

**UNITED NATIONS PEACE FUND FOR NEPAL
PROJECT DOCUMENT COVER SHEET
REVISION JULY 2011**

<p>Participating UN Organization: International Organization for Migration (IOM) in partnership with OHCHR in Nepal</p>	<p>Priority/Cluster: Rights and reconciliation</p> <p>Nepal PBF Priority area (when appropriate): Strengthening State Capacity for Sustaining Peace</p>
<p>Project Manager for IOM Name: Sarat Dash Address: 768/12 Thirbam Sadak, Baluwatar-5, Kathmandu Telephone: +977 1 442 62 50 E-mail: sdash@iom.int</p> <p>For OHCHR-Nepal: Name: Jyoti Sanghera Address: UNOHCHR-Nepal, Chauni, Kathmandu Telephone: +977-1-4280164 E-mail: jsanghera@ohchr.org</p>	<p>Funding round Strategic Outcome the proposal will contribute towards: Delivery of successful Reparation Programme and consolidation of the Nepal peace process</p>
<p>Project Title: Fairness and Efficiency in Reparations to Conflict-Affected Persons:</p> <p><i>UN Fund Project Number: UNPFN/E-4 – PBF/NPL/E-1 (assigned by the Executive Committee Support Office)</i></p>	<p>Project Location: Nationwide</p>
<p>Project Description: Support to the Ministry of Peace and Reconstruction (MoPR) for development and implementation of reparation mechanisms in accordance with international human rights standards and best practices. The Ministry of Peace and Reconstruction and twelve selected district administration offices are the primary beneficiaries of the project. The project will be implemented in close collaboration with the Ministry of Peace and Reconstruction. The MoPR will be part of the Project Management Committee established to oversee the implementation of the activities under the project. Conflict victims will be the ultimate beneficiaries of the project.</p> <p><input checked="" type="checkbox"/> Adjustment (initial project document adopted by UNPFN Executive Committee 19 March 2010)</p>	<p>Total Project Cost: USD 1,017,583</p> <p>PBF funds (if earmarked): USD 1,017,583</p> <p>Funding available through other sources: 0</p> <p>Total requested from the UNPFN in this submission: USD 1,017,583</p> <hr/> <p>Project Duration: 20 months (15 months + 5 months extension)</p> <p>Envisaged start date: 01 April 2010 Envisaged end date: 31 December 2011 (including extension)</p>
<p>Goal, immediate objectives and anticipated peacebuilding impact: Peace process strengthened by establishing effective and transparent mechanisms to provide reparations to the victims of the armed conflict</p>	
<p>Outcomes and key activities Government has effective and transparent structures and procedures in place to implement reparations program; In order to achieve this the project will develop Reparation Policy in line with International Human Rights Principles; conduct a comprehensive mapping and analysis of the existing programmes and mechanisms and provide recommendations for improving their delivery, processing and reporting; design outreach strategy and strategy for data collection and data management; develop and introduce comprehensive SOP's, procedures and guidelines for reparation processing, train and capacitate the</p>	

staff involved in reparations within MoPR and other relevant institutions; provide the necessary material and equipment for MoPR and DAO's; perform a test run in twelve districts.

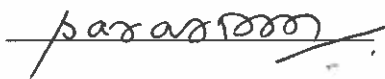
Executive Committee Support Office Review Date: 25 January 2010 _____

Expert Group Review Date: 9 February 2010

Executive Committee Approval Date: 25 March 2010

Executive Committee Project Revision Approval Date: 22 July 2011

On behalf of the Participating UN Organization:




30 June 2011

Sarat Dash, Chief of Mission,
International Organization for Migration, Kathmandu



1 July 2011

 Jyoti Sanghera, Representative a.i. of the High
Commissioner for Human Rights in Nepal

Endorsed by the Executive Committee
Robert Piper
Chair- UN Resident Coordinator for Nepal



22 July 2011

Signature

Date

Annex 2.2

Full Project Document - Outline (max. 7 pages)

1. Background and problem statement

In the aftermath of conflict, as part of the transitional period, post-conflict governments often prioritize repairing the serious harm and injury inflicted as a result of gross violations of human rights. Addressing these issues can contribute to the success of the post-conflict peace process, and the strengthening of long-term rule of law and justice institutions. In fact, states have a duty to take comprehensive remedial measures and introduce programmes offering reparation to broad categories of victims affected by the violations. Redress for the harm suffered by victims can take many forms, including restitution, compensation, rehabilitation and satisfaction. In addition, the government should initiate structural programmes aimed at the cessation and non-recurrence of violations. International standards have been developed to help guide the development of these policies, such as those set out in the UN Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law.

The Government of Nepal has stated that a comprehensive reparations policy will be developed in conjunction with the establishment of a Truth and Reconciliation Commission. In the meantime, it has initiated several programmes designed to provide interim relief to victims of the conflict. The Ministry of Peace and Reconciliation (MoPR) is currently distributing financial benefits to the families of individuals who were killed or disappeared during the conflict as well as those internally displaced who wish to return to their home communities. The Government has also approved a guideline to provide relief measures to victims of the conflict or their immediate beneficiaries in the form of scholarships, medical treatment and compensation. In addition to the above interim relief initiatives, most recently, in 2010 the MoPR passed Guidelines to Provide Employment/Self-Employment Services (ESES) to Conflict-Affected Persons under the World Bank funded Emergency Peace Support Programme. This pilot programme will be rolled out in twelve districts between June 2011 and June 2012. Service Providers will be identified to provide training for employment, on the job training as well as job counselling and placement and small business assistance to conflict victims and their families. While the interim relief programme falls short of full reparations, some of the tools and lessons learnt from the implementation of this programme will be useful and relevant for a future reparations programme. In addition, any enhancements made to the ESES programme will have a positive impact on the current eligible beneficiaries, many of whom will be beneficiaries of a future reparations programme. If under a wider reparations programme, there is a component that corresponds to employment and skills training for conflict victims, the experience gained from this pilot project will be instrumental in ensuring a fair and efficient process is established. Despite these attempts to set our rules governing the disbursement of various interim relief payments, the Government has yet to establish a coherent and comprehensive policy on interim relief and reparations, or the programs to implement it. The National Human Rights Commission has a constitutional mandate to investigate human rights violations and to recommend compensation measures by the Government. The Supreme Court of Nepal has also issued several decisions relevant to compensation, directing the Government to establish and implement a relief package for families of the disappeared and IDPs in 2007. In addition, the current draft bills on the establishment of the Truth and Reconciliation Commission and the establishment of a Commission of Inquiry on Disappearances would grant both Commissions the authority to recommend reparations for conflict victims.

In sum, while there are several initiatives governing relief and compensation each stemming from separate sets of guidelines or policy decisions, there is still no single coherent policy for overall reparation programs for victim of conflict. In addition to lack of a comprehensive policy, there are also no clear and uniform mechanisms and systems in place setting out procedures and policies for victim consultations, outreach, and the categorization, identification and the benefits distribution processes. Existing systems are *ad hoc* and differ from district-to-district based on the individual capacity and interest of the government officials of the particular district.

In this context, there is a need for the development of a comprehensive policy on reparations, which takes into account positive and negative impacts of existing interim relief programmes, the diverse interests of victims, gender perspectives and issues, and international best practices that may help Nepal to utilize its limited resources in an optimal manner. Such a policy will be developed in conjunction with other justice initiatives, such as criminal prosecutions and truth-telling process (TRC and COI-D), or it could risk being counterproductive and mis-perceived as a payment in exchange for silence or acquiescence of victims and their families. In addition to the reparation policy, there is also a need to support the MoPR in standardising the formats and procedures for the consultation of victims, outreach, identification and benefit distribution for their current

relief and compensation programs. Finally, there is a need to strengthen the capacity of MoPR officials and the local district officials who will be implementing future reparation programs as decided by the government or recommended by a future TRC and/or COI-D.

To date, the reparations policy is still in the development stage and it is unlikely it will be approved and implemented within the time frame of this project. The project to date has mapped all existing interim relief mechanisms and made joint recommendations with MoPR for improvement. An outreach strategy and implementation plan has been drafted and substantial consultation with victims on their experience and recommendations on outreach have been conducted. This outreach strategy when implemented under the ESES will ensure beneficiaries are better informed of their entitlements and therefore enhance transparency of the programme. The engagement of this project in supporting ESES, which is a part of the interim relief and rehabilitation programme, is a good opportunity to work closely with the GoN officials in enhancing the implementation of the interim relief programme to ensure victim engagement and transparent and efficient implementation modalities. The project will provide technical assistance to the MoPR and help develop an outreach strategy and implementation plan, an appeal/ grievance mechanism, I/NGO/civil society coordination mechanisms and develop an internal MoPR monitoring and evaluation system. The project will also provide training to front line and relevant administrative staff and provide assistance with administrative procedures. The project outputs from this engagement will directly contribute to the primary project objectives of developing implementation mechanisms for a reparations program as the developed tools will be adopted for the future reparations programme. The testing of the developed mechanisms and tools in 12 districts will help to assess adequacy and identify areas for further improvement and ultimately better implementation of the future reparations programme.

- *Who are the main beneficiaries, how will they be involved and how will they benefit?*

The Ministry of Peace and Reconstruction, Relief and Rehabilitation Division, twelve selected district administration offices and MoPR regional consultants are the primary Government of Nepal beneficiaries of the project. The project will be implemented in close collaboration with the Ministry of Peace and Reconstruction. The MoPR will be part of the Project Management Committee established to oversee the implementation of the activities under the project. Conflict victims will be the ultimate beneficiaries of the project. The project will help to ensure that conflict victims - including the most vulnerable ones such as women- will have adequate opportunity to engage during the drafting of the reparation policy as well as in other relevant project activities. The project will work closely with the civil society partners, women organizations, the National Human Rights Commission, the Ministry of Home and the TRC and COI-D (once established). In addition, eligible victims and their families in 12 pilot districts participating in the Employment/Self-Employment Services programme will be directly assisted under the project.

- *Are there other stakeholders who may gain or lose as a result of the Project/project?*

The project will provide an opportunity to the national actors to initiate dialogue on the forms and types of reparations needed for the conflict victims. It will also be an opportunity to analyze the problems faced by the government during the implementation of the interim relief programs and to rectify those problems during the standardization of the reparation programs. The project will also demonstrate on the part of the government that it is committed to acknowledging the sufferings of the victims.

The project will also allow for collection of data, including sex/gender desegregated data. The latter should be useful for further programming and research, and for contextual gender analysis of reparations for women, and their participation in the process.

- *Include a short statement on the experience the Organization has of working on this issue in Nepal or countries in similar circumstances?*

OHCHR has provided technical assistance in the design and implementation of reparations programmes, supported the participation of civil society organizations in reparations discussions, and advocated for full implementation of reparations initiatives. The Secretary General, in his policy on the rule of law in conflict and post-conflict societies, has designated OHCHR as lead agency in the area of transitional justice. OHCHR has accumulated substantial experience in supporting reparation programs especially with policy advice, trainings and supporting the government reparation programs in Liberia, Sierra Leone, Timor Leste, Colombia, Uganda and Sudan. It has also prepared Rule of Law tools on Reparations. In Nepal, OHCHR-Nepal has been involved in Nepal's transitional justice process since the end of the conflict by helping the MoPR in the consultation process surrounding the drafting of the TRC bill, and providing technical expertise on the draft TRC bill and on the draft COI-D. OHCHR is working closely with the Ministry of Peace and Reconstruction to support different transitional justice initiatives of the government. Through its "Peace Through Justice Project", OHCHR is currently involved

in conducting a review of existing reparation programs in Nepal. The outcome of that activity will provide a firm basis upon which to build the policies and procedures targeted by the current proposal. OHCHR's involvement in the project will ensure that policies and procedures developed by the Government sufficiently take into account the human rights impact of a reparations policy, in the context of the Government's overall transitional justice initiatives.

IOM has extensive experience in managing and implementing large-scale complex projects in Nepal and worldwide. The IOM Reparations Unit in particular has extensive experience in the type of technical assistance and capacity building for a national reparations system called for in this project. IOM's Reparation Programme has provided/is providing similar support to reparation programmes in Colombia, East-Timor, Iraq and most recently Sierra Leone. The IOM Reparation Unit in Geneva consists of number of legal, project management, financial and IT experts specialized in different aspects of reparations, covering the entire spectrum of requirements inherent to reparation activities. This expertise covers tens of years of practical implementation experience and senior policy advice in 15 national and international reparation programmes. The expert advice and technical assistance provided by IOM will allow all actors involved to draw on prior national and international experiences, to avoid spending scarce resources and time on "reinventing the wheel" and to focus instead on the unique circumstances and requirements of Nepal. Different experts from the IOM Reparation Unit in Geneva will be engaged on a need basis during each phase of the project.

2. Project approach and expected results

Transitional Justice is a key element of the Interim Constitution of Nepal and the Comprehensive Peace Agreement. Both the documents commit the Government to providing effective remedies and compensation to victims of the conflict. Moreover, the draft bills setting the framework for the establishment a TRC and COI-D also have mandated these Commissions to recommend appropriate reparations programs for conflict victims. The reparation programs - if integrated as a part of the comprehensive transitional justice mechanisms - will provide evidence to beneficiaries of the of the State's willingness to fulfill its obligations to victims of gross violations and abuses of their human rights and that the institutions of the State take their well-being seriously, enhancing the credibility of those institutions for the future. The project, which aims at providing technical assistance to the Government of Nepal to develop a comprehensive reparation policy that complies with international norms and standards, establishing a fair and transparent process and mechanisms, and strengthening the capacity of the government and civil society counterparts in implementing future reparation programs, will help strengthen the peace process. The success of the project will demonstrate that the government is committed to acknowledging and addressing the sufferings of conflict victims- including the most vulnerable ones such as women- by establishing effective and transparent policies and mechanism to deal with reparation issues.

The project aims to ensure that the government has effective policies, procedures and trained staffed in place to support both the current relief programs and any future reparation programs. The project will take into account the different agreements and ongoing efforts of the government to provide interim relief. It will build upon the work and systems already put in place by the Government of Nepal and particularly the MoPR, and will further support the evolution and strengthening of those systems. Concretely, the project will help to prepare a reparation policy in line with the international human rights standards, produce procedures and operational tools (SOPs, Guidelines, Standards and Forms) to implement reparations programs to the victims in a fair, efficient and transparent manner, and prepare a group of trained staff within the MoPR and selected districts who are capable of implementing future reparation programs.

Activity 1: Development of Reparation Policy in line with International Human Rights Principles

The Comprehensive Peace Agreement commits to provide effective remedies and compensation to the victims of the conflict. The Ministry of Peace and Reconciliation (MoPR) is currently distributing financial benefits to the families of individuals who were killed or were disappeared during the conflict. The Government has also approved a guideline to provide relief measures to victims of the conflict or their immediate beneficiaries in the form of scholarships, medical treatment and compensation. Although the government has initiated several programs for conflict victims, there is a lack of coherent and concrete policy. Moreover, almost all these initiatives focus on compensating the economic loss of the conflict victims and do not take into account the sufferings and need of the victims and the broader concept of reparations. It is essential that reparation policies be perceived by all stakeholders as politically neutral and un-biased. Effective reparations policies should also take into account the socio-economic structure of the Nepalese society, the particular issues attached to women victims, the capability of the state to implement such a policy, and the needs of the victims. In this context, the government has committed to developing a comprehensive reparation policy, which the project aims to support. The project will hire an International Reparation Adviser and National Reparation Officer to advise the Government during the preparation of the

policy. A draft policy will be drafted by the expert drawing from comparative experience and international best practices, which will be used as the basis for discussions with various stakeholders. During the drafting of the policy, the project will take into consideration the lessons learned from the implementation of the current guidelines and policies on interim relief. The project will organize a series of discussion programs on the draft policy with the parliamentarians, leaders of political parties, civil society actors and victims groups. The discussion on the draft policy document will also provide an opportunity for discussions amongst the key stakeholders, including victims (for consultation of female victims see section below "Gender Perspectives"), about the types and forms of reparation programs that Nepal will need and can support in the future. Discussions from the very beginning with political actors, bureaucrats and parliamentarians will provide an opportunity to incorporate their views and give legitimacy to the process. In addition, the experts will also engage closely with the TRC and COI-D once they are established to provide expert advice on reparation issues to the Commissioners and its staff, and to help to ensure that government reparation policy will be consistent with recommendations made by these institutions. The consultative meetings and workshops will provide a forum for national actors to discuss and generate consensus on the reparation needs. The MoPR will be key government agency in the drafting, reviewing and finalization of the document. The project will provide technical support to the MoPR.

Activity 2: Map existing interim relief mechanisms and develop a set of concrete recommendations for improving their delivery, processing and reporting.

The current programme of interim relief to victims of the armed conflict is considered to have a number of flaws including, amongst others: a lack of transparency both in terms of the selection of victim-beneficiaries and the criteria to determine eligibility for interim relief; absence of a uniform process through which the interim relief is delivered to the victims, combined with allegations of unfair and discriminatory practices towards some categories of victims; a possible lack of consideration of gender perspectives; a lack of outreach and hence lack of knowledge amongst the victims about the interim relief programme; and a lack of adequate reporting and recording mechanisms in respect of payments made, rendering it impossible to determine to what extent benefits have indeed reached the intended beneficiaries in a consistent manner.

The project will carry-out mapping and an analysis of the existing operational framework, procedures and practices and interview stakeholders including victims and victims organizations and the staff involved in the current interim relief programme to determine in detail where the principal problems lie and how they can be addressed, taking the available resources and capacities into account. This mapping will also take into account gender issues. The findings will form the basis for the set of recommendations that will be restituted to the MoPR. The latter will then also be assisted with implementation of the recommendations, which will also be integrated into the capacity building component of this project.

The mapping exercise will be conducted during the first six months of the project. Joint team consisting of IOM's Project Manager, Reparations Process and Legal Experts, as well as OHCHR Reparations Officer and Adviser, will analyze the existing roles of different Governments Ministries (MoPR, MoHA, MoD, MoF etc), other state institutions (NHRC, Courts etc) and civil sector (victims and advocacy groups). The purpose of the exercise will be to:

- a) Identify and define the respective mandates of each institution as currently structured.
- b) Chart the existing process-flow, relations and communication protocols and procedures related to the organization and distribution of the Interim Relief, including the efforts currently supported by the World Bank.
- c) Collect, analyze and classify the existing forms, procedures and guidelines.
- d) Identify the areas of duplications and overlapping mandates.
- e) Identify the substantial policy and procedural gaps.
- f) Specify the measures for adjustment/improvement of the overall structure and process.
- g) Conduct workshops and trainings for MoPR officials and other government institutions involved in the process.

Members of the IOM's Reparation Unit will spend considerable amount of time in Nepal, collecting and analyzing the data in cooperation with the resident IOM and OHCHR staff. Substantial amount of desk analysis will also be done in Geneva before, during and after the field visits. The mapping element of the project will build upon a preliminary mapping exercise being conducted by OHCHR and the International Center for Transitional Justice as part of the current UNPF-supported OHCHR-Nepal Peace Through Justice Project.

The overall result will be an improvement in the manner in which the current interim relief programme is implemented, with an emphasis on greater and more transparent access for victims and improved consistency and accountability as regards the delivery of benefits to the victims.

Activity 3: Design an outreach strategy (including an outreach implementation plan)

Ensuring adequate and extensive outreach that takes into account the specific characteristics of the different victim populations and pays special attention to vulnerable groups including women and children is vital for the acceptance and impact of a reparations programme. Having a strong outreach policy is especially necessary in a context like Nepal where people tend to have little awareness of their rights and entitlements and of the options that are available to have their grievances addressed and many victims are poor and illiterate.

The experience with the current interim relief programme, where no or little outreach occurred, confirms the need to raise the awareness of the MoPR of the importance of outreach and to assist them with the development of an outreach strategy for the future reparations programme. The good time to develop the principal contours and mechanisms of the eventual outreach is now before the reparations policy is in place, as once the latter is adopted, there will be considerable pressure on the MoPR to act very quickly and show results immediately.

The project will work together with the relevant MoPR, MoHA and DAOs staff as well as the members of other governmental and non-governmental agencies and organizations (NHRC, victim groups, women organizations etc) to design a comprehensive outreach strategy that is adequate to the context and sensitive to the needs of the different victim communities, with special attention given to vulnerable groups including women and children. This will include an outreach implementation plan. Such outreach strategy should include the extensive use of existing victim associations and civil society organizations more broadly. MoPR, MoHA and DAOs staff, as well members from the civil society and victim groups will be trained how to execute transparent, effective and efficient outreach.

The result will be that the MoPR to commence a comprehensive outreach at the time a comprehensive reparations policy is approved and needs to be implemented.

In addition, the project will develop an outreach strategy, implementation plan and produce information dissemination materials to assist MoPR in the implementation of the pilot Employment/Self-Employment (ESES) programme to Conflict Affected Persons. Part of this strategy will include mechanisms to enhance consultation and coordination with non-state actors. The outreach strategy, implementation plan and information materials developed for pilot Employment/ Self Employment programme will help ensure relevance to the context and sensitivity to the needs of different victim communities and identify areas of further improvement. This tested outreach strategy will be adapted for the future reparations programme.

Activity 4: Design a comprehensive strategy for the collection and registration of victims and beneficiaries data, including the development of a victim and beneficiary data collection standard

Currently, data on victims is dispersed amongst a multitude of actors, including national and international NGOs, political parties and the MoPR. In particular the politicization of victim lists is one key reason why they remain disparate and splintered. There appears to be no clear understanding of what actor is holding what type of victim information. Moreover, the current practice of the MoPR of collecting only very minimal information on the beneficiaries of interim relief is unsuitable for the implementation of a larger reparations programme. The data which are available with various victim groups and civil society organizations were collected by using different methodologies and priorities and the content is not properly categorized and standardized. Collecting and registering comprehensive victim data is not only important for the implementation of a reparations programme but it also crucial for historical memory and truth and reconciliation purposes.

The project will carry out a comprehensive mapping exercise to identify who is holding what type of victim data, including the extent to which the different organizations would be willing to contribute these data to an eventual national victims register. Simultaneously, the current data collection and registration practice of the MoPR will be assessed to identify what improvements need to be made in respect of a future reparations programme. On the basis of this exercise, the project will assist the MoPR with the development of a comprehensive strategy on the collection and registration of victims and beneficiaries data, including recommendations for data collection and protection standards.

The above mentioned strategy will include mechanism which will harmonize the data collected on the base of the existing procedure and guidelines with the information based on the new collecting and registration procedures. This will minimize the differences and ensure structural and processing uniformity. The strategy will also take into consideration the

arrangements and requirements related to the ongoing activities supported by the World Bank. MoPR and other staff involved in the process will be trained how to organize standard data collection, management and maintenance activities.

The result will be that all actors involved in transitional justice in Nepal are aware about who is holding what type of victims data; the foundations for an eventual comprehensive victims information system have been laid; and the MoPR has a good understanding of what victim and beneficiaries data it needs to collect to ensure the proper implementation of the future reparations programme, and what resources and procedures it requires to be able to collect such data.

Activity 5: Design process-flows and standard operating procedures for the processing of victims' reparation claims and the provision of reparation benefits

While some of the details as regards the receiving and processing of reparation claims from victims will depend on the eventual reparation policy issued by the Truth and Reconciliation Commission, there is currently sufficient information available to start working on the general process-flows (how the MoPR will go from receiving the claim from the victims to delivering the benefits to the victims) and the Standard Operating Procedures that the future reparations Programmes will need to follow. Starting from the existing structure of the MoPR, the project will, together with the MoPR staff develop the necessary process flows, standard operating procedures and tools required to provide a defined range of reparation benefits. Dedicated MoPR staff will be trained to use the procedures and tools developed and later to train staff in the Districts. At the same time, the project will also assist the MoPR to identify what additional processes and resources it will require for the eventual provision of further benefits to complete a comprehensive reparations programme in line with good practices and accepted human rights standards.

An important part of the development of the tools required for the implementation of comprehensive reparations mechanisms will be the design of a database and software to support the registration of beneficiaries, the review and determination of their entitlements, the payment of compensation and the provision of other benefits and the tracking and reporting functions. The MIS to be installed for the MoPR with the support of the World Bank will include those functionalities. This project will liaise with the relevant counterparts to ensure that the reparation requirements are taken into account in the MIS and that duplication will be avoided. Given the limited schedule and budget of this project, the proposed interventions in respect to the database will be limited to the provision of database and applications' specifications and will not include actual programming and database development. In this regard the project will explore the synergies with the efforts and resources allocated for MIS development by the World Bank. The database and applications' specifications will be documented and handed over to the MoPR and the World Bank. IOM will remain available to provide further clarifications and details to the above mentioned documents after the completion of the project.

In order to ensure coherency and avoid duplications, the proposed process-flows and SOP's will take into consideration the existing documenting, reporting and MIS arrangements required by the World Bank.

Several workshop and trainings sessions will be organized for the MoPR and staff members from other institutions.

The result will be that the principal rules, processes and tools are in place in the MoPR by the time it needs to start implementing the future reparations programme.

In addition, the project will make recommendations and provide technical assistance in the development of a comprehensive and responsive grievance function whereby complaints can be recorded and addressed by MoPR..There is no standard appeal/grievance mechanism set for the current interim relief programme. The project has gained assurance from MoPR to assist with the development of appeals/ grievance mechanism for the ESES interim relief programme being piloted by MoPR in 12 districts in 2011/12. The documents developed for the ESES Programme will allow for lesson learnt and better implementation of the future reparations program.

All SoPs, process flows and implementation guidelines and tools developed with the MoPR under the ESES pilot programme will be adapted for the implementation of the wider reparations programme and will serve as a capacity building exercise with MoPR prior to the launch of the wider reparations programme.

Activity 6: Testing of the administrative mechanisms for Employment/Self-Employment Services (ESES) Programme in twelve pilot Districts

At the end of the project period, the use of the process flows, SOP's and tools developed for the ESES Programme to conflict victims will be tested in twelve selected districts. The test will consist of running live delivery of ESES benefits in accordance with the established SOPs and Guidelines. The selection of the test districts is based on the pilot roll out of the ESES Programme and has taken into consideration a variety of operational, geographical and political factors. The purpose of the testing will be to assess the adequacy of the mechanisms and identify areas for further improvement.

For the preparation of the test run, the Project Team will render its full support to the MoPR, LPCs and the DAO's. All tools and processes developed and tested under the ESES will be relevant in developing implementation mechanisms for a comprehensive reparations programme.

Training of central and district level staff involved in the ESES Programme will be conducted as a part of Activity 6 as will the testing of the outreach and grievance mechanisms. The project will also ensure that monitoring and evaluation frameworks are developed for the ESES Programme.

The test run will be managed and executed by the responsible governmental and other institutions (MoPR, other ministries, service providers) and monitored by IOM's and OHCHR's Reparation, Project and Resource Management experts. The performance of the mechanisms will be evaluated in terms of their coherency, consistency, efficiency and transparency. In addition the test will assess the mechanism's capacity to handle the delivery of multiple type of benefits to different beneficiary categories.

The results of the test will be analyzed and eventual adjustments and improvements recommended with the test-report.

The project's operating environment presents numerous and various specificities and difficulties that need to be taken into account, in order to include in the strategies and in the activities set out above, elements allowing to overcome these issues.

First, Nepal's society presents a great diversity of ethnic, social and political groups and all of these must be appropriately and equally taken into account. In this context, it is important that a reparations programme is perceived and is effectively acknowledging the rights of all those who have suffered over the ten-year conflict. Reparations are an opportunity for recognition of victims and their families' sufferings and violation of rights during the conflict, as citizens with equal rights in the Nepali society. It is pivotal that the reparations process be perceived by all stakeholders as having been politically neutral and un-biased and that the recommendations ultimately made reflect this approach. Parity in the consideration of victims-i.e. regardless of what side of the conflict they might have belonged to- is a challenge but it is crucial. To ensure this, involvement of stakeholders and appropriate consultations will be conducted to ensure parity at the outset of the project. Similarly, outreach strategies will ensure reaching out to and informing all groups of their rights, regardless of the origins or social considerations. Finally, processes will be designed to give trust to victims. Data protection and confidentiality must be guaranteed as much as feasible. The composition of bodies in charge of implementing all stages of the process will be important in this respect (e.g., by involving also community officials in outreach bodies and decision making bodies, as well as benefit distribution bodies- some victims have less trust in State officials and could be marginalized if this is overlooked).

Second, after a protracted conflict, such as the one in Nepal stretching over a ten-year period, policies must appropriately decide on a temporal jurisdiction for reparations, so as not to leave out important parts of the affected victims' population.

Third, the various violations of human rights or IHL endured by the victims must be encompassed in policies and processes, so as not to leave out entire groups of victims. This is true for victims of the different parties to the conflict, both political and societal and it is also particularly the case for victims of gender violence torture, abduction etc. who are usually stigmatized in any society and do not dare to come out. See also below "gender perspective".

Fourth, the mechanisms for the delivery of the reparation benefits should foresee options of prioritization in case the programme will not receive sufficient funding and/or other resources to implement the reparation policy fully, or if the delivery of benefits has to be phased over large periods of time. In such case, priority should be given in principle to the most needy and for the most serious violations, while expectations must be managed and the prioritization must be fully transparent.

Fifth, in a country with remote and difficult-to-reach areas like those in Nepal, tools and processes must be developed that ensure access to reparations also to those beneficiaries who live in such areas. On the other hand, while decentralization is important to reach beneficiaries in every part of the country, the process must ensure consistency regardless of the area of implementation of the reparations programme. Consistency is of great importance for the consolidation of peace and the rule

of law.

Gender perspectives:

Unless access to the reparations programme is guaranteed for all victims, those that are excluded for reason of gender, caste, political or social-economic background will be victimized a second time. Starting from an analysis of women's access (or lack thereof) to the current interim relief programme and applying best practices and lessons learned from other reparation programmes, this project will integrate gender in all aspects of the proposed activities. All policies, strategies and tools developed within this project will be geared towards ensuring, on the one hand, equal access and treatment for male and female victims alike throughout the reparations process and, on the other hand, that specific needs and sensitivities based on gender are recognized and dealt with in the reparations process.

Moreover, the reparations policy designed within the frame of this process will integrate all international human rights standards in this respect, and care will be taken to ensure that female victims and the associations representing them are given an adequate voice within the consultations. Special attention will thereby be given to victims of sexual violence and their particular protection needs will be taken into account in the work on outreach, registration, process and benefits delivery.

Throughout the life of the project, IOM and OHCHR will also regularly liaise with UNFPA, UNIFEM and the UN SCR 1325/1820 Peace Support Working Group in Nepal to get their input on gender-related matters in respect of reparations. Finally, the MoPR will be encouraged to ensure an, as much as possible, gender-balanced participation of staff in capacity building activities, and the involved staff of MoPR will be sensitized to UNSCR 1325 and 1820, which will have positive effects on all activities. The project will liaise with the UNCT Transitional Justice Network to receive inputs from different UN agencies during the implementation of the project. The project will work closely with related projects, including the UNSCR 1325 joint project of the OHCHR and UNIFEM to ensure that relevant stakeholders and staff are properly trained on SCR 1325 and 1820-related issues.

In providing policy and technical assistance to Sierra Leone Reparations Programme, IOM improved the policy and process for sexual violence and assisted the program to mobilize resources from UNIFEM for these victims. IOM would look for similar opportunities consistent with implementation of UNSCRs 1325, 1820, 1888 and 1889.

- *What lessons have been learned from previous experience in this area or type of project?*

The lessons that IOM has learned from its previous experience of expert advice and technical assistance to reparation programmes in post-conflict situations such as in Colombia, East-Timor, Iraq, Kenya and most recently Sierra Leone include the following:

- A broad political consensus should be sought concerning the contribution of a reparations programme to the peace process as well as the general contours and priorities of the programme. This aspect is of particular importance in Nepal where the political landscape is fragmented and the peace process is volatile.
- The process should be grounded in a solid legal framework. In the case of Nepal, the Comprehensive Peace Agreement and the Interim Constitution provide the beginning of such a basis for a reparations policy. The timely constitution of the Truth and Reconciliation Commission and that Commission's work on reparations based on international standards will strengthen this basis.
- The reparation process should be victim oriented. In the context of Nepal, the process should be de-politicized and the victims should have input into the development of the reparations policy and participate in the formulation of the reparation priorities and the elaboration of the processes. These must include particularly vulnerable victims and take into account gender issue sand perspectives.
- The governmental and other institutions supporting the reparations programme need to remain committed to a process in accordance with international standards and best practices, taking into account local needs and constraints; they need to maintain the required financial, human and other resources.
- The reparations process must be based on fair, transparent and consistent rules and procedures. Victims must be informed about what they are entitled to and how they can obtain their benefits, but it must also be clear what the programme will not deliver.

3. Analysis of risks and assumptions

Assumptions, risks to these assumptions, the likelihood of these risks and mitigation measures are outlined below.

Strategic Risks

- 1) **Assumption:** The Government and political actors remain committed to address the needs of conflict victims, in line with their public commitments in this respect.

Risk: Parties use these commitments only as a strategy of political gain instead of genuinely acknowledging and addressing victims' concerns and/or fail to advance the reparations file in a holistic and victims' oriented manner.

Likelihood of risk: medium

Risk mitigation: The project will engage with the political actors and parties to the conflict to sensitize them on the need for addressing justice and reparations through a holistic approach and engage with the victims groups and communicate their concerns to the political actors. The project staff will engage with political actors to seek their views during the formulation of the reparation policy in order to help validate the process and increase cooperation. Training programs on the concept of reparations and the use of comparative experiences from countries that have implemented reparations programs will be used to advocate on the issue.

- 2) **Assumption:** The Government Ministries, civil society actors and the to-be established Transitional Justice Commissions continue to cooperate with the project.

Risk: If this collaboration would stop or become more difficult, project implementation would be hindered and project outputs would be less effective or relevant.

Likelihood of risk: medium

Risk mitigation: The project has been designed in close consultation with the MoPR, civil society actors, UN agencies and other government counterparts. Consultation meetings were held to seek their advice during the project formulation phase and most of the feedback received was incorporated into the draft. The project will be implemented in partnership with the MoPR and other government counterparts. The views of government counterparts and their experiences will be sought at every step of project implementation. Moreover, the project will ensure that the activities will be integrated with ongoing government initiatives. The project will work closely with all stakeholders, and ensure that there is an adequate information flow between the project and those stakeholders.

- 3) **Assumption:** The overall political environment in the country is conducive to the implementation of the project.

Risk: A change of Government or a delay in drafting the constitution may affect the project's implementation

Likelihood of risk: Low

Risk mitigation: The project will develop a contingency plan to ensure that the policy decisions of the project are deferred until there is a favourable political environment. Moreover, the project will engage with officials within different ministries to continue activities which do not require immediate changes in policy or procedure.

4) **Assumption:** MoPR has the capacity, human and material resources to implement an ambitious, market driven skills training and employment placement program for conflict victims.

Risk: Ineffective implementation of the programme

Likelihood of Risk: Medium

Risk Mitigation: The pilot nature of the programme means it is small scale and lessons can be applied for a future wider roll out. IOM's technical assistance will also contribute to mitigating the risk in the pilot phase.

Operational Risks:

- 1) **Assumption:** The Government will permit access to information, documentation, processes and practices concerning the current interim assistance and to planned reparation mechanisms.

Risk: The refusal of Government counterparts to grant this access.

Likelihood of risk: Low

Risk mitigation: The support that the MoPR Secretary and the Joint Secretaries for Conflict Management and for Reconstruction and Rehabilitation expressed for the reparations process and this project will allow calling on their assistance to obtain the cooperation of relevant staff in the MoPR and the Districts. To some extent, access to this information can also be obtained through non-governmental parties (IO and NGO).

- 2) **Assumption:** The MoPR will make dedicated staff available as counterparts for this project. The MoPR will maintain the staff to ensure continuity and successful application of the trainings received.

Risk: Relevant staff is reassigned during or at the end of the project, thereby jeopardizing efficient completion of project deliverables and undermining the trained capacity.

Likelihood of risk: In a number of Government offices there has been a relatively high turnover of staff, including in the MoPR.

Risk mitigation: The MoPR Joint Secretaries have committed to making respective staff available for the purposes of this project. The project will support some of the relevant staff positions. Should the required staff not be made available or maintained, assistance from the office of the HC/RC and the UNPFN Support Office will be requested to press the issue.

- 3) **Assumption:** The reparation policies and principles to be recommended and developed by Parliament and the TRC will provide the general framework anticipated for the technical assistance under this project.

Risk: The policy framework and basic principles that Parliament and the TRC are expected to elaborate during the course of the project period will deviate substantially from those that the project anticipates.

Likelihood of risk: Low

Risk mitigation: In the elaboration of a reparation policy the project will take into account the principles and the policy framework to the extent they are developed by Parliament and the TRC during the course of the project. Both, this framework and the policy should be based on international human rights standards and good reparations practice and it is hoped that they inform each other.

4. Partnerships and Management Arrangement

4.1 Management staffing

A project manager with support from a project assistant will implement the IOM component of the project. The project manager will assume overall responsibility for the implementation of the project, including programming, human resources and budget management. The Project Manager will be stationed at the IOM Office in Nepal and will report to the Head of the IOM.

The National Reparation Officer will be responsible for the implementation of the OHCHR component of the project. Both IOM-Nepal and OHCHR-Nepal will provide administrative support and available services of their offices for the successful implementation of the project.

4.2 Project staff

The project will have necessary project staff for its implementation. OHCHR-Nepal will hire an International Reparation Expert and a National Reparation Officer for the preparation of the Reparation Policy. Since Transitional Justice and Reparation is relatively a new subject for Nepal, the project proposes hiring an international expert who has extensive experience working on reparation issues and experience of formulating reparation policy from a human rights perspective. The comparative experiences from other countries will be helpful in designing a policy that effectively takes into account the possible human rights impacts of distributing relief and other forms of reparation in a post-conflict context and sensitive political environment. The International Reparation Expert will also take the opportunity to develop the capacity of the national actors involved in the project. The in-country Reparation Expert, who will be based for the entire project period at OHCHR-Nepal's office in Kathmandu, will provide overall guidance to the project on policy and rights related issues.

For work on the assessment of the current relief efforts, the development of process flows, procedures, guidelines and tools, and for workshops and trainings, the project will draw on the experience of IOM's Reparations Unit in Geneva. This Unit consists of legal, process, financial and IT experts whose combined expertise covers tens of years of practical implementation experience and senior policy advice in some 15 national and international reparation programmes. Different members of the Unit will provide their input for the respective project deliverables in their area of expertise in close cooperation with the project team in Nepal, and they will spend the required time in the country. Their combined input is expected to amount to the equivalent of approximately one full-time senior staff. This model worked well in other projects of technical assistance to national reparation programmes in countries such as Colombia, East Timor, Iraq, Kenya and Sierra Leone a number of which were carried out in cooperation with UN Agencies (East Timor and Iraq) and with funding from the UN Peace-building Fund (Sierra Leone). Members of IOM's Reparations Unit have worked with IOM Nepal on preparing this project proposal, including through one week of meetings with Government, UN and civil society interlocutors in the country.

The project will try to maintain a gender balance at the different levels of management and other staffing proposed under the activities.

4.3 Management arrangements

For the efficient and coordinated implementation of the project, a Project Management Committee composed of representatives from IOM-Nepal, OHCHR-Nepal and the MoPR will be formed during the start-up phase of the project. The Project Management Team will meet at least monthly and oversee the implementation of the project and its managerial aspects.

Issues that this committee will not be able to resolve will be dealt with by the IOM Chief of Mission, the Head of OHCHR and the MoPR Joint Secretary. To the extent necessary, the Director of IOM's Reparation Programmes will join this group.

In addition to the Project Management Committee, the project will establish two consultative groups:

The Project Consultative Group will consist of representative from OHCHR, IOM, UNPFN, WB, ICTJ, MoPR, MoHA, MWCSW, MoD, MoF and other Government Ministries and institutions such as NHRC, (TRC and CoI-D when formed), civil society organizations and victim groups. The purpose of this group will be to enable broad consultative base where each stakeholder will be able to express its concerns and considerations regarding the process. The group will meet at least once every three months. The information collected during the meetings will be incorporated into the project workplan.

A smaller special Technical Committee will also be established to consider technical aspects of project implementation including the possibility of overlap, duplications and synergies between existing processes and mechanisms. This Committee will consist of OHCHR, IOM, WB and MoPR representatives. The Special Technical Committee will meet on an as-needed basis to discuss specific issues as they emerge during the project implementation.

4.4 Partnerships

The project is a partnership between the International Organization for Migration (IOM) and the UN Office of the High Commissioner for Human Rights (OHCHR). OHCHR will focus on the elaboration of a reparations policy and human rights-related policy and training assistance, whereas IOM will focus on the technical and material assistance to the MoPR in the development and implementation of reparation mechanisms, processes and tools and the building of the related capacity in the Ministry, and in selected districts. The project will work closely with the current OHCHR Peace Through Justice Project to avoid duplication and to streamline activities aimed at supporting the MoPR as well as aTRC and/or COI-D.

This proposal has been developed in cooperation with the Ministry of Peace and Reconstruction (MoPR), which will be a lead implementing partner at the governmental level. In this regard, direct support to the MoPR is envisaged under the project. The project will also attempt to liaise with the Ministry of Home, and – once established - the TRC and CoI-D to synchronize as much as possible the elaboration of the reparations framework to be proposed by the TRC and CoI-D in the development of a reparations policy and mechanisms under the project.

The project will coordinate with the UN Coordination Group on Transitional Justice (UNDP, UNIFEM, UNICEF, UNFPA, IOM and OHCHR) to avoid duplication amongst UN agencies on reparation issues. The project will also liaise closely with the World Bank to avoid duplication and harmonize related aspects of the latter's involvement in the interim assistance for victims and the development of a MIS for the MoPR.

In order to incorporate victim and civil society views and expectations into the process, the project will work with victims' groups and civil society partners active in this area. Particular attention will be paid to the specific needs of women in the process and to the difficulties faced by victims of sexual violence and in this regard input from UNFPA, UNIFEM and the UN SCR 1325/1820 Peace Support Working Group will be sought.

5. Monitoring & Evaluation

This project will be monitored and evaluated at three levels:

As part of overall IOM activity the project will be subject to IOM Rules and Regulations, accounting practices and auditing arrangements. In addition IOM Resource Manager will monitor the expenditures against the budget and IOM Project Manager will monitor the project implementation against the project scope and schedule as well as the project indicators specified in the Annex 2.5. The results from the monitoring will be reported within the annual and quarterly financial and

narrative progress reports.

The project component implemented by OHCHR-Nepal will be subject to OHCHR-Nepal Rules and Rules accounting practices and auditing arrangements.

Finally, the overall project impact on the reparation processes in the country will be evaluated against the base-line which will be established during the assessment phase of the project. All data collected will be disaggregated by gender. According to the activity plan, at the beginning of the project the team will assess the current situation of the reparation activities in Nepal in terms of coherency, transparency, efficiency and human rights and gender considerations. The results of this assessment will be summarized in a report containing the key indicators. This report will be used as a base-line for the measurement of the improvement of the reparation processes in Nepal.

6. Sustainability of the project

In addition to further strengthening the current interim-relief programme, the purpose of this project is to ensure that the MoPR has the necessary strategies, tools and procedures at its disposal to start implementing the future reparations programme. While the full implementation of the Nepal's reparation programme might gain momentum only after this project is completed, due to their concrete, yet generic nature the mechanisms, SOP's and operating guidelines resulting from this project can be used long after the project end date. With this in mind, this project's approach to the development of the planned outputs will be fully collaborative: the strategies, tools and procedures will be developed through a close collaboration between the IOM and OHCHR experts and the relevant MoPR staff.

Moreover, the capacity building foreseen in the project will ensure that the ability to use the tools and procedures developed within the frame of this project is not limited to the MoPR staff directly involved in their development, but is shared also by other staff within the MoPR. While continued technical assistance for the implementation of the reparations programme is likely to be useful after the completion of this project (as it will not be possible to address all aspects of implementation within the project duration period), the outputs of this project can continue to be used also without such additional technical assistance.

As mentioned before, the final outputs/products (flow-charts, SOP's, IT specifications, forms, guidelines and training materials) will be essentially technical in nature and politically neutral. As such these outputs will be implementable and useful regardless of the political progress and processes. The final products will be complete, deployable and reusable in different circumstances.

The project team will work with MoPR and other relevant Government staff to identify options through the Nepal Peace Trust Fund and its Technical Assistance Pool (currently under development) and the World Bank for further opportunities following the projects 15 months to ensure additional required assistance around the issues of reparations are able to mobilize the support and resources required for the effective ongoing delivery of a equitable, effective and efficient reparations benefits.

After the completion of the project, OHCHR and IOM missions in Nepal will have a dedicated staff in their offices to follow-up on the activities completed under the project. The technical expertise at OHCHR-Nepal and IOM-Nepal developed through the project will be used to ensure further advisory support to the government and the TJ institutions (TRC and CoI-D) on reparations issues. OHCHR-Nepal and IOM-Nepal will also advocate with the government, civil society actors and donor agencies to support the formulation of the reparation programs inline with the reparations policy and as recommended by the TRC and CoI-D.

7. Logical Framework (Annex 2.3)

Results	Measurable indicators	Means of verification	Important assumptions
PEACEBUILDING IMPACT			
Peace process strengthened	- Higher number of Conflict	- Press releases and	- Peace process continues

by establishing effective and transparent mechanisms to provide reparations to the victims of the armed conflict	<p>victims has access to reparation programs, including most vulnerable such as female victims.</p> <ul style="list-style-type: none"> - Less numbers of complaint registered on the grievances about the reparation programs - Overall public perception on the Government systems and mechanisms for implementing reparations is positive - Less reported incidents of political interference on the reparation programs 	<p>statements from different agencies on human rights situation of the country,</p> <ul style="list-style-type: none"> - NHRC, OHCHR and other I/NGOs Reports, civil society and victims groups (including women's groups) - Government reports - Media reports 	<p>and there is no relapse into conflict</p> <ul style="list-style-type: none"> - Political parties and the government are committed to providing reparations to the conflict victims - Donors and international organisations supports the reparation program - TRC and CoI-D are established and functioning
OUTCOME			
Government has effective and transparent structures and procedures in place to implement reparations program	<ul style="list-style-type: none"> - Reparation Policy inline with international human rights standards prepared and adopted - SOPs, Guidelines, Standards and Forms for various reparation benefits prepared - MoPR and twelve selected pilot districts have trained staffs (including sensitization on UNSCR 1325 and 1820) and necessary infrastructure to implement reparation programs and pilot testing for ESES conducted in 12 districts 	<ul style="list-style-type: none"> - Reparation Policy Document - Reports of IOM, OHCHR, MoPR - Reports of civil society organizations, victims groups (including involvement of women victims) - Training reports - Standard guidelines, forms, SOPs documents 	<p>(Outcome to peace-building impact)</p> <ul style="list-style-type: none"> - The government is ready to review, develop and implement policies and practices of assistance to victims of the conflict to make it in line with accepted reparation principles and good practice. - The government follows and implements structures and procedures developed for reparations
OUTPUTS			
1. Comprehensive Policy on Reparation prepared	<ol style="list-style-type: none"> 1. Technical Adviser on Reparation appointed and working 2. Reparation policy inline with international human rights standards is developed 3. MoPR adopts Reparation Policy 	<ol style="list-style-type: none"> 1. OHCHR Reports 2. Reports of workshops/meetings for the formulation of the reparation policy 3. Reparation Policy Document 4. Reports of MoPR 	<ol style="list-style-type: none"> 1. Government is willing to streamline existing policies and procedures related compensation and to prepare comprehensive reparation policy 2. Government is willing to collaborate with the project in formulation of the policy
2. Capacity of the Relief and Rehabilitation Division and twelve selected District Administration Offices enhanced to support reparation programs	<ol style="list-style-type: none"> 1. Staff of the Relief and Rehabilitation Division of MoPR trained on the development and implementation of the reparation policies and programs(including sensitization on UNSCR 1325 and 1820). 2. Staff of the twelve selected districts are trained on the use 	<ol style="list-style-type: none"> 1. Training Reports 2. MoPR reports 3. Procurement Reports 4. Training Guidelines 	<ol style="list-style-type: none"> 1. Government do not transfer trained staffs of the Relief and Rehabilitation Unit and DAO Offices 2. MoPR and DAOs ready to cooperate with the project 3. Office automation equipments is readily available in the market

	<p>of formats, procedures and SOPs for the Employment/Self-employment Services (including sensitization on UNSCR 1325 and 1820).</p> <p>3. Relief and Rehabilitation Division and twelve selected districts have necessary basic office automation for its smooth functioning</p>		
<p>3. Processes, guidelines SOPs, forms, procedures for various reparations benefits prepared and tested</p>	<p>1. Outreach strategy Prepared (including gender perspectives)</p> <p>2. Process for collection of victim and beneficiary information designed (with sex disaggregated data)</p> <p>3. Guidelines, SOPs, Forms for determination of entitlements and provision of benefits designed and tested</p>	<p>1. Outreach strategy document</p> <p>2. Victim depository and database design document</p> <p>3. Processing, verification, payment and benefit provision guidelines</p> <p>4. Training materials</p>	<p>1. Government is willing to streamline existing policies and procedures related compensation</p> <p>2. Government is willing to collaborate with the project in preparation of procedures and implement it</p>

ACTIVITIES:	INPUTS:		(Activity outputs to outcome)
<u>General: Project Management</u>			
<p>1. Establishment of the Project Office</p> <p>2. Recruitment of necessary project staffs (with gender balance)</p> <p>3. Procurement of necessary equipments</p> <p>4. Preparation of the work plan for the project</p> <p>5. Preparation of the periodic reports and final reports</p> <p>6. Project Evaluation (including gender perspectives, and measures of women participation and satisfaction)</p>	<p>1. Project Manager</p> <p>2. Project Asst</p> <p>3. Operation Cost</p> <p>4. Other Project Staffs</p> <p>5. Evaluation Cost</p>	<p>1. Financial Report</p> <p>2. Periodic Reports</p> <p>3. Appointment Letters</p> <p>4. Evaluation Report</p>	<p>1. Delay in Recruitment of the relevant staff</p> <p>2. Delay in approval of the project</p> <p>3. Delay in the implementation of the project</p> <p>4. Unavailability of the staffs with relevant skills</p>
<u>Output 1: Comprehensive Policy on Reparation</u>			
<p>1. Review of the existing guidelines, procedures, mechanisms, structures on reparations</p> <p>2. Strategic meetings and consultations with the victims groups (including women's groups), civil society partners, human rights organizations and</p>	<p>1. Technical Adviser on Reparation</p> <p>2. National Reparation Officer</p> <p>3. Strategic meetings and workshop expenses</p> <p>4. Travel expenses</p> <p>5. Short term consultancies expenses on specific activities</p>	<p>1. Appointment Letters</p> <p>2. Financial Reports</p> <p>3. Periodic Reports</p> <p>4. Consultancies Reports</p> <p>5. Workshop Reports</p> <p>6. Reparation Policy document</p>	<p>1. Delay in Recruitment</p> <p>2. Availability of the expertise on Reparations</p> <p>3. Government is willing and supportive to prepare reparation policy</p> <p>4. Availability and Accessibility of the necessary documents</p>

<p>government agencies on the issue</p> <ol style="list-style-type: none"> 3. Preparation of the draft policy for review 4. Discussion and strategic meetings on the draft policy 5. Finalization of the policy document 			
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Output 2: Capacity of the Relief and Rehabilitation Unit and twelve selected District Administration Offices enhanced

<ol style="list-style-type: none"> 1. Purchase and Installment of the IT and office automation equipments for MoPR 2. Trainings to the MoPR , twelve district staff and other relevant government staff(including sensitization on UNSCR 1325 and 1820). 	<ol style="list-style-type: none"> 1. Procurement Cost of Office Automation and IT equipments 2. Training Cost 3. Travel expenses 4. Admin Asst 5. Reparation Officer 6. Technical Adviser on Reparation 	<ol style="list-style-type: none"> 1. Training Reports 2. Financial Report 3. Purchase Orders 4. Delivery/Installment Records 	<ol style="list-style-type: none"> 1. Delay in decision making by MoPR and other relevant government offices 2. Availability of the staffs for training 3. Government will to support the project
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Output 3: Processes, guidelines SOPs, forms, procedures for various reparations benefits prepared and tested

<ol style="list-style-type: none"> 1. Map existing assistance to, as well as plans for reparations for, victims of the conflict (actors, mechanisms, projects, status, problems, gaps, vulnerable victims) 2. Enhance existing assistance mechanisms 3. Develop outreach strategy (to also reach the most vulnerable victims) 4. Design process for collection of victim and beneficiary information (with sex disaggregated data) 5. Develop process flows, SOPs, guidelines for various reparation benefits 6. Test implementation of ESES in twelve districts 	<ol style="list-style-type: none"> 1. Project manager 2. Project Asst. 3. Reparation experts 4. Travel in country 5. Meeting/Workshop Expenses 	<ol style="list-style-type: none"> 1. Mapping Report 2. Strategy document 3. Analysis report of the database requirement 4. Guidelines, standard forms, SOPs, Process flows 5. Test Protocols 6. Evaluation Reports 7. IT equipments 8. Software development expenses 	<ol style="list-style-type: none"> 1. Availability of necessary documents and interlocutors 2. Availability of information about victim distribution and profiles 3. Access to information held by Government and non-governmental parties 4. Access to database developed for MoPR 5. Trained staffs are not transferred by the MoPR and District authorities 6. Project has access and cooperation of the district authorities
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8. Project Budget (Annex 2.4)

CATEGORY	ITEM	UNIT COST	NUMBER OF UNITS	TOTAL COST
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1. Supplies, commodities, equipment and transport				56,213
a) OHCHR Nepal				27,105
Office Automation for Project Management	1	1,200	3	3,600
Office Supplies for Project Management	1	300	15	4,500
Communication and other costs	1	300	15	4,500
Vehicle (car+fuel+maint.) for P. Management	1	700	15	10,500
Other expenditure	1	267	15	4,005
b) IOM Nepal			(months)	19,500
Office	1	300	15	4,500
Communication	1	200	15	3,000
Other Office (supplies, maintenance, vehicle running costs etc)	1	800	15	12,000
c) IOM Reparation Unit Geneva			(months)	9,608
Office	0.05	15,000	6	4,500
Communication	0.3	900	15	4,050
Other Office (supplies, maintenance, vehicle running costs etc)	0.15	470	15	1,058
2. Personnel (staff, consultants and travel)				674,400
a) OHCHR Nepal				184,504
Reparation Adviser (Int)	1	11,834	11	130,174
Reparation Officer (Nat)	1	3,290	15	49,350
Driver (Nat)	1	830	6	4,980
b) IOM Nepal				269,960
Project Manager	1	13,000	20	221,223
Project Assistant	1	1,500	17	20,421
Administrative Assistant	1	1,250	17	17,017
Driver	1	830	17	11,299

c) IOM Reparation Unit Geneva ¹⁾				204,936
Legal Expert	1	17,078	2	34,156
Reparations Process Expert	1	17,078	6	102,468
Payment and Control Expert	1	17,078	3	51,234
IT Expert	1	17,078	1	17,078
d) Evaluation				15,000
Evaluation OHCHR				5,000
Evaluation IOM				10,000
3. Training of counterparts				97,400
Consultative process on Reparation Policy (OHCHR)				5,000.00
Organization of regional meetings/workshops (OHCHR)				10,000.00
Workshops/trainings/consultations in Nepal (IOM)				67,400.00
Capacity Building Workshop in Nepal				15,000.00
4. Contracts				0
5. Other direct costs				123,000
Support for the MoPR and DAOs (IOM)				93,000.00
Translation (OHCHR)				20,000.00
Other direct costs (OHCHR)				10,000.00
Total Programme Costs				951,013
Indirect Support Costs (7% of total programme cost)				66,571
TOTAL				1,017,583
Breakdown per agency:				
OHCHR				
1. Supplies, commodities, equipment and transport				27,105
2. Personnel (staff, consultants and travel)				189,504
3. Training of counterparts				15,000
4. Contracts				0
5. Other direct costs				30,000
Total Programme Costs				261,609
Indirect Support Costs (7% of total programme cost)				18,313
TOTAL OHCHR				279,922
IOM:				
1. Supplies, commodities, equipment and transport				29,108
2. Personnel (staff, consultants and travel)				484,896
3. Training of counterparts				82,400
4. Contracts				0
5. Other direct costs				93,000

Total Programme Costs				689,404
Indirect Support Costs (7% of total programme cost)				48,258
TOTAL IOM				737,662
TOTAL PROJECT				1,017,583

Note:

¹⁾ IOM's Reparations Unit in Geneva consists of legal, process, finance and IT experts specialized in different aspects of reparations whose combined expertise covers tens of years of practical implementation experience and senior policy advise in some 15 national and international reparations programmes. Different member of the IOM's Reparation Unit will work on different programme deliverables such as assessment and analysis, process-flows, procedures, guidelines and trainings. They will provide their input in close cooperation with the project team in Nepal and spent the required time in the country.

9. Detailed workplan (Annex 2.5)

Below is the original workplan. For revised activities from July-December 2011, see attached agreed Work-plan and key Milestones with MoPR (signed 13 July 2011).

Outcome/Output	Activities	Inputs	Budget	Delivery Date
Project Setup	Coordination, recruitment, administrative arrangements (IOM/OHCHR): April 2010	OHCHR Nepal; IOM Nepal; Reparation Unit Geneva	3%; USD 30,528	April 2010
Analysis of the existing structures, guidelines, procedures and mechanisms and mapping of plans and projects for reparations	Analysis and mapping of the existing legal and operational framework, stakeholders, process-flows, capacities and mechanisms, (TRC provisions, MoPR efforts and capacities, horizontal and vertical linkages between various state institutions etc). Including mapping exercises, strategic meetings and exposure visits. (IOM/OHCHR): April-September 2010	IOM: Project Manager (Nepal), Legal Expert (RTG), Reparation Process Expert (RTG), Payment Control Expert (RTG); OHCHR: Reparation Officer (Nepal), Reparation Advised (Nepal) MoPR and other Nepal Institutions	5%; USD 50,879	September 2010
Enhancement of the existing programs	Analysis of the existing processing and delivery mechanisms of the interim relief programs implemented by the MoPR. Production of a report and recommendation for improvement of the existing processing, delivery and reporting mechanisms for distribution of interim relief. IOM: June- September 2010	IOM: Project Manager (Nepal), Project Assistant (Nepal) Legal Expert (RTG), Reparation Process Expert (RTG), Payment Control Expert (RTG); OHCHR: Reparation Officer (Nepal), Reparation Advised (Nepal)	6%; USD 61,055	September 2010
Draft Policy	Strategic meetings, with the civil society partners, human rights organizations and government agencies on the issue. Production of a draft policy document for review. OHCHR: July-September 2010	OHCHR: Reparation Adviser (Nepal), Reparation Officer (Nepal) IOM: Project Manager (N), Project Assistance (N), Legal Expert (RTG),	6%; USD 61,055	September 2010

		Reparation Process Expert (RTG)		
Outreach Strategy	Development of outreach strategy based on the specific country needs and taking in consideration the specific victim categorization (gender, minority groups, type of human rights violations etc). Production of Outreach Strategy recommendations and guidelines IOM: July - September 2010	IOM: Project Manager (N), Project Assistant (N), Legal Expert (RPG) Reparation Process Expert (RPG)	5%; USD 50,879	September 2010
Recommendation and Guidelines on the process of collection of victim and beneficiary information	Summarizing the collected information and analysis of the particular requirements for the reparation activities in Nepal. Design of adequate data collection formats, processing procedures and information flow. Production of corresponding recommendation and guidelines. IOM: June-December 2010	IOM: Project Manager (N), Project Assistant (N), Reparation Process Expert (RPG), IT Expert (RPG)	25%; USD 254,396	December 2010
Recommendation and Guidelines on the processing of the reparation claims and delivery of reparation benefits	Summarizing the collected information and analysis of the particular requirements for the reparation program in Nepal. Design of claim and data processing procedures, eligibility criteria and decision making processes. Design of delivery mechanisms for various types of reparation benefits. Production of corresponding recommendations and guidelines. IOM: July - February 2011	IOM: Project Manager (N), Project Assistant (N), Reparation Process Expert (RPG), Payment Control Expert (RPG), IT Expert (RPG)	25%; USD 254,396	February 2011
Final Policy Document	Discussions and strategic meetings on the draft policy. Finalization of the Nepal Reparation Policy Document (OHCHR/IOM). October 2010-March 2011	OHCHR: Reparation Adviser (Nepal), Reparation Officer (Nepal) IOM: Project Manager (N), Project Assistance (N), Legal Expert (RTG), Reparation Process Expert (RTG)	5%; USD 50,879	March 2011
Trainings	Trainings of MoPR and District staff members on the policy, outreach strategy, data collection, claim processing and delivery of reparation benefits.	IOM: Project Manager (N), Project Assistant (N), Legal Expert (RTG), Reparation Process	10%; USD 101,758	June 2011

	(IOM/OHCHR) June 2010-June 2011	Expert (RTG), Payment Control Expert (RTG) IT Expert (RPG)		
Test Implementation	Testing of the established procedures and processing guidelines in 3 Districts. IOM: –April- May 2011	IOM: Project Manager (N), Project Assistant (N), Reparation Process Expert (RTG), Payment Control Expert (RTG), IT Expert (RTG)	5%; USD 50,879	May 2011
Reporting	Production of quarterly narrative progress reports and financial reports. Production final financial and narrative report. IOM: April 2010- July 2011.	IOM: Project Manager (N), Project Assistant (N), Reparation Process Expert (RTG) OHCHR Reparation Officer (N)	3%; USD 30,528	15 days after the expiration of each project quarter. Final reports end July 2011
Evaluation	Internal evaluation of the project achievements against the project plan, scope, schedule and budget. External evaluation of the impact of the project on the reparation activities in Nepal. (IOM/OHCHR/ other) June- July 2011.	IOM: Project Manager (N) Reparation Process Expert (RTG) OHCHR: Reparation Officer (N) External	2%; USD 20,352	July 2011

Dates	4 Month Benchmarks	Indicators of Progress
First 4 Months	<ol style="list-style-type: none"> 1. Analysis of the existing structures, guidelines, procedures and mechanisms. 2. Mapping and planning of reparation projects and activities. 3. Reporting 	<ol style="list-style-type: none"> 1. Process flow of the ongoing activities established, factors and stakeholders mapped, key issues and gaps identified. 2. a) Link between the existing processes and future reparations established. Main directions for interventions agreed. b) Core Human Resource Capacity within MoPR identified, established and supported. 3. Financial and Narrative Progress Report
Second 4 Months	<ol style="list-style-type: none"> 1. Enhancement of the existing programs. 2. Workshop 3. Draft Reparation Policy 	<ol style="list-style-type: none"> 1. Report and Recommendations (including technical specifications) for the improvement of the existing practices related to the Interim Relief activities delivered to the MoPR and other relevant stakeholders. 2. Workshop for MuPR and other government official and interested parties organized. 3. Draft Reparation Policy prepared and coordinated with the relevant stakeholders. 4. Outreach Strategy developed and delivered to the MoPR and other stakeholders. 5. Financial and Narrative Progress Report

Third 4 months	<ol style="list-style-type: none"> 1. Data Collection SOPs and Guidelines. 2. Process –flow and SOP for reparation processing, delivery and reporting 3. Final Reparation Policy Document 4. Capacity Building and Trainings. 5. Reporting 	<p>Detailed SOPs and Guidelines regarding the reparation processing, delivery and reporting prepared and delivered. Reparation Policy Document finalized and delivered.</p> <ol style="list-style-type: none"> a) Capacity Building and provision of necessary material support to the MoPR delivered. b) Number of training sessions conducted. <p>Financial and Narrative Progress Report</p>
Fourth 4 months	<ol style="list-style-type: none"> 1. Capacity Building and Trainings 	<ol style="list-style-type: none"> 1. Training cycle finalized, MoPR staff trained, other stakeholders sensitized. 2. Number of selected reparation benefits delivered in Districts; process monitored and “lessons learned” document prepared. 3. Financial and Narrative Final Report 4. Project results evaluated against project baseline; overall impact assessed and presented in the evaluation report.