



**UNITED NATIONS PEACE FUND FOR NEPAL  
PROJECT DOCUMENT COVER SHEET**

<b>Participating UN Organization:</b> United Nations Development Programme (UNDP)	<b>Priority/Cluster:</b> Elections/Governance/ mediations  <b>Nepal PBF Priority area (when appropriate):</b> NA
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<b>Project Title:</b> Collaborative Leadership and Dialogue (CLD)  <b>UN Fund Project Number:</b> UNPFN/B-3	<b>Project Location:</b> Country-wide, Nepal
<b>Project Description:</b> CLD will target political, civic, government, youth, women and ethnic leaders at both central and local levels, strengthening capacities in constructive negotiation, mediation, facilitation of dialogue processes, consensus building, communications, leadership and trust building. The capacity will further be developed through support for accompaniment, mentoring and coaching as these skills are applied to key contemporary issues. A network or platform of experts would be formed to enable the application of the skills in the interim period while longer term peacebuilding institutional mechanisms will be created and/or supported through consultation with relevant stakeholders, to sustain the promotion and application of collaborative leadership and related skills.  <input type="checkbox"/> <b>Adjustment</b>	<b>Total Project Cost:</b> US\$4,000,000 (estimated for Phase 1- two years)  <b>PBF funds (if earmarked):</b> N/A  <b>Funding available through other sources:</b> US\$1,937,041 ( committed for Phase 1- two years)  <b>Total requested from the UNPFN in this submission:</b> <u>US\$ 150,000</u>
	<b>Project Duration:</b> October 2010 to October 2012 (Phase 1)  <b>Envisaged start date:</b> The project has been in implementation from October 2010
<b>Goal, immediate objectives and anticipated peacebuilding impact:</b>  <b>Goal:</b> “Collaborative leadership at the local and national level supports and promotes a culture of dialogue that contributes to conflict prevention and social cohesion.”  <b>Peacebuilding Impact:</b> <ul style="list-style-type: none"> <li>• Sustainable capacity on collaboration and dialogue developed for leaders at central and local levels</li> <li>• Better negotiated solutions on peacebuilding and development related issues</li> <li>• Strengthened national and local capacities and mechanisms for collaboration, dialogue and conflict management</li> </ul>	
<b>Outcomes and key activities for Phase 1 (Years 1-2)</b>  <b>Outcome 1: Capacities built on collaborative leadership and related skills (individuals and groups)</b> <ul style="list-style-type: none"> <li>• Develop trainers and facilitators in collaborative leadership and related skills. These skills could include: constructive negotiation, dialogue facilitation, mediation, consensus-building, communication, building and rebuilding trust, and leadership.</li> <li>• Develop capacity of central and local level leaders on collaborative leadership and related skills. The leaders in focus will include leaders from: political Parties, the civil society, the government and civil service, ethnic groups, youth and women.</li> <li>• Develop appropriately tailored training materials on collaborative leadership and related skills</li> </ul>	

**Outcome 2: Collaborative leadership and related skills applied to Nepal's peacebuilding and development issues**

- Identify a strategic set of initial issues for application of collaborative approaches in addressing contemporary challenges
- Support application of collaborative leadership and related skills to contemporary issues and challenges
- Provide support to the Steering/Advisory Committee on Collaborative Leadership

**Outcome 3: Appropriate peace architecture and institutional mechanisms strengthened and/or created to promote peacebuilding and conflict management at the central and local levels**

- Establish and support networks of facilitators and mediators at the central and local levels
- Support sustainable dialogue and mediation institutional mechanisms at the central level
- Support sustainable dialogue, mediation and conflict management capacities and institutional mechanisms at the local levels

**Expert Group Review Date:** 9 September 2011

**Executive Committee Support Office Review Date:** 21 October 2011

**Executive Committee Approval Date:** \_\_\_\_\_

**On behalf of the Participating UN Organization:**

\_\_\_\_\_  
**Signature**

Jorn Sorensen, Country Director a.i., UNDP Nepal

**Name and Title**

**Endorsed by the Executive Committee**  
**Robert Piper,**  
**Chair & UN Resident Coordinator for Nepal**

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**Signature**

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**Date**

## Full Project Document

### 1. Background and problem statement

The Comprehensive Peace Agreement (CPA) by the Maoist Party and the Seven Party Alliance (SPA), contains an ambitious set of agenda that includes both short and medium term tasks (e.g. army integration, constitution writing and transitional justice) and longer term agenda on economic and social transformation and democratic restructuring of the state. While much progress has been made, critical commitments have yet to be implemented.

The peace process in Nepal has been characterised by many fundamental obstacles that have obstructed the implementation of the CPA. At the central level, zero-sum political negotiations based on power plays have placed the peace process at a precarious situation. Consensus-based decision making has been replaced by a 'winner takes all' mentality not conducive in the current transition period and longer term transformation process. Prolonged political stalemates, fuelled by personal animosities, mistrust, deep-seated social antagonisms, and authoritarian leadership styles, have obstructed consensus on key issues such as constitutional reform, the integration of the National and the Maoist armies, and the reform of public administration and policy. Politics has been pursued through strikes, shut downs, and violence rather than through constructive negotiation.

Although the likelihood of a full blown war or conflict is minimal at this point, low intensity conflicts at the local level exist and have the capacity to thwart the entire peace process. There has been an emergence of newly empowered groups formed around social, ethnic and political identities, some of which have pursued their objectives through obstruction and violence, thus further vitiating the political discourse, and complicating the task of reaching consensus on vital issues. The delayed process of constitution writing, and thereafter implementation of new federal structures and holding of new elections, is expected to provide further platforms for political and violent contestation at both central and local levels. Meanwhile, conflict over land, natural resources, and identity has proliferated at the local level, threatening at times to coalesce into a new insurgency in the Terai region.

This situation poses both immediate risks to the peace process as well as significant challenges to securing an environment conducive to accelerated and meaningful development. Development initiatives have the potential to contribute to an environment conducive for peace, or if done without a proper understanding of the local dynamics, can exacerbate conflict, feed into corruption and reinforce existing inequalities. The nexus between development, politics and conflict manifest strongly at the local level where development mechanisms are heavily influenced by local political and security contexts. In such a context, development activities need to be carried out with consideration of various actors and interests to ensure that projects do not inadvertently contribute to the existing levels of fragility on the ground.

Given the above context, the ongoing UNDP Conflict Prevention Programme (CPP), approved in October 2010 with actual implementation beginning only in early 2011, will therefore take a multi-pronged and complementary approach to the prevention, mitigation and management of conflicts at the central and local levels through:

- Building sustained capacities for collaboration, dialogue and conflict management among political, civil society, government, youth, women and ethnic leaders, through strengthening key peacebuilding skills supported by appropriate mechanisms at central and local levels; and
- Ensuring that development initiatives are designed, implemented and monitored through conflict-sensitive approaches that 'do no harm', maximises peacebuilding impact, and in an integrated way reforms the way the United Nations provides its development assistance; and
- Developing approaches for possible additional programmatic components addressing emerging areas of work that involve preventive measures.

The Collaborative Leadership and Dialogue (CLD) is the first pillar of the wider CPP initiative that has been driven by national actors and processes since mid-2009. In September 2009, UNDP organised and facilitated a landmark workshop in Nagarkot that brought together 40 leaders including representatives from all major political parties, the civil society and the Government of Nepal. During this three-day workshop, leaders from all sectors expressed a strong need for building skills and capacities to resolve critical issues facing Nepal through collaborative approaches, and requested UNDP to consider providing such support. The workshop resulted in the formation of a ten-member Steering Committee (SC) comprising of nominees from political parties and influential members of the civil society. The SC has since early 2010 spearheaded programme design on collaborative leadership, through a series of workshops and seminars, reaching consensus on programmatic parameters and activities reflected in the 'Collaborative Leadership and Dialogue' pillar of the Conflict Prevention Programme. The Steering Committee continues to remain key in providing advice and guidance

during the implementation phase.

As project implementation proceeds it is envisioned that the government partners will be Ministry of Peace and Reconstruction (MoPR), National Planning Commission, National Administrative Staff College and Ministry of Local Development. As it currently stands discussions with these government agencies are already aimed at establishing longer term sustainable partnerships.

The project falls within the UNPFN 'Elections, Governance and Mediation' cluster and at the same time within the 'Conflict Prevention and Reconciliation' cluster of the PBF Priority Plan for Nepal (facilitating national reconciliation and reconciliation at the local level through support for state and non-state local peace structures). The project clearly falls within the Nepal Peace and Development Strategy (3.M – Support to key institutions and mechanisms for peace) and the PDS Action Plan (#49: Supporting inclusive and gender-representative local conflict transformation, political dialogue and mediation capacities). It is important to note that 'Support to key institutions and mechanisms for peace' from the Peace and Development Strategy was ranked as the third highest out of 15 priority areas at a consultative prioritization planning workshop conducted by the MoPR. Given the fluid context and the importance of investing in confidence-building and dialogue as an integral part of development programming, local conflict transformation, political dialogue and mediation mechanisms will play an important role in the years ahead and will need sustained assistance.

Within the UN's operating framework in Nepal, the CLD is designed under the following outcome framework of the United Nations Development Assistance Framework (UNDAF) for Nepal:

- Outcome A: National Institutions, processes and initiatives strengthened to consolidate peace
- CP Outcome A.2: National institutions, justice and security systems and local initiatives promote rule of law, reconciliation and inclusive and equitable recovery and reintegration

Furthermore, the CLD is consistent with and derives its mandate from the UNDP Nepal Country Programme Action Plan framework under the following areas:

- Outcome 1.2: Programmes, strategies, policies and systems that promote post conflict recovery
- Output 1.2.1: Support provided to the Government to facilitate the implementation of the CPA

#### UN Comparative Advantage

The workshop in 2009 concluded that leadership that can collaborate and dialogue was needed in Nepal especially so at the time of this difficult transition. It was also concluded that the UN, as a multi lateral, was best placed to undertake such an initiative given its neutral and impartial role. Leaders at that workshop felt that the UN would be able to provide a safe and impartial space for leaders to convene and participate. The project believes that the UN's very mandate is to convene and engage in or promote dialogue around difficult issues globally. UN lead in such a politically sensitive issue would indeed be agenda free and the funding of the CLD through a multilateral instrument, such as the UNPFN, additionally re-enforces that the project remains impartial and free from external influences.

## **2. Project approach and expected results**

The CLD project aims to build the capacity of the government to facilitate local reconciliation and good governance through facilitation of dialogue with various groups towards a participatory governance effort. This will lead to greater inclusion in local governance structures hence facilitating the peace process.

#### Programme Evolution and Design

The Programme is designed in accordance with findings of an assessment carried out by the Social Science Baha under UNDP-PBRU guidance between November and March 2011. The results of three consultative workshops carried out by UNDP-PBRU in March and April 2011 assisted in validating these findings and providing new inputs. The Programme originates in a UNDP-PBRU workshop held with political, civil society and government actors in September 2009 and the follow-up to that meeting through a Nepali Steering Committee nominated by participants in Nagarkot. Each of these elements is described below since they continue to inform that design of the Programme.

##### *The Nagarkot Workshop*

The Programme originates with a UNDP workshop held in Nagarkot in September 2009 with 40 political party, civil society and government actors. Workshop participants identified public values such as equality, equity, and justice as underlying post-war aspirations, but also recognized that these values are challenged by dominant patterns of exclusion, lack of meaningful participation, and injustice.

Collaborative leadership was identified in the Nagarkot workshop as a key requirement for strengthening these values in practice, particularly in the face of dominant forms of authority and leadership characterized by imposition, confrontation and coercion. Dialogue was acknowledged as a critical form of communicative action defined by the

commitment of participants to mutual understanding and, whenever possible, to innovative exploration of collective approaches to shared problems and aspirations. Collaborative leadership is, in relation to dialogue, the capacity to move dialogue forward, whether through individual or collective leadership. Dialogue process design and implementation turned out in the assessment to be a critical part of this leadership capacity.

#### *The Steering Committee*

Individuals were chosen at the conclusion of the Nagarkot workshop to take steps to form a Steering Committee (SC) to give continuity to the conclusions and aspirations of workshop participants. After a series of meetings facilitated by UNDP, a Steering Committee (SC) was formed in early 2010 and proceeded to participate in a series of facilitated meetings that led to the design of a 5 year initiative to be carried out by UNDP. It was understood that the UNDP's role was one part of a larger range of efforts that were needed to support collaborative leadership and dialogue in Nepal. As a first step, the SC proposed an assessment of collaborative leadership and dialogue capacities in Nepal.

This assessment was carried out between December to May 2011 by the Social Science Baha, with seven days of fieldwork carried out in each of 7 districts (Kailali, Accham, Salyan, Kapilvastu, Dolakha, Dhanusha, Panchthar) and additional shorter visits to 6 other districts (Morang, Banke, Dang, Kaski, Parbat, Baglung). The Steering Committee met with researchers before, during and following the fieldwork to learn about emerging findings and to provide feedback on possible programmatic directions. During the implementation phase of the Programme, the Steering Committee meets regularly in order to hear about the challenges of collaborative leadership and dialogue and to provide feedback. Steering Committee members also will assist in strengthening national level responses through government, civil society and political actors, in conjunction with UNDP efforts.

#### *Assessment Results*

The assessment led to four important conclusions that inform Programme outcomes and strategy:

- (i) Priority issues across surveyed districts are public security, peace, and social justice.
- (ii) Dialogue and process-oriented leadership to support dialogue are key aspects of the challenges facing a wide range of initiatives, most donor-funded, intended to address exclusion and weak governance that undermine public security and social justice aspirations.
- (iii) Addressing the deficit in capacities to design and implement dialogue processes requires a bottom-up approach, building on existing capacities, innovation, and processes, while continuously linked local to national level agendas.
- (iv) Women and youth are key change agents for strengthening a culture of dialogue within the broader range of stakeholders involved in public security, peace and social justice initiatives.

The assessments mapped all appropriate international actors and major national actors working on similar initiatives. Consultations with major actors in this field was undertaken to better understand the activities of other actors e.g NDI, International IDEA, NTTP, Norwegian Embassy, JOMPOPPS, Demo Finland etc. It was concluded that the field is quite new especially when it comes to working with political parties. The need is large enough to incorporate multiple complimentary efforts to build collaborative leadership and dialogue capacities in Nepal at all levels. Following completion of the assessment, implementation strategies were developed to ensure duplication is avoided.

#### *Consultative Workshops*

In March 2011, UNDP-PBRU hosted three consecutive 3-day workshops with approximately 20 participants in each, with an even balance between men and women. The first workshop focused on facilitation skills with participation in Kathmandu by experienced facilitators from across Nepal. The second workshop, also held in Kathmandu, included youth from across political party, civil society and government in Nepal, and focused on the nature and role of collaborative action and leadership. The third workshop was held in Nepalgunj with district level political and civil society stakeholders, and focused on approaches to supporting local level dialogue. In each workshop, participants spent time reflecting on their individual motivations and values, on the nature of distinct forms of communication in contexts of conflict and change, and developed a more clear understanding of, appreciation for dialogue and the kind of leadership that supports building bridges and innovative solutions through dialogue.

The three workshops were 'consultative' to a significant extent in providing UNDP with concrete feedback on the challenges faced in a wide range of context, the relationship of collaborative leadership and dialogue to these contexts, and ideas about how UNDP might support the efforts of participants. The three workshops also focused on building capacities around dialogue processes. Some of the recent feedback from the participants indicates that substantial difference is being made in their style of work and engagement, which has had a positive impact in the spaces that they are inserted in.

#### Approach

The overall approach, drawing upon lessons learned in other contexts, is to take advantage of the synergies and the cumulative impact that can emerge from a range of integrated efforts at the national and targeted district area. In developing this approach, UNDP took into account not only specific interventions with targeted beneficiaries, but

also the need to promote civil society monitoring and media efforts that can create a conducive environment or political culture for collaborative leadership and dialogue.

In broad terms, the Programme will consist of four kinds of linked activities: (A) Grants programme that prioritizes the leadership of women and youth working with marginalized groups and communities, including media efforts and the private sector, (B) District level training and mentoring that supports a growing and sustainable pool of capable human resources inserted into relevant processes; (C) Support to targeted government ministries in developing policy, staff capacity and training curricula, and (D) Training and mentoring with political actors (through both party and parliamentary mechanisms) who can also have a broader impact on law and policy that affect the environment for constructive collaboration and dialogue.

#### *Gender and Youth Considerations*

The approach the project will take is to invest significant resources on building capacities of youth and women and historically marginalized communities, as these groups were identified as change agents by the assessment. CLD aims at 50% participation of women in all its programming, also recognizing the challenges towards that end. With this approach the project aims to redefine the concept of “leadership” but also bring to the fore the issues pertinent to these groups.

#### *National and Local ownership*

The project has a high degree of national and local ownership as the project was designed by national political and civil society actors, working closely with UNDP over a period of 8 months. The project design was further informed by the local level assessment in 2011 that engaged local level leaders and actors from different spheres from 13 districts. In addition, through a set of 3 consultative workshops that brought together local level facilitators, youth and political actors, the project design especially for the local level was further refined. The implementation will also see a high degree of national and local ownership as the implementation will be done through partnerships with local and national institutions/ organizations within the government, political and civil society. Direct implementation such as trainings will be coordinated through local level leadership. As the project proceeds with implementation training expertise and capacity will be developed which will then become the resource that the project will access to train further both at the national and local levels.

#### *Geographic Focus*

The project will have three geographic target areas (clusters of districts around Nepalgunj, Janakpur, and Biratnagar) that have two characteristics. First, they are areas vulnerable to conflict and division due to a number of factors including historical patterns of exclusion, social fragmentation and divisions in part as a legacy of the internal armed conflict, and weak governance that is unable to provide to citizens accountability, transparency, and respect for human rights in the exercise of public authority. Second, they are areas undergoing profound change in part through the efforts of civil society, government and political party leadership that is involved in a wide range of initiatives to strengthen social inclusion. Across these diverse efforts, there is a common interest in strengthening collaborative leadership and dialogue capacities. Other target areas will be developed as the Programme continues through years 3 to 5.

#### **A. Grants Program**

Local innovation, ownership, and embeddedness of interventions will be supported through a grants programme in support of dialogue processes. In targeted clusters of districts, proposals will be invited that seek to strengthen collaborative leadership in dialogue processes related to public security, peace and social justice, the three substantive issue areas identified as priorities by local observers during the field assessment. These efforts will include both specific dialogue processes with identified stakeholders, and broader efforts to promote dialogue and leadership through the media and through sustainable, locally owned monitoring mechanisms.

The UNDP assessment and consultative workshops suggest the kinds of proposals that can be anticipated; for example: a civil society initiative to strengthen dialogue within the Local Peace Committee or to exchange related lessons learned in neighboring districts; a civil society initiative to strengthen inclusive participation in development planning in areas linked to donor-funded initiatives such as LGCDP; a political party and civil society proposal to address conflict within a School Management Committee through dialogue; an initiative to strengthen dialogue between communities positively impacted by the Para Legal Committee (PLC) and the local community policing programme, or to include PLC leaders in district and national level policy dialogue; an initiative by the private sector and media outlets to raise awareness about the values supported by dialogue with models of collaborative leadership. The overall impact of these kinds of initiatives will be strengthened social cohesion and conflict prevention.

Grants of between \$US 10-20,000 will be provided on the basis of a pre-selection vetting of concept notes followed by a joint meeting of applicants for sharing ideas and approaches that will serve as the basis for selecting grantees.<sup>1</sup>

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<sup>1</sup> The Alliance for Social Dialogue (through the Social Science Baha) has used this methodology effectively since 2009 in providing grants to local initiatives in the thematic areas of education, human rights, and media, with a cross-cutting focus on inclusion. The aim of the program is

The Programme will facilitate development of complete proposals and then provide support and mentoring during the implementation phase. The proposal development phase, even for the perhaps 50% of applicants who do not receive a grant, will itself be a capacity-building process. During implementation, the Programme will facilitate and encourage interaction between selected grantees in order to promote synergies, mutual learning, and networks of particularly women and youth from disadvantaged communities.

**B. District-level Training, Accompaniment and Mentoring**

Two national field staff (Dialogue Coordinator/ Facilitator) will be located in each of the three areas (Nepalgunj, Janakpur, Biratnagar). With the support of the Programme Management Team in Kathmandu, they will carry out three kinds of activities:

- (i) The field staff will participate in developing a regional network of dialogue facilitators inserted in relevant political party, civil society, and government processes. In the first year, approximately 20 individuals will receive one three-day training at the local level, and at least six individuals in each of the three areas will graduate from a national TOT process. This will be repeated in the second year, with participation as trainers by the first-year graduates. In the follow-up to formal training, the beneficiaries will receive accompaniment and mentoring from field staff and other experts and over time will be able to function as a pool of facilitators able to respond more effectively to local facilitation needs.
- (ii) The field staff will facilitate the implementation of a grants programme described above, including assistance in the development of proposals, mentoring during implementation, and formal training in relevant areas. Relevant expertise from national level consultants will also be provided.
- (iii) Finally, the field staff will coordinate planning and interventions with the Programme Management Team in Kathmandu, particularly in relation to national government and political party or parliamentary action that can be linked effectively with local initiatives. This will include, for example, organizing visits from Kathmandu to the district areas by political leaders in order to become informed of local initiatives and carry back to Kathmandu complementary reform initiatives. This will also include monitoring and accompaniment at the local level to changes in national government programme policy and training in relation to dialogue process design and facilitation.

The beneficiaries of these activities will include leaders in government-led initiatives such as LGCDP and LPCs; semi-autonomous structures including such as LPCs; or civil society and community-based organizations such as youth clubs and women's organizations involved in development activities.

**C. Strengthening Government Ministries**

The Programme will seek agreement with key line ministries, including MLD, MOPR, WCO, and Home, to strengthen policy, training curricula, and more immediate civil service capacities for facilitation of dialogue at the district level. Programme staff in Kathmandu will lead this work in coordination with the district level, which will be a source of regular policy inputs and feedback on the impact of specific training and related capacities. It is expected that these efforts will assist in addressing enormous challenges faced, for example, in DDC offices in relation to the LGCDP programme, or in the ministry work through district-level committees related to health and education, public security and broader rights protections.

**D. Strengthening Political Party Actors**

As noted in the assessment a wide range of donor-funded initiatives exist at the national level that support political party actors to address issues of mutual importance through dialogue, particularly regarding federalism and the Constitution-drafting process. However, few efforts specifically build capacity to design and facilitate dialogue processes, particularly at the district level. Moreover, there is no initiative that integrates this kind of capacity-building with complementary efforts to affect national level policy through government and parliamentary processes. In meeting and discussing representatives of these initiatives, it became apparent that there is scope for coordinated and collaborative action. In particular, the Programme will seek to assist in adding or expanding efforts to strengthen the capacity of key political actors to better design and facilitate dialogue processes, either in relation to their intra or inter-party work, or through parliamentary committees or cross-party caucuses.<sup>2</sup>

As with Programme efforts in the government sector, this work with political actors at the national level can both

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to give individuals, through their organizations, an opportunity to be innovative, to let the creative ideas flourish, from people who know the ground reality. Some of these initiatives receive funding in subsequent years for follow-up. All grantees meet twice a year to discuss policy issues and to provide mutual assistance.

<sup>2</sup> For example, some CA members have formed a group that focuses on MDG goals. They played a major role during the two Stand Up Campaigns, lobbying and advocating for the MDGs in the media and to the general public. There is also an Inter-Party Women's Alliance, supported by NDI, which is seeking to strengthen links between national and district level that can empower women.

support and enable district-level initiatives, and learn from local efforts in terms of better gauging capacities and developing related law and policy. The Programme team in Kathmandu will be supported by a National Senior Advisor who will coordinate all political work at the national level. The National Senior Advisor will, in discussion with senior political leaders, devise a strategy for building CLD capacities within the political realm. The strategy will focus on institutionalizing CLD within parties.

#### *Economic Appraisal*

The exclusion and marginalization of women and social groups (Janajati, Madheshi, and Dalit) has a well-documented impact on economic development. The UNDP assessment demonstrated the importance of local capacities to design and lead dialogue processes, yet these capacities receive insufficient attention. This makes local decision-making processes vulnerable to entrenched patterns of power that exclude meaningful participation and provide a disincentive for individual and community initiative. The Programme will work with both the public and private sector, with specific communities and broader interventions through the media, to strengthen and expand the cultural environment for collaborative leadership and dialogue across both horizontal and vertical divisions. By inviting and supporting local initiative, the Programme will tap into private sector innovation and capacity, and help to overcome the divisions that undermine the confidence necessary for economic development to advance. By also maintaining a focus on national level government and political party policy and capacity, the Programme will attempt to promote an enabling policy, legislative and administrative environment for collaborative dialogue and leadership.

#### *Social Appraisal*

The Programme employs collaborative leadership and dialogue both as a set of skills that can support inclusive and meaningful participation of women and socially excluded groups, and as a vision that can unite all stakeholders behind a set of shared values – equality, equity, and justice. The UNDP assessment and consultative workshops pointed to dominant practices in the exercise of authority at the district level that is often limited by continuing patterns of exclusion, token representation or confrontation. The lack of an adequate vision and skills to design and lead dialogue processes through collaborative leadership is a key part of this challenge. The Programme will support existing programmes in this regard and also invite new initiatives, particularly those led by women and youth.

#### *Institutional Appraisal*

At the national level, the Programme will establish institutional links through government line ministries, particularly MOPR, MLD, WCO, Home, Education, and Health, with the aim of strengthening policy and related training curricula. These links will be facilitated in part through existing UNDP and other UN agency programming. The Programme will also establish links to parliamentary and political party institutions, in part through coordinated activities linked to the UN CCD programme. In each case, the Programme will first seek to establish a common vision regarding the values and practices that are encompassed in the operative notion of ‘collaborative leadership and dialogue’. Experience globally suggests that this is a key first step which, if successful, enables sustainable commitment required to successfully implement reforms.

#### *Political Appraisal*

All actors interviewed during the assessment or who participated in the consultative workshops recognized the importance of collaborative leadership and dialogue in managing the political change and conflict that is currently overwhelming government and political institutions. Improvement in these capacities and a strengthened appreciation of the underlying values and vision will not only assist in preventing conflict, but will enhance opportunities for positive change. Women and youth leadership will be given priority in this regard, while always seeking to integrate their role within the broader community and in relation to both the public and private sector. Initiatives in relation to public security, peace, and social justice, will address in varying ways the patterns of exclusion, coercion, and division that characterize the dominant political culture.

#### *Environmental Appraisal*

Much of the post-war conflict that threatens many communities is related to competition for land and natural resources. In spite of commitments made in the CPA, there is no sign that the political parties are in a position to establish a credible dialogue process in relation to land. At the local level, many donor-funded programs, including LGCDP, are establishing mechanisms that can lead to consensus and prevent conflict, but there is a need for strengthen dialogue and leadership capacities at this level. Other processes related to the environment are the All Party Mechanisms and related users’ groups, typically burden by financial irregularities or by confrontation. By providing sensitive and high-level training and mentoring on dialogue processes in relation to these issues, the Programme will over the course of five years make an important contribution to mitigating risks of conflict and optimizing the possibility for consensus.

#### *Fiduciary Appraisal*

The grants portion of the Programme is the most vulnerable to financial mismanagement. In mitigation of this risk, the Programme relies on UNDP lessons learned and expertise regarding grants management. In addition, the Programme will learn from the experience of related programmes, such as the Alliance for Social Dialogue (ASD). The ASD programme relies upon open meetings of applicants for grants to ensure that proposals are not generated

through hired consultants but rather originate with local social leaders. Follow up meetings between grantees, at least twice per year, as well as accompaniment by Programme staff during implementation, also mitigate this risk significantly.

### 3. Analysis of risks and assumptions

**Risks:** Unknown nature of federalism

**Impact:** Project activities related to local level are delayed or re-designed

**Counter Measures:** Project activities will be built with enough flexibility in order to adapt their focus and scope to address the change in context and the needs for related skills. Institutional mechanisms if developed at the local level will have to adapt to federalism roll out modality.

**Risks:** Breakdown of political consensus on the peace agreements leading to central level political deadlock and stagnation

**Impact:** Project activities related to central level trainings are delayed. However this can be seen as an opportunity to further the dialogue component give the UNs convening power.

**Counter Measures:** Build flexibility in the programme design to reflect the new political situation. Link programme implementation with political developments. Works closely with the Steering Committee to ensure that parties use programme elements related to dialogue. Political analysis will be conducted every quarter to align quarterly programme with the emerging situation.

**Risks:** Breakdown in central level political dialogue leads to localized conflicts and violence

**Impact:** Project activities related to local level are delayed and/or suspended

**Counter Measures:** Respond by adapting the local level project activities to the changing situation on the ground. Work closely with the Steering Committee to ensure that positive messages for dialogue are communicated to respective parties and groups at the local level.

**Risks:** Resistance by central and local leaders/ officials/ communities to engage in collaborative approaches and institutional mechanisms supported/ created

**Impact:** Support to/ creation of central and local institutional mechanisms impeded

**Counter Measures:** Proper assessment of local needs and capacities. Respond to the findings of the assessment to ensure that the project elements are re-designed accordingly. CPP staff with convening power convenes central and local leaders for stronger advocacy. Consultations and stronger advocacy with senior leaders by UNDP senior management. Mobilize Steering Committee as required.

CPP Project Executive Board meets every 3 months to ensure that the project is meeting planned delivery. These Project Executive Board meetings can be used strategically to ensure that project remains flexible and relevant to the fluid and ever changing context.

### 4. Partnerships and Management Arrangement

#### a) Partnerships

A key instrument in advising and guiding the implementation of activities under this pillar will be the aforementioned Steering Committee<sup>3</sup> on Collaborative Leadership comprised of representatives of major political parties and civil society. The diverse and representative nature of the SC provides UNDP the primary entry point to key stakeholders in the political spectrum and itself can be considered a forum of dialogue and consensus building.

UNDP in Nepal works closely with the Bureau for Crisis Prevention and Recovery (BCPR) for ongoing collaboration, technical advice and support, as this programme has been designed with input and support from BCPR as part of its global support for conflict prevention under the UNDP Strategic Plan. In addition to the aforementioned partnerships with national level and local level institutions, UNDP will also seek coordination and explore partnership opportunities with development partners including national NGOs, Media houses, international NGOs, bilateral donors and multilateral organisations working in the same field. UNDP will get into agreements/ understanding with relevant government agencies.

Currently as it stands the project has already initiated consultations and is exploring partnerships with:

- Government Agencies: Ministry of Local Development; National Staff College; Ministry of Peace and

<sup>3</sup> The Steering Committee consists of representatives of CPN-M,NC, CPN-UML, MPRF-N, MPRF-D,TMDP, RPP, TMDP and 3 members of the civil society

Reconstruction and National Planning Commission;

- Political Parties- CPN-M,NC, CPN-UML, MPRF-N, MPRF-D,TMDP, RPP, TMDP
- Civil Society: Search for Common Ground

In the coming months we expect the project to finalize some of these partnerships.

#### b) Management Arrangements

The CLD is managed as a component pillar of the CPP; therefore, the CLD will fall under the following management arrangements for the CPP:

*Implementation modality:* CLD will be implemented using the UNDP Direct Implementation Modality (DIM). UNDP will be responsible for directly implementing all initiatives through consultation with relevant partners, advisors and stakeholders.

*Programme Board:* The CPP management team will receive and act on directions from the Programme Board. The Programme Board will be the entity responsible for making key strategic decisions on programme implementation. The Board will be responsible for: a) reviewing the ongoing activities and any impending issues, b) approving next steps, related work-plan, budget, and risk log; c) approving programme revisions based on changes in programme operational context. It is recommended that the Board meetings are held at least once every six months. The Programme Board comprises of:

- **The Executive**, representing the implementing partner/agency that would chair the Board. This role is assumed by the Country Director of UNDP.
- **The Senior Supplier**, providing funds and technical expertise to the programme. This role is assumed by the Head of UNDP Peacebuilding and Recovery Unit.
- **Senior Beneficiary**, representing those who will benefit from the programme. This role is assumed by a representative from the Ministry of Peace and Reconstruction at the Under Secretary level.

*Programme Assurance:* The programme assurance role supports the Programme Board and is normally assumed by UNDP Programme Officer by carrying out objective and independent programme oversight and monitoring functions on behalf of the Board. This role ensures that appropriate programme management milestones are managed and completed.

*Programme Manager:* The Programme Manager (PM) has the authority to manage the programme on a day-to-day basis on behalf of the Board. The PM's role is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified time and cost.

*Steering Committee on Collaborative Leadership and Dialogue:* The current Steering Committee (SC) on Collaborative Leadership is the advisory body to the Programme, providing necessary strategic advice for effective implementation of the Collaborative Leadership and Dialogue pillar of the programme.

A CPP project infrastructure is in place with technical and management capacities that will ensure the implementation of the project.

#### **5. Monitoring & Evaluation**

CLD completed a three month long nationwide assessment of collaborative and dialogue capacities in March 2011. In March 2011 CLD also conducted three focus group consultation workshops/ trainings targeted at facilitators, youth and political actors,- with the view of refining and validating the findings of the assessment. The assessment report, findings of the 3 workshops in March and the outcomes of the Nagarkot workshop in 2009 which convened 40 political and civil society actors have contributed to providing a baseline for monitoring the programme's relevance, embeddedness, sustainability, and impact.

Programme implementation, monitoring, learning and evaluation are of central importance. It is precisely through the participatory documentation of learning in the context of dialogue processes that the capacity for design and implementation of dialogue processes can be developed most effectively. Documentation of learning processes will be an ingredient of all Programme activities. This has been built into the Terms of References of the field staff. In addition, the institutional support will include initiatives that seek to establish or strengthen civil society monitoring of the nature and quality of communication in key decision-making processes, cutting across political party, government, and civil society actors and institutions.

The UNDP's monitoring and evaluation unit will provide an additional layer of accountability and a mechanism for

following ‘do no harm’ policy and more generally learning lessons to improve Programme impact.

The project will also hire a full time M&E expert who refine the existing baseline, develop concrete indicators and re-design the M&E Framework in order to enhance the outcome/results focus of the project logframe. The expert will also conduct regular M&E exercise and feed the learning into programme design and implementation.

The project will follow UNDPs standard M&E procedures as follows:

*Within the annual cycle:*

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the draft Project M & E Framework below.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board and quarterly updates will be submitted to the UNPFN in agreement with UNPFN template.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions and events.

*Annually:*

- Annual Review Report: An Annual Review Report shall be prepared by the Programme Manager and shared with the Programme Board. As a minimum requirement, the Annual Review Report covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the outcome and output level. The M&E Framework and updated Tracking Tool will be annexed to the Annual Review Report.
- Annual reports and end-of-project report (both narrative and financial) will be prepared as per requirement of MPTFO.
- Annual Programme Review: Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In addition, as described above, an evaluation will be conducted near the end of the project to provide strategic guidance for a Phase Two programming.

*Programme Audit:*

The project will be audited as per UNDP audit requirements.

## **6. Sustainability of the project**

CLD uses an approach that goes beyond the module approach and the traditional TOT approach to enable capacity building. CLD uses a TOT approach- a process that is a year long process which is further strengthened through accompaniment, coaching and mentoring. It is expected that the TOT process will generate facilitators, inserted into relevant processes, across the country to give continuity to capacity building in Nepal. Another important component within CLD is the “support mechanism”, which goes beyond a traditional grant mechanism. The envisioned CLD support mechanism is to ensure that locally embedded ideas around collaboration and dialogue are supported. These local level initiatives are lead, designed and implemented by leaders at the local level. UNDP will only provide technical accompaniment and coaching. The project itself is designed to play a low keyed behind the scene assistance.

## **7. Over all CLD Logical Framework (Annex 2.3)**

### CLD OVERALL PLANNED LOGICAL FRAMEWORK

This log frame is for the Collaborative Leadership and Dialogue pillar of the CPP and covers expected outcomes, outputs and activities based on full resourcing of the project (\$4 million). The log frame will be further refined after the hire of an M&E specialist, which was approved by the Project Board on September 29 2011. The Inputs reflect funds already committed.

Results	Measurable indicators	Means of verification	Important assumptions
<b>PEACEBUILDING IMPACT</b> A culture of dialogue is demonstrably expanded and strengthened, contributing to conflict prevention and social cohesion	Conflict Prevented through dialogue and collaborative leadership  Social Empowerment Index, Gender Empowerment Measure, Youth empowerment measures.	CPP Assessments <i>(Source: CPP Monitoring and Evaluation)</i>  GESI Index; Human Development Index <i>(Source: UNDP Human Development Report)</i>  UNDP M&E reports	
<b>OUTCOME 1</b> Capacities built on Collaborative leadership and related skills (individuals and groups)	# of leaders using collaborative approaches as a tool to leadership	Training reports Evaluations sheets TOT modules UNDP M&E reports CPP staff internal M&E	<b>(Outcome to peacebuilding impact)</b>  There is confirmed need for such skills  <i>(This has been confirmed through a nationwide assessment of collaborative capacities)</i>
<b>OUTPUT 1.1 :</b> Develop trainers and facilitators in collaborative leadership and related skills	# of persons graduating from the TOT process	Training reports	<b>(Output to outcome)</b>  Local level violence and chaos could delay this process
<b>ACTIVITIES:</b> 1. Skills building and relevant follow up support to a first group of 25 facilitators and trainers in CLD ( central level) 2. Develop appropriate training materials 3. Skills building and relevant follow up support to a first group of 25 facilitators and trainers in CLD ( local level)	<b>INPUTS:</b> \$ 112891	Financial report	<b>(Activity outputs to outcome)</b>
<b>OUTPUT 1.2</b> Capacity of central and local level leaders on CLD developed	# of leaders trained in CLD approaches	Training reports	<b>100</b>
<b>ACTIVITIES:</b> 1. Identify the key groups of leadership to benefit from the capacity building process 2. Develop capacity for CLD skills for selected central level leaders 3. Develop capacity for CLD skills for selected local level leaders	\$ 116149	Financial report	
<b>OUTPUT 1.3</b> Develop appropriately tailored materials on CLD	# of training modules and materials developed , translated and printed	Finalized training modules printed and promoted	
<b>ACTIVITIES:</b>			

1. Identify and develop training materials and modules as required 2. Translate into Nepali and other languages as required 3. Print and promote materials as necessary	\$ 98494	Financial report	
<b>OUTCOME 2.</b> Technical support provided for the application of CLD skills to Nepal's peacebuilding and development issues	# of issues resolved through a facilitated dialogue session or through the use of other collaborative approaches	News reports Facilitation reports Agreements reached	
<b>OUTPUT 2.1</b> Identify a strategic set of initial issues for application of collaborative approaches in addressing contemporary challenges	Strategic criteria developed in consultation with relevant actors  Based on the criteria number of issues identified	Internal reports	
<b>ACTIVITIES</b> 1. Develop criteria for identifying a set of strategic issues 2. Based on the criteria and consultation with key actors, identify a set of issues for the application of collaborative leadership and related skills	\$ 5960	Financial reports	
<b>OUTPUT 2.2</b> Support application of CLD skills to contemporary issues and challenges	# of well designed facilitated processes conducted	Outcome reports of facilitated processes and accompaniments	
<b>ACTIVITIES</b> 1. Establish and maintain a roster of expert facilitators available at a short notice 2. Support design of processes for the application of CLD and related skills to concrete issues and challenges 3. Provide support in coaching , mentoring, accompaniment and process design to leaders for effective application of collaborative approaches at both the central and local level	\$58,500	Financial reports	
<b>OUTPUT 2.3</b> Provide support to the Steering/ Advisory Committee on Collaborative Leadership	# of meetings and interactions # of facilitated dialogues within the SC	Minutes of the meetings	
<b>ACTIVITIES</b> 1. Support and facilitate the Steering/ Advisory committee to meet, discuss and advise on issues related to the ongoing implementation and design of the collaborative leadership programme pillar 2. Support the Steering/Advisory committee to design and facilitate dialogue processes with relevant stakeholders on issues of concern	\$500	Financial reports	
<b>OUTCOME 3:</b> Appropriate peace			

architecture and institutional mechanisms strengthened and/or created to promote and apply leadership and conflict management at the central and local levels	# of conflict prevented through the engagement of institutions to apply CLD skills	News report UNDP M&E reports CPP reports from field level staff	
<b>OUTPUT 3.1</b> Establish and support networks of facilitators and mediators at the central and local levels	# of networks of experts formed and existing ones supported at both the central and local level  # of secretariats established and staffed	TOR and membership base of the networks  Functional secretariat space for the networks at both the central and local level	
<b>ACTIVITIES</b> 1. Establish and maintain a roster of Nepali expert mediators and facilitators based in Kathmandu and in selected district/provinces 2. Provide secretariat support of the network at the central and local levels 3. Support networks of expert mediators and facilitators to work on conflict related issues at the central and local levels	\$30,000	Financial reports	
<b>OUTPUT 3.2</b> Support sustainable dialogue and mediation institutional mechanisms at the central level	# of existing mechanisms supported at the central level New mechanism(s) designed and established at the central level	Consultation reports Financial statement on central level support TOR and design of the new institutional mechanisms	
<b>ACTIVITIES</b> 1. Engage in advanced consultations with existing institutional mechanisms at the central level 2. Support existing mechanisms through capacity building and technical collaboration 3. Design and establish new institutional mechanism (s) at the central level resulting from consultation with key stakeholders 4. Develop and implement a strategy and work plan for sustaining new institutional mechanism(s) at the local level	\$ 9000	Financial reports	
<b>OUTPUT 3.3</b> Support sustainable dialogue, mediation and conflict management capacities and institutional mechanisms at the local level	Detailed and finalized assessment # of existing mechanisms supported at the local level  New institutional mechanism(s) designed and established at the local level	Assessment report  Financial statement of local level support  TOR and design of the new institutional mechanism (s) at the local level	
<b>ACTIVITIES</b> 1. Perform detailed assessments on existing conflict prevention capacities and institutional	\$ 8000	Financial reports	

<p>mechanisms at the provincial/ district level, specific to each localized region</p> <p>2. In Priority districts/ provinces, support existing mechanisms (e.g. Local Peace Committees, Local Government Units etc.) and networks through capacity building and technical collaboration</p> <p>3. Support the design and establishment of new mediation and conflict management mechanisms at the local level through technical advice and facilitated dialogue</p> <p>4. Develop and implement a strategy and work plan for sustaining new institutional mechanism(s) at the local level</p>			
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**UNITED NATIONS PEACE FUND FOR NEPAL  
PROJECT BUDGET**

**Project Number:** UNPFN/B-3

**Project Title:** Collaborative Leadership and Dialogue

**PUNOs:** UNDP

<b>PROJECT BUDGET Collaborative Leadership and Dialogue (UNDP)</b>	
<b>CATEGORIES</b>	<b>TOTAL</b>
1. Supplies, commodities, equipment and transport	\$0
2. Personnel (staff, consultants and travel)	\$103,694
3. Training of counterparts	\$36,492
4. Contracts	\$0
5. Other direct costs	\$0
<b>Sub-Total Project Costs</b>	<b>\$140,186</b>
Indirect Costs (GMS 7%)	\$9,814
<b>TOTAL</b>	<b>\$150,000</b>

## DETAILED WORK PLAN

### UNPFN funded CLD results framework and activities

Within the overall logical framework the CLD will use the UNPFN funds as a catalytic fund for a wave of activities that would lay the ground for further implementation of the collaborative leadership and dialogue at the local level. UNDP requests support for the following activities:

- **Three 3-day workshops targeted at facilitators, youth and political actors. (Outcome 1; Output 1.2)**
  - It is expected that with these workshops capacity of a critical groups of persons already inserted into relevant spaces would be built. This would provide for CLD to access critical entry points in terms of geographic and issue based interventions.
- **Development of detailed plan of action for CLD first two-year phase of activities regarding women, youth and political party actors. (Preparatory activity for the entire project)**
  - In January 2011 UNDP's Conflict Prevention Programme (CPP) embarked on an assessment of local level collaborative leadership and dialogue capacities. The assessment was conducted by a team of 15 member research team aligned to the Social Science Baha. The team spent 3 months collecting and analyzing data from 14 districts of Nepal. The next step is to develop and define a local level implementation strategy and plan for the next two years, which would include working with political, government and civil society actors.
- **Core Nepali team to initiate implementation of CLD action plan at the local level.( Outcome 1,2,3)**
  - CPP has planned the recruitment of 5 dialogue coordinators/facilitators to be engaged in the implementation for at least a year. 1 will be based in Kathmandu, 2 in Nepalganj and 2 in Janakpur. These positions will support the implementation of the CLD strategy at the local level.

### Detailed budget break-down for use of UNPFN specific resources

	Expenses description	Amount \$
<b>Training costs</b>		
1.1	International Trainer	13,000
1.2	National Trainer	5,143
1.3	Hotel Costs	12,446
1.4	Travel/ DSA	2,679
1.5	Travel-participants	1,654
1.5	Misc. (Stationary)	249
<b>Sub-Total</b>		<b>36,492</b>
<b>Local level strategy development costs</b>		
2.1	International consultant	11,000
2.2	Travel/ DSA	2,419
<b>Sub-Total</b>		<b>13,419</b>
<b>Staffing costs</b>		
3.1	5 Dialogue Coordinators/ Facilitators	86,940
3.2	Insurance Costs	2,940
3.3	Travel costs	3,710
<b>Sub-Total</b>		<b>93,590</b>
4.1	Programme Implementation Support Charges (2%)	2,870
4.2	Monitoring, Evaluation and Communication charges (2.5%)	3,587
<b>Sub-Total</b>		<b>6,457</b>
<b>GRAND TOTAL</b>		<b>149,958</b>

## United Nations Peace Fund for Nepal Project Summary

<b>Participating UN Organization:</b>	United Nations Development Programme (UNDP)	<b>UN Fund cluster and/or Nepal PBF Priority area:</b>	Elections, Governance and Mediation		
<b>Implementing partner(s):</b>	United Nations Development Programme (UNDP)				
<b>Project number:</b>	UNPFN/B-3				
<b>Project title:</b>	Collaborative Leadership and Dialogue				
<b>Total approved project budget:</b>	USD 150,000				
<b>Location:</b>	Nation-wide, Nepal				
<b>Executive Committee approval date:</b>	<i>tbd</i>				
<b>Project duration:</b>	2 years	<b>Starting date:</b>	October 2010	<b>Completion date:</b>	October 2012
<b>Project's Strategic Outcome:</b>	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.				
<b>Project description:</b>	CLD will target political, civic, government, youth, women and ethnic leaders at both central and local levels, strengthening capacities in constructive negotiation, mediation, facilitation of dialogue processes, consensus building, communications, leadership and trust building. The capacity will further be developed through support for accompaniment, mentoring and coaching as these skills are applied to key contemporary issues. A network or platform of experts would be formed to enable the application of the skills in the interim period while longer term peace-building institutional mechanisms will be created and/or supported through consultation with relevant stakeholders, to sustain the promotion and application of collaborative leadership and related skills.				
<b>Peacebuilding Impact:</b>	<ul style="list-style-type: none"> <li>• Sustainable capacity on collaboration and dialogue developed for leaders at central and local levels</li> <li>• Better negotiated solutions on peacebuilding and development related issues</li> <li>• Strengthened national and local capacities and mechanisms for collaboration, dialogue and conflict management</li> </ul>				
<b>Project Outcomes and Key Activities:</b>	<p><b>Outcome 1: Capacities built on collaborative leadership and related skills (individuals and groups)</b></p> <ul style="list-style-type: none"> <li>• Develop trainers and facilitators in collaborative leadership and related skills. These skills could include: constructive negotiation, dialogue facilitation, mediation, consensus-building, communication, building and rebuilding trust, and leadership.</li> <li>• Develop capacity of central and local level leaders on collaborative leadership and related skills. The leaders in focus will include leaders from: political Parties, the civil society, the government and civil service, ethnic groups, youth and women.</li> <li>• Develop appropriately tailored training materials on collaborative leadership and related skills</li> </ul> <p><b>Outcome 2: Collaborative leadership and related skills applied to Nepal's peacebuilding and development issues</b></p> <ul style="list-style-type: none"> <li>• Identify a strategic set of initial issues for application of collaborative approaches in addressing contemporary challenges</li> <li>• Support application of collaborative leadership and related skills to contemporary issues and challenges</li> <li>• Provide support to the Steering/Advisory Committee on Collaborative Leadership</li> </ul> <p><b>Outcome 3: Appropriate peace architecture and institutional mechanisms strengthened and/or created to promote peacebuilding and conflict management at the central and local levels</b></p> <ul style="list-style-type: none"> <li>• Establish and support networks of facilitators and mediators at the central and local levels</li> <li>• Support sustainable dialogue and mediation institutional mechanisms at the central level</li> <li>• Support sustainable dialogue, mediation and conflict management capacities and institutional mechanisms at the local levels</li> </ul>				