



## United Nations Peace Fund for Nepal

### GENERIC ANNUAL PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

<p><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li>• Programme Title: Collaborative Leadership and Dialogue</li> <li>• Programme Number (if applicable) : UNPFN/B3</li> <li>• MPTF Office Project Reference Number:<sup>3</sup> : 00080268</li> </ul>	<p><b>Country, Locality(s), Thematic/Priority Area(s)<sup>2</sup></b> (if applicable) Country/Region: Nepal</p> <hr/> <p>Thematic/Priority: Elections/Governance/ mediations</p> <p>UNPFN strategic framework outcome: Transform conflict and diversity into inclusion and political participation through lasting capacities, greater trust and social cohesion as a result of collaboration and conflict sensitivity</p>
<p><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>• UNDP Nepal</li> </ul>	<p><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>• UNDP Nepal</li> <li>• Fatima Foundation- A very small component in Banke</li> </ul>
<p><b>Programme/Project Cost 2010-2012 (US\$)</b></p> <p>MPTF/JP Contribution: <b>\$150,000</b></p> <ul style="list-style-type: none"> <li>• by Agency (if applicable)</li> </ul> <p><b>UNDP TRAC: \$ 1,298,243</b> <b>UNDP BCPR: \$ 322,592</b></p> <ul style="list-style-type: none"> <li>• by Agency (if applicable)</li> </ul> <p>Government Contribution (if applicable)</p> <p>Other Contributions (donors) <b>SIDA: \$ 425,000</b></p> <p><b>Total committed: \$ 2,195,835</b> <b>Funding Gap: \$1,804,165</b> <b>TOTAL: \$ 4,000,000</b></p>	<p><b>Programme Duration</b></p> <p>Overall Duration (months): 24 months</p> <p>Start Date<sup>4</sup> (dd.mm.yyyy) October 2010- October 2012</p> <p>End Date (or Revised End Date)<sup>5</sup>: October 2010- October 2012</p> <p>*Operational Closure Date<sup>6</sup>: November 2012 *Expected Financial Closure Date: May 2013 *Operation and financial closure dates are only applicable for the UNPFN project. CLD for UNDP is a much larger 5 year project</p>
<p><b>Programme Assessment/Review/Mid-Term Eval.</b></p> <p>Assessment/Review - if applicable please attach <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p> <p>Mid-Term Evaluation Report – if applicable please attach <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p>	<p><b>Report Submitted By</b></p> <ul style="list-style-type: none"> <li>○ Name: Michael Brown</li> <li>○ Title: Head of Unit; PBRU; UNDP</li> <li>○ Participating Organization (Lead): Shoko Noda; Country Director</li> <li>○ Email address: michael.brown@undp.org</li> </ul>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Strategic Results, as formulated in the Performance Management Plan (PMP) for the PBF; Sector for the UNDG ITF.

<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to “Project ID” on the [MPTF Office GATEWAY](#)

<sup>4</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>5</sup> As per approval by the relevant decision-making body/Steering Committee.

<sup>6</sup> All activities for which a Participating Organization is responsible under an approved MPTF programme have been completed. Agencies to advise the MPTF Office.

## NARRATIVE REPORT FORMAT

### I. Purpose

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

**Peacebuilding Impact/Outcome:**

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

CLD targets political, civic, government, youth, women and ethnic leaders at both central and local levels to strengthen their capacities in constructive negotiation, mediation, facilitation of dialogue processes, consensus building, communications, leadership and trust building. This capacity will further be developed through accompaniment, mentoring and coaching as these gained skills are to be applied to key contemporary issues. A network or platform of experts will 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.

**Expected outputs:**

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

**Output 2:** National level leaders (civil society, political and governmental) have collaboratively established and implemented policies, programmes and shared agendas on critical issues to consolidate the peace and prevent conflict

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

**Output 4:** Public culture of collaborative dialogue fostered through media

### II. Resources

*Financial Resources:*

CLD is a 5 year project of UNDP with an annual budgetary forecast of \$2 million.

In relation to UNPFN CLD is registered as a project for two years starting in October 2010 and ending in October 2012. The budget details committed for this period are as follows:

- UNPFN: \$ 150,000
- UNDP TRAC: \$ 1,298,243
- UNDP/BCPR: \$ 322,592
- SIDA: \$ 425,000

Total Committed: \$ 2,195,835

Funding Gap: \$ 1,804,165

Total Budget: \$4,000,000

## Human Resources:

Staffing arrangements in place:

	<b>Position</b>	<b>% of time</b>	<b>Level</b>
<b>National Staff</b>			
	Deputy Project Manager (Operations)	65%	SB5/II
	Admin/Finance Associate (Operations)	65%	SB3/III
	Project Associate (Operations)	65%	SB3/II
	Dialogue Coordinator (Programme)	100%	SB4/III
	Dialogue Coordinator (Programme)	100%	SB4/III
	Dialogue Coordinator (Programme)	100%	SB4/III
	Driver	55%	SB1/2
	Driver	55%	SB1/2
	Driver	55%	SB1/2
<b>International Staff</b>			
	Technical Specialist- Conflict Prevention and Dialogue	75%	P5 ( will join on the first week of April 2012)

### III. Implementation and Monitoring Arrangements

The design and implementation of CPP is inherently participatory with built in flexibility recognising the fluidity of the context.

Collaborative Leadership and Dialogue (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.

#### Steering Committee

The CLD is an initiative that has been driven by national actors and processes since mid-2009. In September 2009, UNDP organized 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 the kinds of

activities that are needed. The SC continues to engage with the project providing advice, guidance and directions.

### **Assessment of collaborative capacities:**

On the onset of the project implementation a three month detailed assessment of collaborative capacities was conducted by a reputed national research institute. The assessment was conducted in Kathmandu and additional 13 districts in the country. The Programme is designed in accordance with findings of the assessment. 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 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 findings of the assessment were then used to define the programmes entry points and development of local level implementation strategy.

### **Partnerships**

A key instrument in advising the implementation of activities is the aforementioned Steering Committee 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 Nepal also 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 also seeks coordination and explore partnership opportunities with development partners including international NGOs, bilateral donors and multilateral organisations working in the same field. Towards this end an assessment and mapping of collaborative capacities was conducted in early 2011 which helped inform the project on its strategic direction and identification of other partners engaged in similar activities. Ongoing consultations with other stakeholders has minimised the chances of duplication.

### **Management Arrangements**

The management arrangement for CPP involves a Programme Board assisted by a Programme Assurance officer.

**Programme Board:** The Conflict Prevention Programme management team receives and acts on directions from the Programme Board. The Programme Board is the entity responsible for making key strategic decisions on programme implementation. The Board is 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. The board meets once every quarter.

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 Peacebuilding and Recovery Unit, UNDP.
- **Senior Beneficiary**, representing those who will benefit from the programme. This role is assumed by a representative of the Ministry of Peace and Reconstruction.

**Programme Assurance:** The programme assurance role supports the Programme Board and is 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 has the authority to manage the programme on a day-to-day basis on behalf of the Board. The Programme Manager's primary 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. The Programme Manager and other programme professionals and support staff (short term and long term) will be recruited according to rules that guide DIM projects.

### **Monitoring, Evaluation and Auditing**

CLD is monitored through a results framework which is organised around key results 1) creation of entry points, 2) development of capacities, 3) application of capacities and 4) sustaining the capacities. As it currently stands the project has planned for a dedicated M&E officer to be recruited during the second quarter of 2012, to continuously monitor and evaluate activities and its impact and feed it into the learning cycle of the project team, thus enabling the project to act upon its learning early on in the implementation phase.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will be monitored through the following:

#### 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.
- An Issues Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- 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 through Project Assurance, using the standard UNDP reporting format.
- 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 shall consist of the Atlas standard format for the QPR 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 output level. The M&E Framework and updated Tracking Tool will be annexed to the Annual Review Report.

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.

The project will be audited as per UNDP audit requirements.

## **IV. Results**

Results achieved in 2011:

- i. *Capacity of critical mass of leaders, from political parties and civil society, at the local level has been built on collaborative leadership and dialogue. Some of the participants have already started to apply skills to specific issues.*
  - 225 leaders trained on CLD skills from political parties, youth, dalit activists and government, from Kathmandu, Janakpur and Nepalganj.
  - CLD training module developed and currently being field tested and finalized
  - As an outcome of technical accompaniment in design and development of a common approach, four civil society organizations from Nepalganj have reached consensus to support and promote collaborative leadership and dialogue at the local, level applying skills to local level issues.
  - Evidence of participants beginning to apply skills to specific issues already becoming evident (e.g. one founder member of NepalUnites.Com, a social networking site that convenes urban youth around political and social issues, is a participant of the CLD training; one of the participants has started training and engaging in dialogue around ethnic issues through a newly established “Dialogue Centre”; and the above mentioned four civil society organizations have reached consensus on an approach to apply CLD to local level issues).
  
- ii. *Political-will generated and entry points developed at the national level with political parties and government.*
  - The Steering committee comprising of representatives of political parties and civil society continues engage with the project as an advisory body. The SC played an instrumental role in refining the methodology and findings of the assessment.
  - Consultations with Ministry of Peace and Reconstruction (MoPR), National Planning Commission (NPC) and National Administrative Staff College (NASC) in advanced stage to support building institutional capacities to promote CLD (e.g. development of curriculum, training etc.)
  - Mid level government officials of MOPR (Ministry of Peace and Reconstruction), MoLD (Ministry of Local Development), NASC (Nepal Administrative Staff College), MoHA (Ministry of Home Affairs) and NPC (National Planning Commission) have been trained on CLD and act as entry points within these ministries.

- Senior political leadership is aware of CLD as an initiative and discussions on to support parties to building individual and institutional capacities ongoing.
- Engagement on with a group of senior facilitators to define areas of support to apply dialogue to key medium and long term peace process issues (five workshops already conducted).

iii. *Local level assessment of collaborative capacities conducted.*

- Based on the findings of the assessment local level implementation strategy was developed. The strategy identified three pilot areas of implementation- Janakpur, Biratnagar and Nepalganj.

<b>1. Overview of progress to-date against project outputs</b>		
<b>Project outcome:</b> Political, civil society and governmental actors have helped prevent conflict and consolidate the peace through developing, applying and sustaining capacities of collaborative leadership, dialogue and conflict sensitivity		
<b>Project Output (s) <sup>i</sup></b>	<b>Progress: achievements/results/ outputs delivered to-date <sup>ii</sup></b>	<b>% of planned <sup>iii</sup></b>
<p><b>Output 1:</b> Local level leaders (civil society, political and governmental) have prevented and mitigated conflict/tension and established/implemented joint socio-political and development visions, programmes and agendas through dialogue</p>	<p>Capacity of a critical mass of local leaders built and key entry points developed and inserted in strategic spaces (youth, marginalized groups, political and government):</p> <ul style="list-style-type: none"> <li>• Capacity of 144 leaders built on CLD skills from political parties, youth, dalit activists and government, from Janakpur and Nepalganj.</li> <li>• CLD training module developed and currently being field tested and finalized</li> </ul> <p>Evidence of participants beginning to apply skills to specific local level issues already becoming visible</p> <ul style="list-style-type: none"> <li>• As an outcome of technical accompaniment, four civil society organizations from Nepalganj have reached consensus to support and promote CLD applying skills to local level issues related to public security and development.</li> </ul> <p>Trainers/ facilitators on CLD developed at the local level</p> <ul style="list-style-type: none"> <li>• 10 trainers/facilitators developed at the local level</li> <li>• Application of capacities built begun in areas related to youth, public security and GBV</li> </ul>	75%
<p><b>Output 2:</b> National level leaders (civil society, political and governmental) have collaboratively established and implemented policies, programmes and shared agendas on critical issues to consolidate the peace and prevent conflict</p>	<p>Political-will generated and entry points developed at the national level with political parties and government</p> <ul style="list-style-type: none"> <li>• The Steering committee continues to engage with the project as an advisory body.</li> <li>• Consultations with MoPR, NPC and NASC in advance stage to support building institutional capacities to promote CLD (e.g. development of curriculum, training etc.)</li> </ul>	20%

	<ul style="list-style-type: none"> <li>• Mid level government officials from 5 government ministries/institutions have been trained on CLD and they along with designated focal points act as entry points within these ministries.( Ministry of Home Affairs, Ministry of Peace and Reconstruction, National Planning Commission, Ministry of Local Development and Nepal Administrative Staff College)</li> <li>• Senior political leadership of seven major political parties is aware of CLD as an initiative and discussions on longer term support to build individual and institutional capacities ongoing.</li> </ul> <p>Capacity of a critical mass of national leaders built and key entry points developed and inserted in strategic spaces (youth, marginalized groups, political and government):</p> <ul style="list-style-type: none"> <li>• Capacity of 81 leaders built on CLD skills from political parties, youth, civil society and government at the national level</li> </ul> <p>Trainers/ facilitators on CLD developed at the national level</p> <ul style="list-style-type: none"> <li>• 20 trainers/facilitators developed inserted into 7 major political parties’ training units.</li> <li>• 10 trainers/facilitators developed from the UN and civil society</li> <li>• Application of capacities developed is currently being planned</li> </ul>	
<p><b>Output 3:</b> Policies and programmes developed and implemented by national institutions to foster collaborative approaches to decision making</p>	<p>Engagement with a group of senior facilitators to define areas to apply dialogue to key medium and long term peace process issues (five mini workshops already conducted) resulting in policies and programmes.</p>	<p>25%</p>
<p><b>Output 4:</b> Public culture of collaborative dialogue fostered through media</p>	<p>Pilot initiatives underway:</p> <ul style="list-style-type: none"> <li>• 24 episodes of radio talk programmes targeting eastern and western region currently being aired</li> <li>• 12 episodes of a radio magazine to promote dialogue is currently being aired</li> <li>• 2 five minutes documentaries on CLD is currently being developed</li> </ul> <p>Media strategy is currently being developed:</p> <ul style="list-style-type: none"> <li>• A longer term media strategy to foster a public culture of collaborative dialogue currently being developed</li> </ul>	<p>30%</p>



The project in its inception had developed outcome and outputs that needed further consolidation. The original project document reflects that need. However, during the course of implementation it was felt that the project required a results framework that clearly articulates results and activities leading to the desired result. Given this recognition the project has now developed a Results Framework from which the outcomes are reflected in this document. The outcomes have become more nuanced and reflect the need on the ground. The implementation approach is also geared towards reaching these results and outcomes. The assessment findings have been taken into consideration.

The clear articulation of results has streamlined the projects activities and implementation approach. During 2011 the project has been able to effectively build collaborative capacities amongst the political, civil society and governmental leadership. Such capacity building will be further consolidated in 2012. The key achievement in this year has been to develop entry points and generate political will. The project has been successful towards this end, and the effort and time invested for this will show results in the longer term. 2011 has been an important year for the project as it has effectively laid the foundation for a longer term project implementation and achievements of results as articulated in the results framework.

## **V. Future Work Plan (if applicable)**

Below is the summary of the areas of work planned for 2012:

### **Nepalgunj:**

- Continued support to Fatima Foundation to implement a UNDP supported grant to conduct public dialogues around security, peace and development related issues
- Build capacity of political parties, government, youth, women groups and civil society networks in dialogue and collaborative approaches.
- Support political parties, government, youth, women groups and civil society networks to engage in dialogue around issues of related to local level peace and development agenda
- Engage and build capacity of the local level media groups/networks/personnel to engage in dialogue and collaborative leadership to address local level issues
- Implement elements of the media strategy
- Develop a core group of district based trainers and facilitators as a facilitation resource for the district.

### **Janakpur:**

- Build capacity of political parties, government, youth, women groups and civil society networks in dialogue and collaborative approaches.
- Support political parties, government, youth, women groups and civil society networks to engage in dialogue around issues of related to local level peace and development agenda
- Engage and build capacity of the local level media groups/networks/personnel to engage in dialogue and collaborative leadership to address local level issues
- Implement elements of the media strategy
- Develop a core group of district based trainers and facilitators as a facilitation resource for the district.

### **Kathmandu:**

- Build capacity of political parties, government, youth, women groups and civil society networks in dialogue and collaborative approaches.
- Engage a core group of senior facilitators to facilitate dialogue around key issues related to Nepal's transition
- Support and engage in dialogue around issues related to transitional justice

- Support political parties, government, youth, women groups and civil society networks to engage in dialogue around issues of related to Nepal's peace and development agenda
- Engage and build capacity of the national level media groups/networks/personnel to engage in dialogue and collaborative leadership to address issues of national importance
- Implement elements of the media strategy

## VI. INDICATOR BASED PERFORMANCE ASSESSMENT

The project is in the process of hiring a dedicated M&E officer who will further help develop a concrete baseline and strengthen the M&E framework.

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<b>Outcome 1<sup>7</sup></b>							
Transform conflict and diversity into inclusion and political participation through lasting capacities, greater trust and social cohesion as a result of collaboration and conflict sensitivity.							
<b>Output 1.1</b> Local level leaders (civil society, political and governmental) have prevented and mitigated conflict/tension and established/implemented joint socio-political and development visions, programmes and agendas through dialogue	Indicator 1.1.1 # of leaders that operate with dialogue as a preferred leadership skill set at the local level	Assessment and mapping of existing collaborative capacities at the local levels conducted and forms the basis of an initial baseline	200 leaders	144	On track		
	Indicator 1.1.2 # of trainers and facilitators developed at the local levels that are able to apply skills to specific issues			10	On track		
	Indicator 1.1.3 # system/mechanisms established and/or supported that links leaders and facilitators	Concrete baseline is being currently developed			Plans being developed		

<sup>7</sup> For PBF: Either country relevant or PMP specific.

	to key strategic issues to mitigate local level tensions and conflicts						
<b>Output 1.2</b> National level leaders (civil society, political and governmental) have collaboratively established and implemented policies, programmes and shared agendas on critical issues to consolidate the peace and prevent conflict	Indicator 1.2.1 # of leaders that operate with dialogue as a preferred skill set at the national level	100	81 leaders	On track			
	Indicator 1.2.2 # of institutions/ networks strengthened to support collaboration and dialogue between leaders around specific issues	2	1	On track			
	Indicator 1.2.3 # of trainers and facilitators developed at the national level that are able to apply skills to specific issues at the national level	40	30	On track			
<b>Output 1.3</b> Policies and programmes developed and implemented by national institutions to foster collaborative	Indicator 1.3.1 # of programmes, policies and shared agendas developed at the			Plans in place to be implemented as the project proceeds			

approaches to decision making	national and local level						
<b>Output 1.4</b> Public culture of collaborative dialogue fostered through media	Indicator 1.4.1. Media strategy developed and implemented.			Media strategy being developed, initial pilot media related initiatives currently on air	On track		

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<sup>i</sup> Insert the higher-level project specific outcomes as defined in the project document.

<sup>ii</sup> Insert the brief details of accumulated achievements made to-date supporting the project's outcomes.

<sup>iii</sup> Insert an assessment of progress in percentage-terms that the project has made towards its target outcome.