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**Collaborative Leadership and Dialogue (CLD)**

**MPTF OFfice GENERIC ANNUAL programme NARRATIVE progress report**

**REPORTING PERIOD: 1 january – 31 December 2012**

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| --- | --- | --- |
| Programme Title & Project Number |  | Country, Locality(s), Priority Area(s) / Strategic Results |
| * Programme Title: Collaborative Leadership and Dialogue (CLD)
* Programme Number *UNPFN/B-3*
* MPTF Office Project Reference Number: *00080268*
 | *Country/Region Nepal*  |
| *UNPFN Cluster: Elections/Governance/Mediation* *UNPFN Strategic Outcome: An inclusive and gender-representative culture of dialogue and conflict transformation is expanded and strengthened, contributing to conflict prevention and social cohesion during Nepal’s transitional peace-building process.* |
| Participating Organization(s) |  | Implementing Partners |
| * UNDP
 | * N/A
 |
| Programme/Project Cost (US$) |  | Programme Duration |
| Total approved budget as per project document: $299,800UNPFN Contribution: * *UNDP*
 | $299,800 |  | Overall Duration *(21 months )* |  |
| Agency Contribution* *by Agency (if applicable)*
 |  |  | Start Date *(November 2011)* |  |
| Government Contribution*(if applicable)* |  |  | Original End Date (*October2012)* |  |
| Other Contributions (donors): UNDP TRAC- $1,520,882UNDP BCPR- $322,592SIDA- $ 425,000 |  |  | Current End date *June 2013* |  |
| TOTAL: $299,800 |  |  |  |  |
| Programme Assessment/Review/Mid-Term Eval. |  | Report Submitted By |
| Assessment/Review - if applicable *please attach* Yes No Date: *dd.mm.yyyy*Mid-Term Evaluation Report *– if applicable please attach* Yes No Date: *dd.mm.yyyy* | * Name: Peter Barwick
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# NARRATIVE REPORT

# EXECUTIVE SUMMARY

The Conflict Prevention Programme (CPP) has had a long process of evolution, beginning from its September 2009 inception at a UNDP-sponsored conference in Nagarkot with high-level political leaders. The Collaborative Leadership and Dialogue (CLD), one of the CPP pillars, has worked with political, civil society, government, youth, women and ethnic leaders at both local and national levels to strengthen their capacities in constructive negotiation, mediation, facilitation of dialogue processes, consensus building, communications, leadership and trust building. This capacity has been further developed through accompaniment, mentoring and coaching as these strengthened skill-sets are applied to key contemporary issues.

A network of experts has formed to enable the application of the skills while longer term peacebuilding institutional mechanisms are being created and/or supported through consultation with relevant stakeholders, to sustain the promotion and application of collaborative leadership and dialogue.

During the reporting period, more than 488 leaders from political, civil society (including media) and government were trained on collaborative leadership and dialogue at the national and local levels. This includes 252 local level participants and 62 trainers and facilitators. This total comprised representatives of 7 political parties at the central level; 22 political parties at local levels; 10 political party youth wings; and 5 government agencies.

CLD undertook a media campaign to promote positive messages related to collaborative leadership and dialogue through radio talk programmes, radio magazines and short documentaries. A concerted effort was also made to engage with influential media figures including deputy and senior editors of all the print media houses.

The program has noted results in different levels, including:

* Legitimization of the CLD project among a broad range of district leaders. A vast majority of them has participated in CLD training programmes and regularly engage with project staff;
* Validation among national level leaders of collaborative leadership and dialogue as a viable approach for addressing socio-political tensions;
* New dialogue initiatives led by CLD graduates, and the articulation of local facilitation capacities, supported the prevention of escalation of local ethnic tensions in the Far West in May 2012. A highlight CLDs engagement in the far west as an example- Ramesh Basnet, one of CLD graduates facilitated local level behind the scene dialogues between conflicting groups as well as with government counterparts. To provide him with technical backstopping and increase our facilitation capacity on the ground, given the intensity of the potential for violence, the project sent a senior Nepali facilitator to the far west. This facilitator and Ramesh Basnet remain in constant engagement with Senior Facilitators in Kathmandu who were in dialogue with political leaders at the senior most levels. Due to this concerted efforts both at the national and local levels CLD was one of the key process in facilitating a peaceful resolution of a conflict that had the potential to turn violent along ethnic lines. Through this engagement it has opened space for CLD to expand its presence in the far west in 2013.
* Publication of multiple opinion pieces by prominent journalists in support of CLD as a key to overcoming the nation’s political difficulties; and
* Establishment of CLD as a significant partner for important national training institutions.

# Purpose

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

**Peacebuilding Impact:**

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

# Results

**(Project) Outcome:**

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

**Output 1.1. Local level leaders (civil society, political and governmental) have prevented and mitigated conflict/tension and established/implemented joint socio-political and developmental visions, programmes and agendas through dialogue**

CLD carried out extensive outreach, visiting a wide variety of leaders in the two pilot districts (Banke and Dhanusa) to explain the project’s structure and objectives. The outreach was a precursor to an intensive effort in which the project carried out sectoral-based dialogue trainings in both districts. These were immersive (3+ days) trainings that included technical elements as well efforts to spark dialogue among the participants.

These trainings effectively covered the vast majority of identified leaders in the pilot districts including principal government officials including Chief District Officer (CDO), Superintendent of Police (SP) Local Development Officer (LDO) and Coordinators of Local Peace Committees, district-level political party leaders, and civil society figures. This, in effect, concluded the chapter of exclusive focus on capacity-building, and the centre of gravity of the project shifted towards supporting the application of dialogue and collaborative leadership. CLD envisions that future capacity building will be more targeted and linked to specific situations occurring in actual dialogue processes (eg. the need to design a new process, overcome lack of confidence between parties).

Working principally in Banke and Dhanusa districts, the project has, during the reporting period, strengthened the collaborative leadership and dialogue of 253 leaders from government, political parties, political parties’ youth wings, and civil society. 23% are female (57 of total) and nearly 31% (76 of total) are from marginalized communities including Madhesi, Janajati, Muslim and Dalits. Ongoing support and technical accompaniment is being provided to the leaders in order to assist them in the application of their skills. The project continues to focus on women, youth and traditionally marginalized groups.

During the reporting period, altogether 31 trainers/facilitators, primarily from civil society organizations and development actors, have been provided training and follow-up technical advice.

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

*Impacts of Output 1.1.*

* *The legitimization of the Collaborative Leadership and Dialogue project among a broad range of district leaders –*This has been evidenced by the subsequent participation of these leaders in immersive multi-day workshops. This participation has not only included physical presence, but active engagement with the concepts and other participants. In follow-up to workshops, the vast majority of participants, including extremely busy government officials, received visits from project staff to discuss the national and district level developments, as well possible ideas for dialogue.
* *The validation of collaborative leadership and dialogue as viable tools for addressing socio-political tensions –*Most of the graduates of CLD training programmes speak effusively about the importance of dialogue tools and approaches. It has become a widely accepted notion that consensus-building through dialogue is the preferred option for dealing with differences. It bears to mention that confrontation and violence, to date, have not been promoted by most leaders as a valid means to resolving current problems.
* *The emergence of new dialogue initiatives led by CLD graduates*– There have been important examples of CLD graduates moving to apply dialogue capacities. This has been noteworthy in Janakpur (in Dhanusa district) in which political parties moved, immediately following a CLD training programme, to set-up an inter-party roundtable. This group expanded to include municipal and district level authorities as well as civil society figures. It continues to meet regularly and developed a focused agenda on urban improvement issues. This effort receives only modest support from the CLD field staff, and appears to be very much locally owned and driven – which is precisely the type of dialogue that will be sustainable.
* *The articulation of local facilitation capacities* **–** CLD convened a group of facilitators from Kathmandu and the pilot districts. CLD sought to bring together distinguished individuals who appeared to play a positive “bridge-building” role in their respective spheres of professional and political life. Interestingly, the participants did not self-identify themselves as “facilitators” as such. The three-day event included technical training, and reflections from Daman Dhungana (a nationally known facilitator involved in brokering the Comprehensive Peace Agreement). The participants from Janakpur have since begun to meet regularly, and have gradually assumed an identity as a steering committee to support dialogue initiatives in the city, including the ongoing urban planning effort.
* *Supported the prevention of escalation of local tensions in Far West –* In May 2012, in the context of heated localized tensions between the Tharu and Pahadi communities in the Far West, and particularly the Kailali district, CLD staff engaged with local facilitators and actors, and helped develop an informal agreement of mutual non-aggression (eg. not to attack each others’ demonstrations). This was widely seen as a key to avoiding direct confrontation between the groups, which might have set off much more serious violence.
* *Increase in demand for CLD skills:* It was earlier planned that the project would target 300 leaders through its training, workshops and dialogue. However over the course the project was able to generate much demand and reports that 488 political civic including media and government leaders actually have been exposed to CLD concepts.

**Output 1.2.**  **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**

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

Political will was generated and entry points developed at the national level with political parties and government.

* The Steering Committee (SC), which includes mid tier to senior representation from seven political parties and two civil society organizations, continues to engage with the project as an advisory body. They meet once a month and are updated on project implementation. The SC meeting also provides a space for dialogue around political issues. Over the past 3 years the SC has continued to remain champion of the CLD process and methodology within their respective constituencies and parties.
* A three-member team of Senior Facilitators who have a long history and credibility of facilitating national level issues has been put into place by the CLD. It includes Mr. Daman Nath Dhungana and Mr. Padma Ranta Tuladhar, both of whom played a significant role in facilitating Nepal’s peace process; and Mr. Bhoj Raj Pokharel, former Chief of the Election Commission, who oversaw the conduct of Nepal’s historic Constitutional Assembly elections in 2008. This team, in conjunction with the CLD project, has begun a process of identifying immediate, medium and longer-term issues for dialogue. As part of this process, the team has been engaging with senior and mid-level members of government, political party leaders and civil society figures on the need for strengthened dialogue capacities and new spaces for cross-party collaboration. During this past quarter they continued their engagement with different stakeholders to sound out options for CLD to play a deeper role on a range of issues including federalism, preventing electoral violence, and steps for resolving the post-27 May constitutional crisis.
* The team of three Senior Facilitators continues to provide expert advice and facilitation services regarding structured dialogue on key development issues related to Nepal’s peace and transition process and designing and facilitating dialogue processes responding to critical issues at the local and national issues, as necessary. For example in May 2012 before and after the dissolution of the Constituent Assembly, when the issues of federalism was posing a great risk to Nepal’s peace process, the senior facilitators convened a series of dialogues on federalism with politicians at the senior most levels. They also served as senior expert and resource persons for facilitation, negotiation and collaborative dialogue involving political parties/ leaders, government and civil society actors, the media and others. Their work continues to help build and rebuild greater trust and mutual confidence among different sets of actors with a view to strengthen strategic relations and/or lower social and political tensions, in order to promote appropriate conditions for constructive dialogue
* In October 2012, a two-day seminar for second-tier political party leaders, which also included CLD’s Senior Facilitators, Steering Committee and a representative of Ministry of Peace and Reconstruction (MoPR) was held in Pokhara. The participants viewed this as an important space to share views and develop consensus on ways to resolve the current national political impasse.
* Mid-level government officials from five government ministries/institutions have been trained on CLD and they, along with designated focal points, act as champions within these ministries (Ministry of Home Affairs MoHA), Ministry of Peace and Reconstruction (MoPR), National Planning Commission (NPC), Ministry of Federal Affairs and Local Development (MoFALD) and Nepal Administrative Staff College (NASC) creating effective entry points for further engagement. UNDP has already entered to a partnership agreement with the NASC.
* Senior political leadership of seven major political parties has received orientation on the CLD project through a three-day workshop. This included discussions on longer-term support to build individual and institutional capacities.

Capacity of a critical mass of national leaders has been built and key entry points developed and inserted in strategic spaces (youth, marginalized groups, political and government) to develop network a of National leaders:

* Collaborative leadership and dialogue skills have been strengthened in 235 national-level leaders from government, political parties, and civil society. Out of the total participants 41% (96 participants) were women, and 27% (62 participants) were from traditionally marginalized communities.
* Working relations were established with the Women Civil Society Networks and the Inter Party Women’s Alliance (IPWA). TOTs for both networks were organized separately.
* CPP established relationships with leading figures (Deputy and Senior Editors) in the national print media and Federation of Nepali Journalists, Sancharika Samuha and working women journalists through three separate workshops focused on the media’s role in influencing dialogue processes.

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

* Supporting the work of the Senior Facilitator’s team in the planning and execution of engagements on select strategic issues including Land and Electoral Violence.
* Supporting the identification of possible candidates for the expansion of the Senior Facilitator’s team.
* Training 15 trainers/facilitators from seven major parties’ training units on CLD. Out of the 15 participants, 3 were female and 1 was from a marginalized community. The composition of this group was determined by the political parties, which nominated participants from their respective parties. CLD had requested that nominations be done with “diversity” as a key criterion for selection.

*Impacts of Output 1.2*

* *The legitimization of the Collaborative Leadership and Dialogue project among a broad range of leaders* **–** CLD has clearly been able to establish itself as a valid and significant initiative. This was evidenced by the participation of high-level political leaders in an extended UNDP event in Pokhara in October 2012. CLD brought together a 23 senior political leaders for a 2 day seminar on collaborative leadership and dialogue and was organized as a response to requests from mid tier political leaders. The dialogue space created by the project allowed the participants to raise uncomfortable issues like identity based federalism, reflect on what worked and what needs improvement as well as gain skills for dialogue and collaboration. During the seminar the group agreed to reconvene after 6 months, introduce innovative dialogue skills within their parties and continue to remain in dialogue with each other. The in quarter 2 (Q2) the project plans to bring this group together again around some specific thematic issue. In a sense, the Pokhara event signaled the opening of new, and potentially significant, space for dialogue among senior Nepali leaders.
* *The validation among national level leaders of collaborative leadership and dialogue as viable approach for addressing socio-political tensions* **–** The commitments made at the Pokhara event, the level of engagement at the very senior levels and articulation of the importance of CLD methodology indicated that the senior political leaders considered dialogue to be a critical element of any successful navigation of the many challenges facing the nation. Prior to the Pokhara event, some senior political leaders had already spoken passionately about the impact of CLD. Brikesh Chandra Lal, who represents Terai Madhes Loktantrik Party on the CLD Steering Committee, project staff that CLD has “completely changed his understanding of political negotiations” and requested training for his party’s mid and senior level leadership.
* *Increase in demand for CLD skills:* Although the project had planned for training 40 trainers/ facilitators, the project actually trained 62 trainers/ facilitators as a response to increase in demand.

**Output 1.3: Policies and programmes developed and implemented by national institutions to foster collaborative approaches to decision making**

The CLD has established relationships with two important Government training institutions: the Nepal Administrative Staff College (NASC), which supports the Ministry of Home Affairs and several other ministries as a pre-eminent institution of this type in the nation, and the Local Development Training Academy (LDTA), which works primarily with the Ministry of Federal Affairs and Local Development.

In the case of NASC, UNDP has signed a Letter of Agreement to establish a framework for support on the issue of conflict sensitivity, and creating training related training materials for inclusion in the academy’s curriculum. This is important, in and of itself, but also lays a solid foundation for a follow-on initiative to create training materials for collaborative leadership and dialogue.

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

To foster informed and robust public discussion of Transitional Justice issues, CLD is supporting the Transitional Justice Resource Center (TJRC) run by World Vision Advocacy Forum. The project is run in close cooperation with the Ministry of Peace and Reconstruction, and carries out regional and Kathmandu- level outreach events on transitional justice issues. The project has achieved the following:

* TJRC has been established as a common learning platform for victims of human rights abuses, civil society, academia, researchers, lawyers and decision makers on TJ issues. TJRC has also played an important role to facilitating dialogue on TJ issues like blanket amnesty etc. Given the challenging TJ environment TJRC has played a crucial role in providing a neutral space for dialogue, mobilized actors and kept the debate alive on transitional justice in Nepal.
* Resource materials available at the TJRC are increasingly used by conflict victims, law students, lawyers, human rights defenders, international and national nongovernmental organizations and community based organizations. This has been accomplished by making computer and web based materials available, books and resources (572 books purchased during the reporting period), CD/VDs of TJ and an e-library on TJ resources.
* National and international human rights community has increasing opted for using the TJRC for meetings and dialogue given its neutrality to the issues. Towards this end TJRC held 20 interaction programmes in which 584 people participated from relevant NGO and CS groups. This included 5 interactions specifically focused on civic campaigns against mass amnesty, a pressure group advocating against blanket amnesty. Additional in this regard 64 meetings were conducted by conflict victims and civil society.
* By conducting 12 fortnightly discussion meetings on transitional justice-related topics with national and international resource persons in which 729 people actively participated, TJRC has effectively done advocacy and supported and contributed to the debate on TJ in Nepal.
* Through the publication of newsletters TJRC has enabled to increase its outreach but also increased the awareness regarding TJ issues. 6 newsletters were published and 4783 copies were distributed among concerned stakeholders. These newsletters served an important medium for advocacy and getting important messages out.
* Being a conflict centered organization TJRC has increased its outreach at the local levels too. While important advocacy in Kathmandu has its role, TJRC has through the organization of four regional and one national dialogue on “The TJ Process in Nepal” with civil society groups in Biratnagar, Butwal, Nepaljung and Dhangadi, enabled the collection of important voices of the conflict victims and ensured that these were reflected in national level policy related dialogue.

**South-South Cooperation:** To learn from experiences of work on a similar programme, an exchange visit with UNDP Kenya’s Conflict Prevention Programme was arranged in December 2012. The exchange of experiences provided rich learning, and included exchanges on technical areas of work such as processes for selecting relevant leaders for training, comparisons of training curricula and teaching approaches, and reflections on pros and cons of using national NGO partners to support the work. The Kenya project works with a key partner, the Kenyan Institute of Governance (KIG), which has established a reputation as an entity largely above partisan interests. In Nepal, few if any NGOs working on governance issues have this reputation. One important conclusion for the Nepal team was that it might benefit from helping to establish an NGO similar to KIG in Nepal.

*Impact of Output 1.3*

* *Establishment of CLD as a significant partner for important national training institutions*

During the reporting period CLD has or is establishing partnerships with at least two national training institutions run by the Government of Nepal. This is a critical objective for the programme because it lays the foundation for the teaching of key collaborative leadership and dialogue skill sets to be taken up and institutionalized by national actors. Thus, the capacity-building will continue long after the conclusion of the CLD.

A Letter of Agreement has been signed between UNDP and the Nepal Administrative Staff College and the Training of Trainers has been conducted for 17 trainers. Active and positive discussions are underway for similar arrangements between UNDP and the Local Development Training Academy (LDTA), which provides training to the Ministry of Federal Affairs and Local Development (MoFLD), and National Center for Education Development (NCED), which provides training to the Ministry of Education. Outreach efforts are underway to expand this training approach to other government entities including possibly the Ministry of Home Affairs and the National Police.

**Output 1.4: Public culture of collaborative dialogue fostered through media**

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

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

*Impact of Output 1.4*

* *Publication of multiple opinion pieces by prominent journalists in support of dialogue and collaborative leadership as keys to overcoming the nation’s political difficulties* **–** In the months since CLD began engaging with media actors, at least seven significant articles have been published in support of collaborative leadership and dialogue in National Dailies (Nagarik Nepali, Rajdhani Nepali, Annapurna Post) and Weekly Magazines (Ghatana Ra Bichar, Sukarbar), published by participants of the CLD seminar. These articles, many of which were published by leading opinion-makers, have likely made a significant contribution to the shaping of the national debate about the ongoing political crisis, and helped steer the country away from confrontation and towards continued efforts to find a consensus-based solution. It is too early to report on change in trends and reporting patterns however in 2013 the project has planned partnerships and activities to consolidate the initial results into changes in reporting trends and patterns.

**ii) Indicator Based Performance Assessment:**

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|  | **Achieved Indicator Targets** | **Reasons for Variance with Planned Target (if any)** | **Source of Verification** |
| **Outcome 1[[1]](#footnote-1)**Political, civil society and governmental actors have helped prevent conflict and consolidate the peace through developing, applying and sustaining capacities of collaborative leadership, dialogue and conflict sensitivity |  |  |  |
| **Output 1.1** Local level leaders (civil society, political and governmental) have prevented and mitigated conflict/tension and established/implemented joint socio-political and developmental visions, programmes and agendas through dialogue**Indicator 1.1.1***# of leaders that operate with dialogue as a preferred leadership skill set (political, government and civil society)***Baseline:** Assessment and mapping if existing collaborative capacities at the local levels as a basis of an initial baseline;**Planned Target:** *300 leaders exposed to dialogue as a leadership skill set* |  |  |  |
| *488 political, civic including media and government leaders have been exposed to CLD and have participated in 2 /3 day workshops on CLD* | *Due to higher demand for the programme’s support the number of leaders trained on CLD is higher than planned*  | *List of training participants of 2 and 3 days CLD introductory training**Training Reports* |
| **Output 1.2** 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 |  |  |  |
| **Indicator 1.2.1** *# of trainers and facilitators developed at the national and local levels that are able to apply skills to specific issues***Baseline:**Planned Target: 40 trainers/ facilitators developed on CLD | *62 trainers and facilitators developed at the national and local levels that are able to apply skills to specific issues.* | *Due to higher demand of different levels (national/local) of trainers as well as facilitator*  | *Participants list* *Training Reports* |
| **Output 1.3** Policies and programmes developed and implemented by national institutions to foster collaborative approaches to decision making**Indicator 1.3.1** *# systems/ mechanisms established and/or supported that links leaders and facilitators to key strategic issues to mitigate tensions and conflicts***Baseline:****Planned Target:** *2 local level institution supported to promote and apply CLD* | *4 human rights organizations in Banke supported to apply CLD to issues related to service delivery, security and peace.* *Senior facilitation capacity built and on stand-by roster for engagement for transition issue like electoral violence, federalism* *Transitional Justice Resource Center in close cooperation with the Ministry of Peace and Reconstruction conducted* *12 fortnightly discussions on TJRC issues with 729 active participants, 20 interactions organized with 584 participants from NGOs and CS , (5 especially focused on civic campaigns against mass amnesty), published and distributed 4783 copies of 6 newsletters and organized four regional and one national dialogue on“ TJ process in Nepal”**5 government agencies participated in CLD workshops raising awareness and enhancing dialogue skills.**7 political parties at the central level, 22 political parties at the local levels, 10 youth wings of political parties, 10 student wings of political parties participated in CLD workshops* | *CLD has responded to an increased in demand by national institutions/ organizations.* | *Grant agreement document* *Quarterly reports**Final reports* |
| **Output 1.4** Public culture of collaborative dialogue fostered through media**Indicator 1.4.1***# of institutions/ organizations supported to promote and apply CLD in specific thematic areas***Baseline:****Planned Target:** *Capacity of key government institutions developed* | *Media strategy along with 2 documentary, 24 radio magazine and 12 talks shows produced*  |  | *Participants list* *Training Reports**Media strategy document**CDs of Radio programs*  |

**iii) A Specific Story**

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| **Programmatic Challenges** * One of the principal challenges has been that graduates of the Training of Facilitators (TOF) in Dhanusha as well as Banke have focused on using the dialogue forum to discuss development issues rather than more difficult peacebuilding issues.

**Operational Challenges*** Nepal’s remote areas are very difficult to access, particularly the mountainous regions, and with low coverage of all-weather roads. Access to many areas in the monsoon season can be very limited.
* The program is still in the process of achieving the necessary human resources and logistical capacities in the field offices, and thus allowing for robust support to local actors on emerging dialogue ideas. It is difficult to support such processes with the current level of only one technical staff. The programme will seek to add an additional technical support person to each field office in the first months of 2013.
* One of the principal challenges for CLD in the third quarter was the difficulty in securing new office space in Janakpur and Nepalgunj. The project has aimed to establish field offices within the facilities of existing UN offices, and thus minimize costs. It took longer than expected to identify and formalize suitable office space with UN partners.
* Maintaining staff that represents Nepal’s huge diversity also presents a challenge. The project has consciously ensured that diversity in recruitment is given the priority. However recruitment reflecting diversity of each and every programme districts is fast becoming a challenge especially if the project is expected to scale up rapidly in 2013.

**Result:** One significant observable change is that many district-level leaders expressed an interest in using dialogue as a tool to address developmental and social challenges in their respective areas. Before engaging with the CLD, many of these same leaders tended to view such challenges as zero-sum problems in which some parties would win and others would lose. **5-6 August 2012: Ms.** Tulasa Lata Amatya, Executive Director, [Community Action Centre-Nepal](http://www.cac-nepal.org.np/), noted that they have been conducting dialogues on various issues but have not following a proper process. She added, *“The workshop gave me an opportunity to identify the flaws in our dialogue processes and inspired me to continue the dialogic approach”.* **10-11 October 2012, Pokhara: Mr.** Jitendra Sonal, Joint General-Secretary, Terai Madhes Democratic Pary, said, *“The seminar helped me understand the importance of a facilitated and structured dialogue process. When we dialogue we should also put other’s perspective into consideration. I appreciate UNDP’s effort to gather the people in this room from Himal (tr. mountains) to the Terai (tr.plains) and from several political parties. I have said it yesterday and even today that what we lack is that we have not understood each other. The mechanism to understand each other is through this kind of dialogue.”* It is also worthwhile to note the massive increase in demand for CLD skills and methodology as evidenced by the project far exceeding its targets in response to this increase in demand.**Lessons Learned:** The most important lesson learned for CPP is that support for ongoing and emerging dialogue at the district level, which is the essence of the next phase of the programme, requires more intensive and sustained level of engagement by programme staff and partners than was required in the earlier stages of the programme (outreach and training). As a result, CPP has begun a process of expanding its field staff, and aims to have additional, and more senior, technical staff on the ground in the 2nd quarter of 2013. As of end of Q3 2013- CLD will have atleast 4 Regional Advisors and 4 Regional Dialogue Coordinators based in the eastern, mid western, far western and central region of Nepal.  |

**III. Other Assessments or Evaluations**

With the view of scaling up the current results to ensure increased geographic coverage and application to additional issues, CLD has conducted an in-depth assessment of collaborative capacities (people, processes and institutions) in 10 districts. This assessment is currently being used to scale up to additional two geographic areas- the Far West and the Eastern regions- during 2013.

In February-March 2013, the CPP project, within which CLD is one components, project arranged for an External Review to be carried out by a mixed team including an external expert and a staff member from UNDP Headquarters’ Bureau of Crisis Prevention and Recovery (BCPR). At the writing of this report, the report of the External Review team is still being finalized. However the findings for CLD indicated that the project had achieved the milestones it had set for itself for the pilot phase and was ready for a scaling up its results through expansion in geographic coverage and partnership with government.

**IV. Programmatic Revisions**

Through the initial funding through this project, it has been able to play a catalytic role in ensuring that anticipated results were achieved. It has also allowed for the project to now mobilize further funds through a scale of up initial results and entering into a joint programme with UN Women for further funding from the UNPFN.

**V. Resources**

In early 2013, the CLD secured additional funding from two sources. One source was the UNPFN. This funding came in relation to two separate projects, one, entitled ‘Secure Transitions” was in partnership with UNWomen and UNDP’s Armed Violence Reduction project, where in CLD will engage in dialogue in 6 districts (geographic expansion) as well as engage in sector specific dialogues around electoral violence. The second partnership is with UN Habitat and IOM and funding from UNPFN on dialogue around land issues. Through

A second source of funding has been UNDP’s “Scale Up” funding window. This provides 1 million (USD) over a two year period. This funding is essentially to expand the scope of the programme to new geographies, and fortify complementary Conflict Sensitive elements of the work.

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| **ACRONYM** |  |
| BCPR | Bureau for Crisis Prevention and Recovery |
| CD | Compact Disc |
| CDO | Chief District Officer |
| CLD | Collaborative Leadership and Dialogue |
| CPP | Conflict Prevention Programme |
| CS | Conflict Sensitivity |
| FNJ | Federation of Nepali Journalists |
| HimRights | Himalayan Human Rights Monitor |
| HURON | The Human Rights Organization of Nepal |
| INSEC | Informal Sector Service Center |
| IOM | International Organization for Migration |
| IPWA | Inter Party Women’s Alliance |
| KIG | Kenya Institute of Governance |
| LDO | Local Development Officer |
| LDTA | Local Development Training Academy |
| LOA | Letter of Agreement |
| LPC | Local Peace Committee |
| MoFLD | Ministry of Federal Affairs and Local Development |
| MOPR | Ministry of Peace and Reconstruction |
| MPTF | Multi-Partner Trust Fund |
| N/A | Not available |
| NASC | Nepal Administrative Staff College  |
| NCED | National Center for Education Development |
| NGO | Non-governmental Organization |
| SP | Superintendent of Police |
| TJ | Transitional Justice |
| TJRC | Transitional Justice Resource Center |
| TOF | Training of Facilitators |
| TOT | Training of Trainers |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| UNPFN | United Nations Peace Fund for Nepal |
| VDC | Village Development Committee |

1. Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc. [↑](#footnote-ref-1)