

**Collaborative Leadership and Dialogue (CLD)
REPORTING PERIOD: 1 JANUARY 2011- 30 JUNE 2013**

Programme Title & Project Number	Country, Locality(s), Priority Area(s) / Strategic Results¹
<ul style="list-style-type: none"> • Programme Title: Collaborative Leadership and Dialogue (CLD) • Programme Number(<i>if applicable</i>) UNPFN/B-3 • MPTF Office Project Reference Number:² 00080268 	<i>Country/Region</i> : Nepal <hr/> <i>Priority area/ strategic results</i> An inclusive and gender-representative culture of dialogue and conflict transformation is expanded and strengthened, contributing to conflict prevention and social cohesion during Nepal's transitional peace-building process.
Participating Organization(s)	Implementing Partners
<ul style="list-style-type: none"> • Organizations that have received direct funding from the MPTF Office under this programme : UNDP 	<ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations: N/A
Programme/Project Cost (US\$)	Programme Duration
Total approved budget as per project document: \$299,800 MPTF /JP Contribution ³ : \$299,800 Agency Contribution <ul style="list-style-type: none"> • <i>by Agency (if applicable)</i> Government Contribution Other Contributions (donors) TOTAL: \$299,800	Overall Duration <i>33 months</i> Start Date ⁴ <i>October 2010</i> Original End Date ⁵ <i>October 2012</i> Current End date ⁶ <i>June 2013</i>
Programme Assessment/Review/Mid-Term Eval.	Report Submitted By
Assessment/Review - <i>if applicable please attach</i> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>Feb-Mar 2013</i> Mid-Term Evaluation Report – <i>if applicable please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i>	<input type="radio"/> Name: Peter Barwick <input type="radio"/> Title: Senior Advisor/ Programme Manager <input type="radio"/> Participating Organization (Lead): CPP <input type="radio"/> Email address: peter.barwick@undp.org

¹ Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

² The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page the [MPTF Office GATEWAY](#)

³ The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

⁴ 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](#)

⁵ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁶ 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. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities.

NARRATIVE REPORT

EXECUTIVE SUMMARY

This report covers UNPFN funding in the amount of USD \$299,800 that was utilized by UNDP's Conflict Prevention Programme (CPP) and its Collaborative Leadership and Dialogue (CLD) initiative between 1 January 2011 and 30 June 2013. The CPP was formally constituted in September 2010, and this UNPFN funding came at a relatively early stage in the programme's implementation, and provided a valuable contribution to both the early development of the broader CLD initiative as well as support to a specific transitional justice-related initiative that was getting underway during that period. The CPP has continued to expand its work in Nepal, and in 2013 operated four regional field offices, with eight professional and three administrative staff. In this regard the 2010-2013 UNPFN funding played an important catalytic role in getting the CLD established.

The 2011 UNPFN funding for CLD came five years after the 2006 signing of the Nepal's Comprehensive Peace Agreement (CPA) that successfully brought an end to the armed conflict. Although the risk of a return to fighting had largely receded by that time, the nation was grappling with numerous issues related to the CPA that were creating for a difficult transition. Most notably the drafting of a new constitution was pending, and entangled in discussion about competing models of federalism. This issue was closely tied to post-conflict surge in identity-based tensions, and the aspirations of historically marginalized groups to have their own provinces. CPA commitments to establish a Truth and Reconciliation Commission (TRC) and enact Land Reform had remained almost completely stalled. Underlying these challenges was a culture of confrontation among political parties, with a focus on zero-sum approaches and short-term political gain that was largely impeding any deeper discussion and consensus-building among political leaders on such matters.

The CPP's CLD initiative was born out of a 2009 UNDP-sponsored conference in Nagarkot, Nepal, at which senior leaders of the main political parties were consulted about what type of support UNDP could offer to facilitate the post-conflict transition. These leaders recognized that there was a strong need to promote consensus-building among actors at the Kathmandu and district level so as to forge agreement on how to move forward on the post-conflict transition agenda, as well as avoid the escalation of tensions that could lead to violence. There were multiple rounds of follow-up to this idea and what emerged was a vision on shape and focus of the eventual CLD initiative.

The UNPFN support contributed to CLD's early efforts to develop a methodology and approach to this work, as well as a roll-out to three pilot districts; Kathmandu, Banke and Dhanusa. This included the contracting of experts on mediation and dialogue who both developed materials for workshops with local actors, and created a strategy for launching the work in the pilot areas. These funds also covered later staffing and office operation costs for dedicated teams that organized workshops and other activities, and provided follow-on support to promote the application of dialogue to concrete issues on the ground.

Another and central aspect of the UNPFN support was for a project known as the Transitional Justice Resource Centre (TJRC). The TJRC was originally set-up by the Office of the High Commissioner for Human Rights (OHCHR) in the final months prior to the closure of its Nepal office in December 2011. Shortly thereafter, in early 2012, the CLD assumed responsibility for this project and signed a Memorandum of Understanding with a national NGO, World Vision Advocacy Forum (WVAF) to function as the local implementer for this work. The TJRC had been set-up by OHCHR as a repository for human rights and transitional justice information, with the idea of providing support to the creation of the planned Truth and Reconciliation Commission and Commission on Disappeared Persons. At that stage, it was hoped that these two bodies would be created within 6-12 months.

I. Purpose

Goal: Collaborative leadership at the local and national level supports and promotes a culture of dialogue that contributes to conflict prevention and social cohesion.

Peacebuilding Impact:

- Sustainable capacity on collaboration and dialogue developed for leaders at local and national levels;
- Better negotiated solutions on peacebuilding and development-related issues;
- Strengthened local and national capacities and mechanisms for collaboration, dialogue and conflict management.

II. Assessment of Programme Results

Strategic Outcome

Political, civil society and governmental actors have helped prevent conflict and consolidate the peace through developing, applying and sustaining capacities of collaborative leadership, dialogue and conflict sensitivity

Output 1. Local level leaders (civil society, political and governmental) have prevented and mitigated conflict/tension and established/implemented joint socio-political and developmental visions, programmes and agendas through dialogue

Initially CLD carried out extensive outreach, visiting a wide variety of leaders in the two pilot field districts (Banke and Dhanusa) to explain the project's structure and objectives; these were a precursor to an intensive effort in which the project carried out sectoral-based dialogue trainings in both districts. The immersive (3+ days) trainings included technical elements as well efforts to spark dialogue among the participants. These trainings effectively covered the vast majority of identified leaders in the pilot districts including principal government officials (Chief District Officer, Superintendent of Police, Local Development Officer, Coordinator of Local Peace Committee), district-level political party leaders, and civil society figures, with special attention given to women, youth and marginalized groups.

During the project period CLD trained more than 648 leaders from political, civic (including media) and government on collaborative leadership and dialogue at the national and local levels. Among the total participants, representation from civil society is 36% followed by political party leaders 33%, media 15%, Government officials 5%, and youth 8 %. The proportion of women participants was 24%. Ongoing support and technical accompaniment is being provided to the leaders in order to assist them in the application of their skills. Altogether 62 trainers/facilitators, primarily from civil society organizations and development actors, have been provided training and follow-up technical advice.

In 2012 in Banke, four human rights NGO partners ie. Himalayan Human Right Monitor (Him Right), The Human Right Organisation of Nepal (HURON), Informal Sector Service Center (INSEC) and Fatima Foundation have carried out the dialogue processes in 4 VDCs (Fattepur, Indrapur, Bankatiwa and Jaispur) and 1 municipality. They organized public dialogue sessions on public security, local development, domestic violence, drug issues, etc.

This, in effect, concluded the chapter of exclusive focus on capacity-building, and the center of gravity of the project shifted towards supporting the application of dialogue and collaborative leadership. In the second phase of the initiative, CLD envisions that future capacity building will be more targeted, and will link to specific situations occurring in actual dialogue processes (eg. need to design a new process, overcome lack of confidence between parties).

Output2. National level leaders (civil society, political and governmental) have collaboratively established and implemented policies, programmes and shared agendas on critical issues to consolidate the peace and prevent conflict

The CLD work in Kathmandu largely mirrored the above-described effort in the districts in that it began with outreach to key stakeholders and followed up with dialogue training for leaders including government officials, political party representatives, and civil society figures through different levels.

Political will has been generated and entry points developed at the national level with political parties and government. In particular:

- A Steering Committee, which includes representatives from seven political parties and two civil society organizations, engaged with the project as an advisory body.
 - A team of six Senior Facilitators provided expert advice and facilitation services regarding structured dialogue on key issues related to Nepal's peace and transition process. They supported the design and facilitation of dialogue processes responding to critical issues at the local and national levels, as necessary. They also served as senior experts and resource persons for facilitation, negotiation and collaborative dialogue involving political parties/ leaders, government and civil society actors, the media and others. Their work helped build and rebuild greater trust and mutual confidence among different sets of actors with a view to strengthen strategic relations and/or lower social and political tensions, in order to promote appropriate conditions for constructive dialogue.
 - In October 2012, a two-day seminar for second-tier political party leaders, which also included CLD's Senior Facilitators, Steering Committee, and a representative of the
-

Ministry of Peace and Reconstruction (MOPR) was held in Pokhara. The participants viewed this as an important space to share views and develop consensus around ways to resolve contemporary national political challenges, including the dissolution of the Constituent Assembly and parliament.

- Mid-level government officials from five government ministries/institutions have been trained on CLD and they, along with designated focal points, act as entry points within these ministries (Ministry of Home Affairs (MOHA), MOPR, National Planning Commission, Ministry of Local Development (MOLD) and Nepal Administrative Staff College).
- Senior political leadership of seven major political parties received an orientation on the CLD project through a three-day workshop. This included discussions on longer-term support to build individual and institutional capacities.

With respect to building the capacity of a critical mass of national leaders and developing key entry points:

- Working relations were established with Women's Civil Society Networks and the Inter Party Women's Alliance (IPWA). TOTs for both networks were organized separately.
- Relationships with leading figures (Deputy and Senior Editors) in the national print media and the Federation of Nepali Journalists, SancharikaSamuha and Working Women Journalists were established through three separate workshops focused on the media's role in influencing dialogue processes.

The program also developed training and facilitation capacity at the national level by:

- Supporting the work of the Senior Facilitators team in the planning and execution of engagements on selected strategic issues including Land and Electoral Violence.
- Supported the identification of possible candidates for the expansion of the Senior Facilitators team.
- Training 15 trainers/facilitators from the seven major parties' training units on CLD. Out of the 15 participants, three were female and one was from a marginalized community. The composition of this group was determined by the political parties, which nominated participants from their respective parties. CLD had requested that nominations be done with "diversity" as a key criterion for selection.

Impacts of Output 1 and 2

- *The legitimization of the Collaborative Leadership and Dialogue project among a broad range of district leaders* – CLD has clearly been able to establish itself as a valid and significant initiative. This was evidenced by the participation of high-level political leaders in immersive multi-day workshops. For example the CLD event held in Pokhara signaled the opening of new, and potentially significant, space for dialogue among senior Nepali leaders. Such participation has not only included physical presence, but active engagement in the process. In follow-up to workshops, the vast majority of participants, including government officials, receive visits from project staff and discuss the national and district level developments, as well possible ideas for dialogue.
-

- *The validation of collaborative leadership and dialogue as viable tools for addressing socio-political tensions* – The engaged and animated participation of high-level leaders in the Pokhara event, as well as statements made them, indicated that they considered dialogue to be a critical element of any successful navigation of the many challenges facing the nation. Prior to the Pokhara event, some senior political leaders had already spoken passionately about the impact of CLD. Brikesh Chandra Lal, who represents Terai Madhes Loktantrik Party on the CLD Steering Committee, told project staff that CLD has “completely changed his understanding of political negotiations” and requested training for his party’s mid and senior level leadership.
- *The emergence of new dialogue initiatives led by CLD graduates*– There have been important cases of CLD graduates moving to apply dialogue capacities. This has been noteworthy in Janakpur (Dhanusa district) in which political parties moved, immediately following a CLD training programme, to set-up an inter-party roundtable. This group expanded to include municipal and district level authorities as well as civil society figures. It continues to meet regularly and developed a focused agenda on urban improvement issues. This effort receives only modest support from the CLD field staff, and appears to be very much locally owned and driven – which is precisely the type of dialogue that will be sustainable.
- *The articulation of local facilitation capacities* – CLD convened a group of facilitators from Kathmandu and the pilot districts. In doing so, CLD sought to bring together distinguished individuals who appeared to play a positive “bridge-building” role in their respective spheres of professional and political life. The three-day event included technical training, and reflections from Damanath Dhungana (a nationally known facilitator involved in brokering the Comprehensive Peace Agreement). This gradually expanded to include a 15-member team of mid-level facilitators, from both Kathmandu and the districts, and a six-member team of Senior Facilitators.
- *Supported the prevention of escalation of local tensions in Far West* – In May 2012, in the context of heated localized tensions between the Tharu and Pahadi communities in the Far West, and particularly the Kailali district, CLD staff engaged with local facilitators and actors, and helped develop an informal agreement of mutual non-aggression (eg. not to attack each other’s demonstrations). This was widely seen as a key to avoiding direct confrontation between the groups, which might have set off much more serious violence.

Output 3: Policies and programmes developed and implemented by national institutions to foster collaborative approaches to decision making

The CPP has established relationships with two important Government training institutions: the Nepal Administrative Staff College (NASC) – which supports MOHA and several other ministries and stands as the preeminent institution of this type in the nation; and the Local Development Training Academy (LDTA) – which works primarily with MOLD. Discussions are also underway for a similar agreement with National Center for Education Development (NCED), which provides training to the Ministry of Education.

In the case of NASC, UNDP has signed a Letter of Agreement to establish a framework for support on the issue of Conflict Sensitivity, and to create conflict sensitivity training materials for inclusion into the academy's curriculum. This lays a solid foundation for a follow-on initiative to create training materials for collaborative leadership and dialogue.

The CPP relationship with LDTA is more recently established, but there is a verbal agreement with its management to proceed with training of their training teams, and creating training materials, for both conflict sensitivity and collaborative leadership and dialogue.

A six-member team of Senior Facilitators who have a long history and credibility of facilitating national level issues has been put into place by the CLD. It includes Mr. Daman Nath Dhungana and Mr. Padma Ranta Tuladhar, both of whom played a significant role in facilitating Nepal's peace process, and Mr. Bhoj Raj Pokharel, the former chief election commissioner who oversaw the conduct of the historic Constitutional Assembly election. In addition, the team includes Durga Sob, a noted Dalit and women's right activist, and Vijay Kanta Karna and Chandra Kishor Jha, both respected Madhesi intellectuals. This team, in conjunction with the CLD project, has begun a process of identifying immediate, medium and longer-term issues for dialogue. As part of this process, the team has been engaging with senior and mid-level members of government, political party leaders and civil society figures about the need for strengthened dialogue capacities and new spaces for cross-party collaboration.

To foster informed and robust public discussion of Transitional Justice issues, CLD supported the Transitional Justice Resource Center (TJRC) run by World Vision Advocacy Forum. The project ran in close cooperation with MOPR to carry out regional and Kathmandu outreach events on Transitional Justice issues. The project has achieved the following:

- 14 fortnightly discussion meetings on transitional justice-related topics with national and international resource persons in which 877 people actively participated.
- Provision of a common platform to debate and discuss the urgent need for a transitional justice mechanism in Nepal. TJRC held 20 interaction programmes in which 584 people participated from relevant NGO and CS groups. This included 5 interactions specifically focused on civic campaigns against mass amnesty.
- Eight newsletters were published and 6000 copies were distributed among concerned stakeholders.
- Furnishing of a resource center with 572 resource materials including books, CD/DVDs and periodicals.
- Four regional and one national dialogue on "the TJ process in Nepal" organized with civil society groups in Biratnagar, Butwal, Nepaljung and Dhangadi.

To learn from the experiences of a similar programme, an exchange visit with UNDP Kenya's Conflict Prevention Programme was arranged in December 2012. The exchange of experiences provided rich learning, and included exchanges on technical areas of work such as processes for selecting relevant leaders for training, comparisons of training curriculum and teaching approaches, and reflections on the pros and cons of using national NGO partners to support the work. The Kenya project works with a key partner, the Kenyan Institute of Governance (KIG), which has established a reputation as an entity largely above partisan interests. In Nepal, few if

any NGOs working on governance issues have this reputation and resulting confidence. One important conclusion for the Nepal team is that it might benefit from creating space to promote sharing of knowledge and ideas among key actors that goes beyond partisan interest as KIG

Impact of Output 3

- *Establishment of CPP as a significant partner for important national training institutions* – The CPP has or is establishing partnerships with multiple national training institutions. This is a critical objective for the programme because it lays the foundation for the institutionalization, by national actors, of the teaching of key collaborative leadership and dialogue skill sets, enabling capacity-building to continue long after the conclusion of the CPP. Outreach efforts will continue to expand this training approach to other government entities including possibly MOHA and the National Police.

Output 4: Public culture of collaborative dialogue fostered through media

CLD undertook a media campaign to promote positive messages related to collaborative leadership and dialogue. This included 24 episodes of radio talk programmes, 12 episodes of a radio magazine, and the production of two short documentaries on CLD.

Over the second half of 2012, CLD undertook a concerted effort to engage with influential media figures. A three-day seminar for the deputy and senior editors of all the print media houses in Nepal was organised on basic concepts of dialogue, as well as critical reflection on how reporting can positively or negatively impact dialogue initiatives. A second and similar event was organized for the key members of the Federation of Nepali Journalists (FNJ). Both events generated positive feedback, and laid the foundations for more structured CLD engagements in the future. Planning is underway with FNJ, Nepal Press Institute (NPI) and Center for Investigative Journalism (CIJ) to create dialogue sensitivity training for local radio broadcasters, as well to create a series of articles that highlight regional examples of ongoing collaborative leadership and dialogue (eg. traditional conflict resolution mechanisms).

Impact of Output 4

- *Publication of multiple opinion pieces by prominent journalists in support of collaborative leadership and dialogue as keys to overcoming the nation's political difficulties* – In the months since CLD began engaging with the media actors, at least seven significant articles have been published in support of collaborative leadership and dialogue in National Dailies (Nagarik Nepali, Rajdhani Nepali, Annapurna Post and Weekly Magazines (Ghatana Ra Bichar, Sukarbar). Most were published by participants of the CLD seminar. These articles, many of which were published by leading opinion-makers, have likely made a significant contribution to shaping the national debate about the ongoing political crisis, and helped steer the country away from confrontation and towards continued efforts to find a consensus-based solution.
 - *Commitment from different media agencies to follow up activities*- A concept paper for training FM journalists at the local level was developed by NPI, and a proposal for Media fellowships to explore the existing practices of CLD was developed by CIJ. CPP is processing for small grants to allow for the implementation of these proposals.
-

III. Challenges/ Lessons Learned

Challenges:

- Ensuring the mainstreaming of GESI in the programme intervention has been a challenge. It has been realized that efforts to include women and marginalized groups in reasonable numbers have to be improved and strengthened substantively. The representation of women and marginalized groups in political parties, civil society and government is very nominal. Therefore CPP has initiated the process to develop a GESI operational strategy to overcome these specific challenges of the programme.
- Frequent transfer of staff in the government institutions is a long term challenge for the programme. Therefore, our strategy focuses on engaging more than one person from each of these institutions to retain the institutional memory.
- Training of Facilitator (TOF) graduates from the local levels have focused on using the dialogue forums to discuss development issues rather than more difficult peacebuilding issues. Necessary human resources and logistical capacity in field offices is important to allow for robust support to local actors on emerging dialogue ideas. It was difficult to support such processes with the only one technical staff member in the field.
- Hiring a staff that represents Nepal's huge diversity also presents a challenge, in particular to ensure that traditionally marginalised groups enjoy equal opportunity. Therefore the recruitment process demand much more time than usual to make the team more inclusive.

Lessons Learned:

- One of the most important lesson learned for CPP and the recommendation from forward looking assessment mission is that support for ongoing and emerging dialogue at the district level, which is the essence of the next phase of the programme, requires more intensive and sustained levels of engagement by programme staff than what was required in the earlier stages of the programme (outreach and training). As a result, CPP has begun a process of expanding its field staff, and also initiated the process to have additional, and more senior, technical staff on the ground.
- To expand the working space for CPP, strong coordination with government partner like MOPR and LPCs is taking shape.
- It is realized that contribution of the Senior facilitator is a key factor to engage political leaders in dialogue processes therefore CLD is engaging senior facilitators in most of the workshops.
- Scoping missions, consultative meetings with different stakeholders, and entry point workshops with political party leaders in the beginning of programme implementation have helped to lay out a strong foundation for the programme. Because of these foundational activities, the program in the Far West was able to establish itself very quickly.

IV: Qualitative Assessment

CLD has worked with political, civil society, government, youth, women and ethnic leaders at both local and national levels to strengthen their capacities in constructive negotiation, mediation, facilitation of dialogue processes, consensus building, communications, leadership and trust building. One significant observable change is that many district-level leaders express an interest in using dialogue as a tool to address development and social challenges in their respective areas. Before engaging with the CLD project, many of these same leaders tended to view such challenges as zero-sum problems in which some parties would win and others would lose. Some examples include, for instance: (a) In Kailali, a series of trainings and dialogue sessions helped to create a conducive environment for the political parties to come together and discuss inter-ethnic tensions. The result has been the creation of a standing informal forum of the political parties and a markedly improved relationship between the leaders associated with the two different ethnic groups (Tharus and Pahadis). (b) In Janakpur, political and civil society leaders successfully addressed a dispute related to the identification of a future landfill site, which was a prerequisite to receive more than USD \$18 million for an Integrated Urban Development project.⁷

¹ Source: minutes of the meeting and reports from the field. For details refer to success story

i) Indicator Based Performance Assessment:

<p>Strategic outcome:</p>	<p>Political, civil society and governmental actors have helped prevent conflict and consolidate the peace through developing, applying and sustaining capacities of collaborative leadership, dialogue and conflict sensitivity</p>		
	<p><u>Achieved</u> Indicator Targets</p>	<p>Reasons for Variance with Planned Target (if any)</p>	<p>Source of Verification</p>
<p>Output 1 Local level leaders (civil society, political and governmental) have prevented and mitigated conflict/tension and established/ implemented joint socio-political and developmental visions, programmes and agendas through dialogue</p> <p>Indicator 1.1.# of leaders that operate with dialogue as a preferred leadership skill set (political, government and civil society)</p> <p>Planned Target: 300 leaders exposed to dialogue as a leadership skill set</p>	<p><i>648 political, civic including media and government leaders have been exposed to CLD and have participated in 2 /3 day workshops on CLD. Most of the graduates of CLD training programmes speak effusively about the importance of dialogue tools and approaches. It has become a widely accepted notion that consensus-building through dialogue stands as the preferred option for dealing with differences. It bears mention that confrontation and violence, to date, have not been promoted by most leaders as a valid means to resolving current problems.</i></p>	<p><i>Due to higher demand for the programme's support the number of leaders trained on CLD is higher than planned</i></p>	<p><i>List of training participants of 2 and 3 days CLD introductory training</i></p>
<p>Output 2 National level leaders (civil society, political and governmental) have collaboratively established and implemented policies, programmes and shared agendas on critical issues to consolidate the peace and prevent conflict</p> <p>Indicator 2.1 # of trainers and facilitators at the national and local levels that are able to apply skills to specific issues</p> <p>Planned Target: 40 trainers/ facilitators developed on CLD</p>	<p><i>62 trainers and facilitators developed at the national and local levels that are able to apply skills to specific issues.</i></p> <p><i>Six government agencies, seven political parties at the central level, 22 political parties at the local levels, 10 youth wings of political parties, 10 student wings of political parties participated in CLD workshops</i></p>	<p><i>Due to higher demand at different levels (national/local) of trainers as well as facilitators</i></p>	<p><i>Lists of participants</i></p>

<p>Output 3 Policies and programmes developed and implemented by national institutions to foster collaborative approaches to decision making</p> <p>Indicator 3.1 # systems/ mechanisms established and/or supported that links leaders and facilitators to key strategic issues to mitigate tensions and conflicts</p> <p>Planned Target: 2 local level institutions supported to promote and apply CLD</p>	<p><i>Four Human rights organizations in Banke applied CLD to issues related to service delivery, security and peace.</i></p>		<p><i>Grant agreement document</i></p>
<p>Output 4 Public culture of collaborative dialogue fostered through media</p> <p>Indicator 4.1 # of institutions/ organizations supported to promote and apply CLD in specific thematic areas</p> <p>Planned Target: Capacity of key government institutions developed</p>	<p><i>Media strategy along with 2 documentary, 12 radio magazine and 12 talks shows produced</i></p> <p><i>Articles have been published in National Dailies in support of CLD. Many of these articles were published by leading opinion-makers who participated in the CLD workshop</i></p>		<p><i>Media strategy document CDs of Radio programs Newspaper articles</i></p>

ii) A Specific Story- 1

Story 1: CLD at the institutional level

Asian Development Bank (ADB) had committed NRS 1,62,12,56,000 (roughly USD \$18 million) for a major five-year development initiative for Janakpur including establishment of a landfill, road widening, and sewage system development. The Janakpur authorities, however, were unable to come to a consensus that would meet the basic conditions for the initiative to move forward. The parties were required submit a long-pending land title for a proposed landfill site within a strict two week timeframe. The situation seemed intractable and the feasibility of the entire initiative was under threat as the conflicting parties could not reach agreement.

CLD had been working with Janakpur municipal authorities and political parties for over a year, helping them to create a local forum for discussing urban development issues. This forum has been successful in bringing the parties together on a regular basis for discussions, a major shift from a previous situation where the parties were hardly speaking to each other. The ADB situation seemed like a perfect opportunity to put the forum to test with a real challenge.

On 11-12 June, CLD organized a workshop with the political parties and municipal authorities in Kathmandu to find a solution on the issue, and broadly discuss about Janakpur development issues. This workshop provided a platform for approaching the national authorities in a unified manner. On the afternoon of the second day of the workshop, the participants all went together to meet with Secretaries from the Ministry of Federal Affairs and Local Development, Ministry of Urban Development and Ministry of Land Reform and Management (MoLRM). They returned to Godavari to continue with an honest dialogue among themselves. The following day, the participants set up a meeting with President Ram Baran Yadav (who is also from Janakpur), and all went together to see him. The CLD team coordinated, and guided the stakeholders for all these activities. As a result of the initiative supported by the CLD, the authorities were able to find a solution. The MoLRM agreed to provide the land. In return, the municipality agreed to pay the long due payment to the trust under the MoLRM.

Story 2: CLD at the community level

Ms. Rama Chaudhary (name changed) is from Kohalpur of Banke district. She was trafficked to India and rescued by an NGO called SAATHI. After her return, she faced non-acceptance from her family and society. Knowing this situation, Ms. Kamala of SAATHI who is a CLD graduate, convened dialogue at different levels in coordination with Safer Migration Network. She met Rama's family and neighborhoods and organized series of dialogue with them in order to create a favorable environment for Rama. After several rounds of dialogue Kamala was able to convince Rama's family and neighborhoods who later welcomed her. Rama is socially accepted now, is married and runs a tailoring shop.

V: Monitoring Arrangements

The CPP programme staff were primarily responsible for monitoring the Programme activities and results. During the internal programme review meetings it was realized that CPP needs a fully dedicated person to maintain a good M&E system. It was essential also because the CPP had planned to scale up its programme in different regions.

CPP hired a fully dedicated M&E officer from early 2013, finalized M&E framework and strengthened outcome and output indicators based monitoring system. The quarterly programme review process has been initiated to be more responsive and relevant as per the changing context and inform programming process based on challenges and lessons learned.

Monitoring is further strengthened through regular field monitoring missions by the Central Office.