up to four project outcomes.

Outcome Statement 1: Nepal’s leaders have agreed on a set of principles to embark on national land reform

Rate the current status of the outcome: on track

<p>Indicator 1: Consensus among principal political leaders and key stakeholders on the basis for moving ahead to develop a national plan for land reform</p> <p>Indicator 2:</p> <p>Indicator 3:</p>	<p>Baseline: No current agreed and final national implementation plan for the implementation of land reform as set out in CPA clause 3.7 and no roadmap Target: National statement of principles on land reform that include basic agreement on principles, challenges, vocabulary, agenda, priorities and core principles Progress: Land focal persons/ Central leaders of four major political forces- Nepali Congress, Communist Party of Nepal- Unified Marxist Leninist (CPN-UML), Unified Communist Party of Nepal -Maoist (UCPN-M) and Madhesi People's Rights Forum (Democratic) have expressed commitment to prioritise land issues and initiate inter- and intra-party discussions immediately to include the issue in constitutional debates.</p> <p>Baseline: Target: Progress:</p> <p>Baseline:</p>
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	Target: Progress:
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Output progress

List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.

Representatives of Nepal’s major political parties have agreed to engage in dialogue on land and property issues. They agreed to initiate discussions among key leaders who have previously worked on land, agriculture and property issues inside their respective parties, and seek to strengthen understand and consensus on the same within their parties. There has been initial discussion on technical issues such as the establishment of neutral land-related terms that would facilitate discussion among parties. In broad terms, the leaders have shown an understanding that there is a need to identify points of convergence to advance the discussion on land reform and other related issues.

Outcome progress

Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

As the issue is highly politicized and sensitive in the Nepali context, the project has sought to engage with key stakeholders including major political parties with a discrete and careful approach. The project has met with heads of former land reform commissions, land focal persons of the parties and major civil society actors, and confirmed their interest in engaging in dialogue on land issues. In bilateral meetings, leaders have shown significant interest in discussing land reform and related issues through a dialogue process. The project acted upon this opening by convening the political and civil society leaders a public panel discussion that sought to map party positions on land reform issues. At the event, participants acknowledged that land has been one of the major root causes of conflict in Nepal, and that addressing it was an integral part of long-term peace. They publicly expressed commitment to explore solutions through dialogue.

Reasons for low achievement and rectifying measures

If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?

For most of 2013, Nepal experienced political turbulence related to the May 2012 dissolution of parliament and annulment of the interim constitution. In March 2013, an interim government was agreed to among major political forces with the idea of holding November 2013 elections for a new Constituent Assembly. The latter part of 2013 was colored by electoral preparations and a campaign dynamic. As land is widely viewed as a politicized and sensitive issue, there was little scope to address these matters with political parties until after the elections were concluded. Most of the substantive work on land, including the public land forum with political parties, was carried out in the period following the elections. Fortunately there are positive indications that this more receptive environment will continue in 2014.

Outcome Statement 2: Central, District, Village Development Committees and Municipality Level Land Use Implementation Committees collect and analyze land related data and prepare Land Use Plans in their prioritized areas in three districts.

Rate the current status of the outcome: on track

<p>Indicator 1: Land Use Planning and implementation committees functional</p>	<p>Baseline: Systematic Land Use Planning and Implementation Committees do not exist Target: Different Land Use Implementation Committees are functional Progress: District Level Land Use Implementation Committees (DLLUIC) and Village Level Land Use Implementation Committees (VLLUIC) in the project districts and the project Village Development Committees (VDCs) have been activated. These committees are chaired by respective DDC and VDC chairpersons.</p>
<p>Indicator 2: Land Use Practices systematized based on Land Use Planning piloted</p>	<p>Baseline: No systematic Land Use Planning Target: Land Use Planning is systematic Progress: Land Use Planning at the national level, and the three pilot districts and VDCs are being undertaken in a participatory process.</p>
<p>Indicator 3: Access of women and vulnerable groups in Land Use Planning</p>	<p>Baseline: No systematic Land Use Planning Target: Women and vulnerable groups participate in PLUP process Progress: Women and vulnerable groups (mainly Dalits and Indigenous tribes) have participated in discussions and negotiations of PLUP in the three selected districts. Percentage of women and VG participants in the initial discussions in the three districts was 14% and 11% respectively.</p>

Output progress

List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.

- A literature review of international (best) practices on Land Use Planning was completed and a report prepared.
- Pilot areas to test the proposed Land Use Plan were selected in the three districts. The three VDCs namely Latikoili in Surkhet, Amraut in Nawalparasi and Jhorahat in Morang were selected through a consultative processes engaging local communities especially women and vulnerable groups. The selection of pilot VDCs have also been approved by the DLLUIC and VLLUIC.

- A literature review of relevant national policies and legislations was completed and a set of recommendations for the improvement of the policies and legal frameworks has been prepared. The recommendations will be further elaborated taking into account the lessons learnt during the piloting of the project activities.

Outcome progress

Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The Participatory Land Use Planning (PLUP) process has been initiated to involve wide range of stakeholders at the national, district and VDC levels and engage them in the national, district and VDC level planning processes respectively. TOR for project implementation has been adopted in consultation with key national partner i.e. Ministry of Land Reform and Management.

Reasons for low achievement and rectifying measures

If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?

- Constituent Assembly (CA) Election: The security situation during the month of November 2013 was fragile due to the CA election in the country. The field visits and district level participatory workshops to select pilot VDCs could not be conducted in November and had to be postponed until after the CA elections.

- Design of PLUP and finalization of ToR: Relevant stakeholders were consulted to finalize the design of the PLUP and the ToRs of the implementing partners who will pilot the process. This process took more time than anticipated hence in order to overcome this delay, planned activities in the districts will now be implemented simultaneously. Additionally, as foreseen in the risk matrix, the project has had to deal with a wide range of stakeholders/actors and handle multi-stakeholders with different priorities which has in itself been a challenge. However, this has been addressed through continuous consultations and discussions with relevant partners and stakeholders.

Outcome Statement 3: Draft unified land regulatory framework adopted

Rate the current status of the outcome: on track

<p>Indicator 1: Transparent draft legal framework for land forms the basis for political discussions on land and land reform</p> <p>Indicator 2:</p>	<p>Baseline: Multiple overlapping and sometimes contradicting land regulations exist</p> <p>Target: A draft unified land act is presented by the MoLRM to the Government</p> <p>Progress:A literature review of the existing land laws and court judgements in relation to land and land rights is ongoing and the draft structure of the unified and comprehensive legal regulatory framework</p>
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Indicator 3:	<p>is prepared</p> <p>Baseline: Target: Progress:</p> <p>Baseline: Target: Progress:</p>
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Output progress

List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.

- A literature review of the existing laws, regulations and court judgements on land related cases is ongoing.
- A half-day workshop in December brought together 68 participants from the Ministry of Land Reform and Management (MoLRM), Department of Land Reform and Management (DoLRM), Land Revenue, Reform and Survey Offices, Land Management Training Centre (LMTC), Department of Land Information and Archive (DoLIA), Commission for the Investigation of Abuse of Authority (CIAA) and National Land Use Project (NLUP) in order to discuss the way forward on the preparation of a draft of a unified and comprehensive legal framework. There was detail disussion on the existing gaps, contradictions, and overlaps in current land laws and regulations. The challenges, gaps and contradictions identified will be taken into consideration while drafting the unified and comprehensive legal framerowk.The workshop concluded with an agreement to collaborate with the project closely on the issue.

Outcome progress

Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The unified and comprehensive regulatory framework drafted will contribute towards the first step of drafting a proposed integrated land act by the government. The project through a participatory manner, desk research and stakeholders consultations has begun the process of identifying gaps, overlaps and contradictions in the legal land regime.The above-mentioned workshop acted as a first step towards bringing all government actors to the same table to discuss existing challenges with the existing legal framework. The proposed integrated land act will take into account various sensitivities surrounding land issues in Nepal also taking into consideration existing knowledge, understandings, lessonss learnt from past initiatives and local context where the laws is to be eventually implemented. In order to increase ownership of the proposed draft land act giving special emphasis on issues of women's ownership and dispute resolution, the project has initiated the process of series of consultations with the government, general public and civil society which will contribute towards the beginning of inclusive political and social discussions both at national and community levels on land and land reform.

Reasons for low achievement and rectifying measures

If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?

- Delay in recruitment of Legal Consultant- The recruitment of legal consultant took longer than anticipated as the vacancy notice was published twice due to the lack of qualified candidates in the first round. The project however, liaised closely with the MOLRM throughout the process which expedited the process to some extent. With the recruitment of the legal consultant in December 2013, the activities in relation to the draft of the proposed unified and comprehensive legal regulatory framework have commenced.

Mixed opinion of the government officials in relation to the proposed unified and comprehensive legal regulatory framework- The officials at the MOLRM and its departments have conveyed mixed opinions related to the complexities in the proposed unified and comprehensive legal regulatory framework. The project has noted coordination and communication gaps are prominent challenges existing between the MOLRM and departments. The project is striving to create a platform neutral and with favorable environment to bring wide range of stakeholders for constructive discussions on land and land rights. In order to mitigate this challenge, the project is extensively engaging all relevant stakeholders in frequent discussions to have a common understanding in relation to the drafting of the proposed legal regulatory framework in order to ensure that concerns and comments of all stakeholders are taken into consideration and are well reflected'.

Outcome Statement 4: Land information systems in three districts assessed and enhanced

Rate the current status of the outcome: off track

<p>Indicator 1: Developed and enhanced implementation plan for Solutions for Open Land Administration (SOLA) adopted by Government</p> <p>Indicator 2:</p> <p>Indicator 3:</p>	<p>Baseline: Solutions for Open Land Administratio MIS system currently being piloted by MoLRM in Sindhupalchowk Target: Government adopts implementation plan to roll out Solutions for Open Land Administration nationally Progress: The Ministry is piloting Solution for Open Land Administration in Sindhupalchowk district and data migration into the MIS system is ongoing.</p> <p>Baseline: Target: Progress:</p> <p>Baseline: Target: Progress:</p>
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Output progress

List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.

- The Ministry provided the required equipment for the SOLA system such as computers, scanner and printer to the Land Offices of Sindhupalchowk district, and provided basic training for the staff of Land Revenue and Survey Office of Sindhupalchowk on the use of SOLA. Currently, data migration into the SOLA system is ongoing.
- An assessment of technical capacity of the land offices in the three pilot districts was completed and an assessment of the existing MIS systems in the three pilot districts was completed. These assessments are meant to provide an evidence-base in developing a replication plan for rolling-out SOLA.

Outcome progress

Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The project is supporting assessment of SOLA and the subsequent the roll out plan of SOLA at the explicit request of the ministry. The project recognizes the importance of a sustainable and efficient MIS system to record land data in Nepal and the absence of which has hindered effective resolution of land related disputes. The Project is supporting initial testing in the pilot districts in order to facilitate the eventual national roll out after project completion hence contributing to the peace process in Nepal. The Ministry is piloting SOLA in Sindhupalchowk district. Upon completion of the Ministry's pilot phase, a detailed functional assessment of SOLA in the district of Sindhupalchowk will be undertaken by this project. Based on this assessment and the technical assessment of the three pilot districts, the roll out plan of SOLA will be developed and shared with the GoN for endorsement.

Reasons for low achievement and rectifying measures

If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?

- Delay in the implementation of SOLA by the Ministry: SOLA system was originally developed with financial support from the Food and Agriculture Organization (FAO) through a project that has phased out. MoLRM's initial plan of installing the SOLA in the Land offices in Dillibazar offices was changed to land offices in Sindhupalchowk. This was done to avoid duplication and overlapping of work with the ADB funded project which is testing another land MIS system (Land Records Information Management System, LRIMS) in the land offices of Dillibazar. The ADB-funded project started in April 2013 and will be successively implemented in 15 districts over the next three years. LRIMS is currently in the development phase. The project is closely liaising with MoLRM counterparts and other involved government officials to clarify implications of the implementation of LRIMS will have on government plans to roll-out SOLA.

The Ministry has requested the project to hold the activities in relation to SOLA until the pilot testing of SOLA is completed. The project is engaged in frequent discussions with the Ministry and tracking progress of the SOLA piloting in Sindhupalchowk in

order to encourage the Ministry to complete pilot testing in a timely manner.

Outcome Statement 5: Improved capacity to resolve land issues in the three target districts

Rate the current status of the outcome: on track

<p>Indicator 1: # of district officials confident to deal with land issues regarding key challenges related to women and land issues</p> <p>Indicator 2:</p> <p>Indicator 3:</p>	<p>Baseline: No assessment of the district officials' confidence to deal with land issues. Target: Over 50% of trained district land officers confident to address land issues. Progress: Capacity Assessment in relation to the technical, managerial, institutional and financial capacity of the district land offices completed. Client satisfaction survey conducted to gauge satisfaction with services of the land offices. The assessment report together with a set of concrete recommendations to the Ministry for improving on the identified gaps and loopholes in the current procedures is being drafted.</p> <p>Baseline: Target: Progress:</p> <p>Baseline: Target: Progress:</p>
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Output progress

List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.

- A questionnaire survey was conducted in twelve land offices namely Land Reform Offices, Land Revenue Offices and Survey Offices in the three pilot districts- Morang, Nawalparasi and Surkhet. In total, 213 questionnaires were completed by the staff members. The aim was to assess their managerial, technical, financial and institutional capacity.
- In total, 96 questionnaires were completed by clients of the land offices describing their satisfaction levels with service delivery of the land offices.
- The draft assessment report, based on the findings of the districts, is being developed together with a set of concrete recommendations to the MoLRM to address the identified gaps and loop holes in the existing procedures.
- Possible collaboration between the project and the Land Management Training Centre (LMTC) has been discussed. Agreement has been reached on the development of capacity building modules for the land offices.

Outcome progress

Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

Some of the recommendations made by the capacity assessment will be implemented by the project and integrated into the capacity building modules to be developed. One of the findings from the districts is that the land offices have semi-judicial power to resolve land disputes; however, the staff of the land offices have never been trained on dispute resolution, conflict management and reconciliation mechanisms. The project, through the development of the the capacity building modules and subsequent trainings will make sure that the land officers are trained on these capacities, as well as other important issues such as gender, to enhance capacities to resolve land issues. This will contribute to peacebuilding at the district level. The collaboration with the LMTC where the project envisions incorporating special modules related to dispute resolution, gender sensitive service delivery etc in the current training curriculum will contribute towards the achievement of the outcome as well as lead to some level of sustainability through this project intervention.

Reasons for low achievement and rectifying measures

If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?

The project is making sufficient progress in relation to outcome 5.

1.2 Assessment of project evidence base, risk, catalytic effects, gender in the reporting period

<p><u>Evidence base</u>: What is the evidence base for this report and for project progress? What consultation/validation process has taken place on this report (1000 character limit)?</p>	<p>Monthly and Quarterly progress reports on project progress are regularly prepared and disseminated with the lead partner ministries namely MoLRM and MoPR and donors, respectively. The project works in close coordination with the Ministries and the documents developed by the project are the result of consultative processes; relevant documents are always validated and endorsed by relevant ministries. The project intends to share this report with the Project Management Committee for validation.</p>
<p><u>Funding gaps</u>: Did the project fill critical funding gaps in peacebuilding in the country? Briefly describe. (1500 character limit)</p>	<p>The project is the first of its kind to deal with Land issues through a peacebuilding lens. Till date initiatives and project related to dealing with land issues in Nepal have either been very technical (survey, cadastral mapping, land administration, MIS) or very clinical as in they usually targeted specific issues such as housing for squatters in certain districts. There have been very few efforts to deal with land and land related issues in a hollistic manner, one that looks at rights based approach in land reform to implementation reality of policies and laws. Additionally, clear and constructive dialogues and debates are currently missing and don't fall in top priorities of the political parties. In this context, IOM, UNDP and UN Habitat's intervention aims to bridge that gap and hence have joined hands by providing technical expertise in support of the Government of Nepal to address</p>

	highly sensitive land issues with impartiality and neutrality.
<p><u>Catalytic effects:</u> Did the project achieve any catalytic effects, either through attracting additional funding commitments or creating immediate conditions to unblock/accelerate peace relevant processes? Briefly describe. (1500 character limit)</p>	<p>A general interest in being part of a participatory process for land use planning has emerged at the national, district and VDCs levels. This is evident in participation levels in dialogues at the district level and discussions and collaboration levels of government agencies. With the election of the Constituent Assembly in November and the subsequent installation of a government and legislative parliament, the environment is once again conducive to begin discussions on land issues. Although apprehensive at first, the project has been able to convince all stakeholders of the potential catalytic impact if implemented successfully hence gradually providing forums for joint discussions amongst stakeholders to discuss these issues. Moreover, the project's strategic approach in targeting leaders at the districts and the CA members in the capital to engage in land related discussions could possibly open up avenues to begin the process of land reform in Nepal.</p>
<p><u>Risk taking/ innovation:</u> Did the project support any innovative or risky activities to achieve peacebuilding results? What were they and what was the result? (1500 character limit)</p>	<p>Land Reform is particularly a sensitive issue and one that has been noted as a root cause of the conflict. Scientific land reform is also one of the key points in the CPA and this project has been attempting to start discussions by finding balanced entry points from political, administrative to community levels. Discussion around contradicting and overlapping laws related to land on both government, political parties and communities in a manner which also attempts to address historical inequalities is risky. Additionally, National Land Use Projects have generally adopted a top-down approach to Land Use Planning; however, this project's focus is on a participatory approach to Land Use Planning. The project visited the pilot districts and consulted district level stakeholders regarding the selection of the VDCs to develop and test land use implementation plans. Upon the discussion in the district headquarters with government officials, rights groups and civil society, the project then visited the VDCs where it conducted several discussions with communities. This approach firstly help minimize any risk of misunderstanding amongst stakeholders as well as increased ownership of the whole process by getting every one involved. The project has been able to convince major stakeholders of the value of this participatory approach which in itself is innovative.</p>
<p><u>Gender marker:</u> Is the original gender marker for the project still the right one? Have gender considerations been mainstreamed in the project to the extent possible? Briefly justify. (1500 character limit)</p>	<p>Gender and social inclusion was taken into consideration during recruitment of project staff. Priority was given in shortlisting women as a result of which more than 70% of candidates shortlisted were women. The project team currently consists of three women staff members. The project has considered gender issue a key priority and makes sure that women are participating in the national and district level consultations convened by the</p>

	<p>project. However, participation of women officials during the consultations held with the MoLRM and its Departments is minimal due to the absence of female officials working in the Ministry and its Departments. The project has raised this challenge with the Ministry frequently. One of the key recommendations of the project for the Ministry is to give special attention to women, reserve more seats and provide scholarships to women to have more female graduates with a Land Administration and Management background who could join the Ministry in the future. Overall, the original gender marker for this project is still the right one.</p>
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PART 2: LESSONS LEARNED AND SUCCESS STORY

2.1 Lessons learned

Provide at least three key lessons learned from the implementation of the project. These can include lessons on the themes supported by the project or the project processes and management.

<p>Lesson 1 (1000 character limit)</p>	<p>Maintaining flexibility during the implementation of the project has been a key lesson learnt from the project. Development of a National Land Use Plan was not included in the original project proposal but the project considered the Ministry's request to do so, and has agreed to develop a National Land Use Plan together with District and VDC Land Use Plans. Similarly, the project has also agreed to draft Land Use Planning legislation as requested by the National Land Use Project of the GoN.</p>
<p>Lesson 2 (1000 character limit)</p>	<p>Strategic coordination and communication with government agencies is key for successful implementation. The project has invested in this since its inception and hence there have been positive results. The project works in close coordination with all concerned government bodies and not just the ministry and ensures that there is ample consultation and endorsement from the ministries at all stages. As the project has focused its support on various areas such as dialogue, land use, capacity enhancement and MIS, it is imperative to maintain clear lines of communication with responsible departments and bodies within the ministry. To achieve this, the project through the PMC and the focal person from the MoLRM initiated and built partnerships with relevant departments and training centers. As a result the project has been able to implement activities to achieve its outcomes in an effective and efficient manner.</p>
<p>Lesson 3 (1000 character limit)</p>	<p>The project notes the advantages of joint partnership among UN agencies having various technical expertise coming together to support an initiative. The IOM, UNDP and UN Habitat partnership in this project has enabled the PUNOs to make effective interventions both the policy and community levels. The expertise each possesses has led to a complementary approach needed to deal with an issue which is sensitive and multi-dimensional.</p>

Lesson 4 (1000 character limit)	
Lesson 5 (1000 character limit)	

2.2 Success story (OPTIONAL)

Provide one success story from the project implementation which can be shared on the PBSO website and Newsletter as well as the Annual Report on Fund performance. Please include key facts and figures and any citations (3000 character limit).

PART 3 – FINANCIAL PROGRESS AND MANAGEMENT ARRANGEMENTS

3.1 Comments on the overall state of financial expenditure

Please rate whether project financial expenditures are on track, slightly delayed, or off track: on track

If expenditure is delayed or off track, please provide a brief explanation (500 characters maximum):

3.2 Comments on management and implementation arrangements

Please comment on the management and implementation arrangements for the project, such as: the effectiveness of the implementation partnerships, coordination/coherence with other projects, any South-South cooperation, the modalities of support, any capacity building aspect, the use of partner country systems if any, the support by the PBF Secretariat and oversight by the Joint Steering Committee (for PRF only). Please also mention if there have been any changes to the project (what kind and when); or whether any changes are envisaged in the near future (2000 character maximum):

The project has been working in close coordination with the implementing agencies namely the Ministry of Peace and Reconstruction (MoPR) and Ministry of Land Reform and Management (MoLRM) and other relevant Ministries. The project has been able to develop a good working relationship with the various departments of the Ministry and district level government offices including the Local Peace Committees.

The project has also been coordinating with the Non- Governmental Organisation (NGOs) such as Community for Self Reliance Centre (CSRC), National Land Rights Forum (NLRF) and other local NGOs working on Land Rights and Land Reform in the country to discuss land issues and to establish common positions. Close coordination among the three agencies IOM, UN Habitat and UNDP on the land issues under this project has been essential.

The Project Management Committee (PMC) of the project was formed with the senior leadership of MoPR, MoLRM, IOM, UNDP and UN Habitat in August 2013 and meets regularly to monitor progress and assist in taking key decisions.

The project has maintained flexibility and considered the Ministry's request to draft a National Land Use Plan and legislation on Land Use Planning together with other project deliverables. However, considering these additional deliverables and the remaining project timeframe, a no cost extension is envisaged in the future.