

**United Nations Resident & Humanitarian Coordinator's Office in Nepal  
Project Document**

**Project Title** Support to Nepal's transition through improved UN coherence

**UNDAF Outcome(s):** A: Consolidating Peace  
B: Quality Basic Services  
C: Sustainable Livelihoods  
D: Gender, Social Inclusion and Human Rights

**Expected Impact** Improved peacebuilding, development and humanitarian UN programs in Nepal.

**Expected CP Outcome(s):** 1: Improved UN institutional support to peace, development and humanitarian programming for the UNCT, donors and the GoN.  
2: Strategic activities supporting the peace process provided through the UNPFN complementing the GoN's efforts.  
3: UN communication strategically supports Nepal's peace process and development.

**Expected Output(s):** 1.1: High level quality advice on peace and development provided to UNCT, GoN and donors.  
1.2: Four UN Field coordination offices established and operational.  
1.3: Capacity of RCO to cover residual humanitarian issues maintained during and beyond OCHA phasing-down.  
2.1: UNPFN Secretariat established and operational.  
2.2: Projects funded by the UNPFN sufficiently resourced, successfully developed, coordinated and monitored.  
3.1: Joint UN Communication Plan that supports the development dimension of the peace process is implemented.

**Executing Entity:** United Nations Resident & Humanitarian Coordinator's Office, Nepal  
[UNDP]

**Implementing Agencies:** United Nations Resident & Humanitarian Coordinator's Office, Nepal  
[UNDP]

**Brief Description**

The project will support Nepal's multiple transition process by advancing UN reform and supporting the UN Country Team in Nepal with operational and staffing interventions across a range of issues, including (a) peacebuilding strategies, field coordination, programme development and advisory services; (b) effective management of the UN Peace Fund for Nepal; (c) UN system-wide communications strategies; and (d) management of the transition from humanitarian to development actions particularly in the context of the OCHA exit-strategy with a focus on recovery. The project is directly executed by UNDP on behalf of the UNCT and managed by the UN Resident Coordinator's Office (RCO).

Programme Period:	2009-2011
Atlas Award ID:	
Start date:	Nov 2009
End Date:	October 2011
PAC Meeting Date	Appraised by
UNCT meeting of 1 October 2009	
Management Arrangements	Managed by the
RCO, implemented by UNDP, Project Manager:	
Head of the RCO	

Total resources required	\$5,550,000
Total allocated resources:	\$2,972,640
Regular	\$0
• Other:	
o UNDP	\$1,100,000
o DFID Chase	£900,000*
o DFID Nepal	\$200,000
o UNPFN	\$200,000
Unfunded budget:	\$2,577,360
*equals \$1,472,640 using the exchange rate on the signing date	

Signed by:

 ROBERT PIPER 27.10.09  
UNDP Resident Representative

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## I. CONTEXT, CHALLENGES & CONSTRAINTS

### *The peace process and transition into peace building and a wider UNCT role*

The Nepal process distinguishes itself from many other peace processes in the extent to which it is locally owned and locally driven. The 2006 Comprehensive Peace Agreement (CPA) reflected an unusually high level of consensus amongst the parties both as to the causes of the conflict and the track Nepal will need to follow to achieve sustained peace. It is unique also in recognizing that prosperity is a vital part of the peace, and that equity in the distribution of resources, services and opportunities is among its key drivers. Nepali leadership of the peace process remains central.

The United Nations (UN) has played a critical role in fielding a Special Political Mission (UNMIN) with a mandate to help create the conditions for trust and transparency in the process. A UN Human Rights Mission has been deployed to Nepal, at the request of the Government of Nepal (GON), to provide an additional measure of confidence to citizens, and advice to institutions. For their part, UN development and humanitarian organizations have played a modest but critical support role. For example, UN agencies were deployed to cantonment sites to register combatants and to provide health services. Work has also been continuing on assisting the Constitutional Assembly and supporting the priorities of the Nepal Peace Trust Fund (NPTF).

Despite the election and formation of an inclusive CA, the peace process in Nepal is not yet secure. The 2006 CPA is still not fully implemented and key peace-process institutions have not yet been appointed. Major institutional challenges to be addressed include building mechanisms of trust and cooperation between the major political parties; reintegration of Maoist combatants and democratisation of the Nepal Army; reaching agreements on federalism and the re-activation of local bodies; implementing social inclusion in state institutions; addressing law and order and public security in the Tarai; ending competition between youth groups of political parties that often results in violence; meeting the needs of conflict victims and moving forward on ending impunity. In short, although the political framework for the peace process is now in place, there is still much to be done to de facto build and sustain such peace.

For most Nepalis, the top priorities remain peace, security and social and economic progress. Threats to peace are no longer just a matter of returning to a situation of armed conflict. They also come from the lack of progress in restoring law and order, and in meeting people's aspirations for a greater political voice, broader social and economic inclusion, and better access to resources, jobs and services. Making the peace "stick" requires translating political momentum, and the progressive principles enshrined in the CPA, into real, tangible changes in the daily lives of people. There is considerable pressure to ensure this happens urgently, if the gap between expectations and concrete results is not to widen and public confidence in the peace process is not to falter.

Nepal's peace will succeed or flounder not in the Kathmandu valley but in the Village Development Committees and households of the Tarai, Eastern, Far West and Karnali region above all. 2010 and 2011 will need to deliver a step change in the quantity and quality of services reaching vulnerable households in rural Nepal.

The UN has, up to recently, been able to maintain a solid and broad field presence – particularly through the regional presence of UNMIN, strong field offices of OHCHR, two modest but important OCHA coordination offices, WFP and UNICEF field staff. However from the start of 2009 onwards, the multilateral system's presence outside Kathmandu has been under serious pressure with UNMIN regional offices closed, OHCHR's field presence being reduced and OCHA's presence reducing gradually during the course of 2009 and the first half of 2010. These changes mean a significant reduction in the size of the UN field presence outside Kathmandu. This reduced visibility, and lack of capacity to assess field realities, will in turn curtail the ability of the UN to provide informed advice to the GoN and international partners on peace building measures required to support and sustain the coming phase of the peace process. The UN's ability to monitor the development and humanitarian space – through the Basic Operating Guidelines for example – will similarly be reduced.

### *The role of the UN Peace Fund for Nepal*

While not a 'new' challenge as such, the fragility and complexity of the peace process in 2009 and 2010 places a premium on the availability of quick disbursing, flexible funding that will allow Nepal and its partners to seize opportunities to build momentum or rapidly respond to threats. To date, only limited such funding has been available, but it could play a critical role in 2009 and beyond. The NPTF and to a lesser extent the UN Peace Fund for Nepal (UNPFN), for example, need resources in 2010 and beyond to enable *inter alia* assistance with the discharge and rehabilitation of former combatants, the testing of new approaches to youth employment creation, the reconstruction of conflict damaged infrastructure, support to those in cantonments, and measures to support conflict affected persons including internally displaced people, through an open and transparent system for reparations payments.

## *Humanitarian transition and the OCHA exit strategy*

According to OCHA's Global Focus model, Nepal ranks as the country with the worst combination of high risk, vulnerability, and low capacity in the Asia/Pacific region, and 14th worldwide. The humanitarian situation is intertwined with an incomplete peace process and a history of weak State institutions, poor infrastructure and inadequate basic service delivery. Together with a cultural legacy of discrimination, marginalization and elite dominance, poor nation-wide economic performance and a propensity for natural hazards, conspire to create a situation of chronic vulnerability in the country.

- **Continued humanitarian needs and chronic vulnerability:** Despite the cessation of hostilities, communities with a meagre resource-base and marginalised populations with no reserves continue to be pushed under emergency thresholds and require humanitarian support. Of the estimated 50,000 conflict-induced IDPs, approximately 25% remain unregistered, 53% are interested in local integration, 37% interested in return, but durable solutions have yet to be found for the majority. Humanitarian indicators in health, water and sanitation, nutrition, protection, and education exceed emergency thresholds as described in the Needs Analysis Framework.
- **Continued insecurity:** The increasing number of protests, market closures and road blocks weakens household safety nets, lack of basic services, and reduced purchasing power for families. Civil unrest continues, with a greater presence of armed groups increasing the public's and government's sense of insecurity.
- **Need for response capacity:** Floods and landslides are the most recurrent natural hazards facing Nepal. Disaster risk management and capacity to respond to new hazards and to the impact of recent disasters needs to be strengthened. Displacement from the 2008 floods resulted in the need for six months of sustained humanitarian assistance last year. Support is still required in finding durable solutions to those unable to return to home areas and to ensure early and long term recovery initiatives, including shelter and livelihoods stabilisation.
- **Protection:** Major protection concerns persist, including the failure to address impunity and accountability for past and current violations, unresolved disappearances, excessive use of force by the police, arbitrary detention and torture. Currently no strategy has been formulated to address discrimination and inequality.

### **Projected Needs:**

- **Food insecurity:** WFP estimates that 3.5 million people in rural Nepal are in need of assistance. An additional 4.4 million people are at increasing risk of becoming food-insecure due to rising commodity prices and crop losses that are between 30-70% due to unseasonably harsh weather conditions.
- **Nutrition:** Acute malnutrition is alarmingly high at 13% (up to 26% in some districts). An estimated 41% of the population is undernourished.
- **Displacement:** A residual caseload of 50,000 conflict induced displaced remains in Nepal. Some 102,000 Bhutanese Refugees remain in seven refugee camps in Eastern Nepal. Small numbers of displacements occur due to insecurity and natural calamities.
- **Natural Disasters:** Nepal's vulnerability to recurrent natural disasters and the present lack of government capacity to respond to medium magnitude disasters will continue to result in future humanitarian caseloads requiring assistance.

To address these projected needs, the UN system will strengthen its capacity for early recovery support to the affected households/communities. Building on the lessons learned from Koshi floods cluster approach, and depending on context, the UN agencies will organise themselves in similar clusters/sectors for effective responses. With the phased withdrawal of OCHA in 2010-2011, residual humanitarian functions will have to be borne by the RCO in an integrated RC/HC office structure, absorbing the OCHA presence into the RCO.

### ***Ensuring the development dimensions of the peace are not overlooked – a role for UNCT communications***

A key role for the UNCT during this period of transition, is to help ensure that the root causes of the conflict remain in focus and considered an intrinsic part of the peace process. This is no easy task. The more immediate steps in implementing a peace agreement invariably enjoy the greatest attention. Using Nepal's own Comprehensive Peace Agreement as a guide, the UNCT will advocate that such issues as accountability, inclusion, and good governance are given the attention they deserve.

Given UNMIN's prominent place in the media in the past 2 years, it is also important for the UN Country Team (UNCT) to be able to reposition itself in the public eye as a partner that will still be here to help Nepal even after UNMIN departs. For this repositioning to happen effectively, there is a strong need for a common UN communication strategy and a vehicle with which to carry out this strategy – A weekly radio programme on issues relevant to peace & development.

For the GoN and its international partners, effectively addressing the complex challenges of the transition in 2009 and 2010 will require moving with speed and coherence on several key fronts. This project will enable the UN system to more effectively support the GoN to meet its peace and development objectives by strengthening its ability to mobilise resources, coordinate UNCT support, expand advisory services, more closely integrate development and humanitarian efforts for both disasters and conflicts, and communicate a better understanding of the peace process to a wider public.

### *International reform efforts to support improved delivery by the multilaterals in Nepal*

The challenges and constraints outlined above are not so specific to Nepal but reflect systemic challenges of the multilateral system operating in a post-conflict transition environment. Internationally there is a general recognition that the international community has to do a better job in countries emerging from conflict. Despite progress over the last 20 years in supporting war to peace transitions, in the course of 2008, consensus was built on the need to improve our response to support national efforts in three critical areas: strategy, capacity and financing. In May 2008 a Security Council debate on peace building, chaired by the UK mandated the Secretary General to produce a report on how the UN and World Bank would improve their response. In September 2008 the Accra High Level Forum on Aid Effectiveness agreed on the need to adapt our aid to be more effective in situations of fragility. In October 2008, a Forum on Joint Action for Strengthening Support to Early Recovery, gathering together 250 participants from crisis countries, donors, UN agencies and NGOs was held in Copenhagen to address the issue of early recovery in post-conflict and post-disaster transitions. There emerged a strong consensus on the importance of systematic support for early recovery coordination, placing national actors in the driving seat and providing international support through the UN. There also emerged board agreement on the importance of recognizing, using and strengthening national and local capacities to lead and engage in early recovery processes. Still in October 2008, a landmark partnership framework for crisis and post crisis situations was signed between the UN and the World Bank.

In the past two decades the United Nations, its specialised agencies and its multilateral partners along with the Banks have supported governments to undergo post-conflict transitions in several parts of the world. In so doing they have brought to bear political, social and economic expertise, and valued technical assistance across a broad range of sectors. As multilaterals representing the international community as a whole, these institutions are uniquely positioned to serve and to support government ownership of national transitions on a basis of neutrality, impartiality, and technical needs. Cumulative experience has enabled multilateral organisations also to develop a specific expertise in transitional requirements, and potentially to propose successful experiences from other countries. The current reforms seek to bring greater coherence and effectiveness to enable this expertise to deliver more in countries such as Nepal.

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## **II. STRATEGY**

If the multilateral system is to contribute meaningfully to this new phase of the Nepal peace process, it must retain and further refine its capacity to monitor, understand and usefully advise GoN and international partners about the interaction between peace priorities, delivery systems, and evolving realities on the ground. Internally, multilateral partners will need to organise their analytical and programming efforts to more coherently support the GoN. Stronger coherence would enable multilaterals to support local Government efforts to coordinate and deliver services more quickly and effectively.

In light of these challenges, the UNCT in Nepal seeks support to:

- a) strengthen its capacity to provide peace building support to the GoN and the international development community;
- b) maintain a flexible humanitarian and development response capability to respond to crises that could risk de-stabilising the peace process;
- c) strengthen the attention to development dimensions of the peace process; and
- d) address emerging peace building challenges in response to Government requests through the UNPFN.

Together, these components will enable the UN to support the transition more comprehensively through the medium and longer terms, in the provision of strategic advice, sharper focus on the Government's peace

priorities, more effective advocacy for Nepal, accelerated delivery on the ground, and in strengthening the social and economic foundations for sustainable peace.

**Outcome 1: Improved UN institutional support to peace, development and humanitarian programming for the UNCT, donors and the Government of Nepal.**

Through this project the UN, working with other multilateral and bilateral partners, will:

- Provide high quality advisory services to the GoN and the UNCT with regard to the broader peace-building strategy as well as sector specific issues that require short-term, timely advice. This would be achieved through:
  - Recruitment of a senior Peace and Development Advisor to be attached to the RCO;
  - Establishment of a 'UNCT Peace Building Advisory Facility' that would finance short missions of 6-8 week duration at the request of the GoN in specific areas where peace building strategies are not yet clear such as e.g. managing reparations processes, state restructuring or employment creation; and
  - Greater streamlining and coherence of UN programming for peace through more cross agency programming of peace support. Cross agency support for peace building has been promoted through the UNPFN. Thus, support for this project would also help to support the 'Delivering as One' UN reform agenda.
  - Strengthening UN capacity for recovery preparedness and response.

**UNCT Peace Building Advisory Facility**

This facility will enable the Government of Nepal to rapidly access coordinated short term advice on peace building issues using the global resources of UNCT agencies. It will support the Government to:

- Formulate strategies and action plans to address and take forward complex peace building challenges;
- Respond rapidly and flexibly to emerging gaps in its peace building strategy and action plans;
- Ensure that global best practice is applied to address the specific requirements of Nepal's peace process.

The facility will also ensure that the UN system provides advice coordinated across different UN agencies, i.e that it 'delivers as one' when responding to Government requests. The costs of this Facility will be met through the UN Peace Fund for Nepal.

- Retain sufficient field presence in the regions of Nepal to a) ensure UN assistance is coordinated and coherent when it reaches the district level; b) provide early warning of opportunities or threats to peace building gains at the field level, and timely response to disasters; and c) advocate for and support the use of peace sensitive programme methodologies in programmes. This would be achieved through:
  - the establishment of four three-person UN 'field coordination offices' to improve coordination with local bodies as well as among local UN agencies;
  - extension of the OCHA-hosted mapping unit with expanded terms of reference;
  - recruitment of a 'field office coordinator' in the RCO;
  - development of a trimesterly 'early warning report' product modeled on similar reports produced by the UN in Eastern Europe

With the downsizing of OCHA and a continued need for expert humanitarian advice and coordination, the RC office will absorb a residual of the current OCHA structure, including a humanitarian advisor, a national disaster response officer, a national humanitarian affairs officer and an Information Management Unit consisting of 6 staff. The IMU will also be the hub for early recovery & early warning information and analysis generated from

the four field locations. With assistance from UNDP, the IMU's capacity for ER will be strengthened. The residual humanitarian structure will be financed amongst others through parallel financing by OCHA.

The draft terms of reference of the international Field Offices Coordinator and the international Field Coordinators are in annexes 1 and 2 respectively.

#### Draft Terms of Reference: UN Field Coordination Offices

Four field coordination offices will provide coordination, information and analytical support to UN agencies and other stakeholders operating in neighbouring districts. These services will seek to add value to the work of the UNCT locally. In particular, the field coordination offices will:

- Support the UNCT locally to conduct joint needs assessments, contingency planning for humanitarian responses and local disaster preparedness.
- As directed by the Resident/Humanitarian Coordinator in consultation with UN Heads of Agency, liaise with local authorities with view to enabling, or resolving problems of UNCT programme implementation.
- With advice from UN agencies and other partners, compile regular situation reports covering the area in question, for use by UN Heads of Agency, Theme Group co-Chairs, Cluster leads, the UN Peace Fund for Nepal and the Resident/Humanitarian Coordinator in deciding strategies for humanitarian, development and peace building action.
- Promote the Basic Operating Guidelines, and support any initiatives as might be requested to enhance Aid Transparency at the local level.
- Convene local information sharing meetings for the UNCT, with participation as decided locally, of partner NGOs.
- Analyze and report on developments affecting the development and humanitarian space.
- Advocate for, and promote, peace sensitive development practices.
- As necessary, generate early warning analysis for UN Heads of Agency.
- On request, support logistically and substantially visiting delegations and consultants. Serve as regional support hub for the work of the UNCT Radio team.

#### **Outcome 2: Strategic activities supporting the peace process provided through the UNPFN complementing GoN's efforts.**

In parallel with the above capacity support, the UNCT seeks to implement specific short-term peace-building projects through the ongoing resources of the UNPFN. These projects would draw on the UN system wide expertise and experience in peace building and would, in most cases, be implemented jointly by UN agencies. New priority areas for UNPFN support would firstly be agreed with the GoN and UN agencies would be invited by the Executive Committee of the UNPFN to submit innovative and catalytic proposals for peace building support, thereby testing new ways forward in priority areas. The UNPFN Secretariat is supported by one international and one national program officer.

#### **Outcome 3: UN communication strategically supports Nepal's peace process and development.**

To ensure longer-term root-cause issues are not lost sight of in the transition, a common UNCT communication plan will be implemented, using especially, but not only, the UNCT Radio Programme, Radio Chautari as a vehicle for key UN communication about Peace & Development issues. The common communication strategy will be drafted by the UN Communications Group and approved by the UNCT.

### III. RESULTS AND RESOURCES FRAMEWORK

Impact: Improved UN peacebuilding, development and humanitarian programming in Nepal							
Impact indicators		Baseline	Target	MoV	INPUT COSTS		
a. Government satisfaction with UNCT responsiveness to their needs		a. <Data to be collected>	a. Majority of GoN interlocutors 'very satisfied' with UN responsiveness	a. RCO reporting			
b. # of UN joint agency activities in Nepal		b. <Data to be collected>	b. <TBD>	b. RCO reporting			
c. Donor satisfaction with UN coordination, and programs		c. <Data to be collected>	c. Majority of donors 'very satisfied'	c. RCO qualitative assessment			
Outcome 1: Improved UN institutional support to peace, development and humanitarian programming for the UNCT, donors and the Government of Nepal.							
OUTPUTS	ACTIVITIES	Indicators	Baseline	Target	MoV	INPUT COSTS	
Output 1.1: High level quality advice on peace and development provided to UNCT, GoN and donors.	1.1.1 Peace and development adviser recruited	1.1.1 Signed contract of Peace and development adviser	1.1.1 No contract	1.1.1 Contract	1.1.1-2 Performance reports and report delivered	1.1.1 \$400,000	
	1.1.2 Advice provided by peace and development adviser	1.1.2a Stipulated contract deliverable provided to UNCT and GoN, such as UNCT Peacebuilding Strategy	1.1.2 No deliverable	1.1.2 All deliverables provided	1.1.2b Qualitative assessment	1.1.3 \$1,000,000 (to be financed by the UNFPN)	
	1.1.3 UNCT peacebuilding advisory facility funded and operational	1.1.2b RC satisfaction with advice received	1.1.3 0	1.1.3 4 p.a.	1.1.3 Mission reports	1.1.4 \$30,000	
	1.1.4 Social Inclusion Action Group coordinator recruited and advising UNCT, donors and civil society	1.1.3 # of annual short advisory missions supporting the peace process	1.1.4a No contract	1.1.4a Contact	1.1.4b All deliverables provided	1.1.4 SIAG reports	1.1.5 \$100,000
		1.1.4a Signed contract	1.1.4b # of annual short advisory missions supporting the peace process	1.1.4b No deliverables	1.1.4c % reflecting Nepal popn	1.1.5 Consultant report	
1.1.5 RCO coordinates implementation of 'Donor Accountability Initiative'	1.1.4b Stipulated contact deliverables provided to SIAG, such as knowledge management advice and training	1.1.4c % of marginalised groups employed within UNCT	1.1.4c <Data being collected>	1.1.5 4			
	1.1.5a # of districts DAI is implemented	1.1.5b Results and lessons from donor accountability pilot collected and disseminated	1.1.5 0				

<p><b>Output 1.2: Nepal's progress and needs at the international level promoted</b></p>	<p>1.2.1 Advice to NPC and MoF on NDF provided</p> <p>1.2.2 Outreach to donor capitals - including through UN mechanisms - by senior UN and key Government officials provided</p> <p>1.2.3 Sectoral and thematic coordination, requested by GON, provided</p> <p>1.2.4 Nepal trade and investment promotion supported</p>	<p>1.2.1 # of advisory notes on NDF related matters</p> <p>1.2.2 # of meetings advocating for support to Nepal</p> <p>1.2.3 % of requests for sectoral and thematic coordination met</p> <p>1.2.4 % of GoN requests for support to trade and investment promotion activities met</p>	<p>1.2.1 0</p> <p>1.2.2 0</p> <p>1.2.3 100</p> <p>1.2.4 0</p>	<p>1.2.1 5</p> <p>1.2.2 4 per annum</p> <p>1.2.3 100%</p> <p>1.2.4 100</p>	<p>1.2.1 Advisory notes</p> <p>1.2.2. RC report</p> <p>1.2.3 RCO report</p> <p>1.2.4 RCO Report</p>	<p>1.2. \$75,000</p>
<p><b>Output 1.3: Four UN Field coordination offices established and operational</b></p>	<p>1.3.1 Field office staff and field coordinator recruited</p> <p>1.3.2 Field offices opened and equipped</p> <p>1.3.3 Regular field coordination meetings conducted</p> <p>1.3.4 Field offices monitor the operational space</p> <p>1.3.5 UN radio team support provided</p> <p>1.3.6 Field offices supported with relevant training, exchange sessions,</p>	<p>1.3.1 Signed contracts</p> <p>1.3.2 # of operational field offices</p> <p>1.3.3 # of annual coordination meetings</p> <p>1.3.4 # of weekly and monthly sit reps produced for UNCT</p> <p>1.3.5 # of pieces of audio content provided to radio team by field offices</p> <p>1.3.6 # of relevant training sessions, workshops and field trips to back up field staff</p>	<p>1.3.1 No contract</p> <p>1.3.2 None</p> <p>1.3.3 None</p> <p>1.3.4 None</p> <p>1.3.5 None</p>	<p>1.3.1 Contract</p> <p>1.3.2 4</p> <p>1.3.3 12</p> <p>1.3.4 52/12</p> <p>1.3.5 52 p.a.</p> <p>1.3.6. up to 4 trainings and workshops a year and at least 15 field support mission a year.</p>	<p>1.3.1 Contract documentation</p> <p>1.3.2 RCO report</p> <p>1.3.3 Meeting minutes</p> <p>1.3.4 Sit reps</p> <p>1.3.5 Radio team reporting</p> <p>1.3.6 RCO report</p>	<p>1.3.1-1.3.5: \$3,200,000 (This includes 240,000 that will be financed on a parallel basis by OCHA)</p> <p>1.3.6: \$60,000</p>



<p><b>Output 1.4: Capacity of UNCT to cover residual humanitarian issues maintained during and beyond OCHA phasing-down.</b></p>	<p>field visits from Kathmandu etc on relevant subjects including on early recovery coordination, strategic analysis, joint programming etc.</p>	<p>1.4.1 Signed contracts 1.4.2 Signed contracts 1.4.3 # maps and reports produced 1.4.4 # of early warning products generated 1.4.5 # projects funded under ERF</p>	<p>1.4.1-2 No contract 1.4.3 &lt;GET DATA&gt; 1.4.4 0 1.4.5 0</p>	<p>1.4.1-2 Contract 1.4.3 &lt;GET DATA&gt; 1.4.4 4 quarterly reports per annum 1.4.5 [get data]</p>	<p>1.4.1 655,000 (this includes 380,000 that will be financed on a parallel basis by OCHA) 1.4.2-3 \$400,000 1.4.4 \$600,000 1.4.5 \$1,000,000 [to be financed on a parallel basis by OCHA]</p>
<p>1.4.1 Senior humanitarian adviser, national humanitarian affairs and national disaster response officer recruited  1.4.2 Information management unit staffed and equipped  1.4.3 Databases maintained, updated and accurate. Maps and reports issued from this data  1.4.4 Early warning product generated  1.4.5 Emergency Response Fund operational  1.4.6 Conduct training on humanitarian reform agenda, including early recovery for the UN agencies, and NGO partners</p>	<p>1.4.1-2 Contract documents 1.4.3 Maps and Reports 1.4.4 Early warning report 1.4.5 ERF Governing Committee Annual Report</p>	<p>1.4.1-2 Contract 1.4.3 &lt;GET DATA&gt; 1.4.4 4 quarterly reports per annum 1.4.5 [get data]</p>	<p>1.4.1-2 Contract documents 1.4.3 Maps and Reports 1.4.4 Early warning report 1.4.5 ERF Governing Committee Annual Report</p>	<p>1.4.1 655,000 (this includes 380,000 that will be financed on a parallel basis by OCHA) 1.4.2-3 \$400,000 1.4.4 \$600,000 1.4.5 \$1,000,000 [to be financed on a parallel basis by OCHA]</p>	

**Outcome 2: Strategic activities supporting the peace process provided through the UNPFN complementing GoN's efforts.**

OUTPUTS		ACTIVITIES		INDICATORS		Baseline	Target	MoV	INPUT COSTS
<b>Output 2.1: UNPFN Secretariat established and operational</b>	2.1.1 International and national officers recruited 2.1.2 Governance documentation updated and approved by the Executive Committee 2.1.3 Relationships with GoN, donors, MDTFO and PBSO managed 2.1.4 Promotional activities for UNPFN conducted	2.1.1 Signed contracts 2.1.2 Updated documents endorsed by Exec Committee 2.1.3 Qualitative report by GoN, donors, MDTFO and PBSO 2.1.4 # of positive UNPFN media reports	2.1.1 No contract 2.1.2 Governance documents from 2007 2.1.3 <Data to be collected> 2.1.4 0	2.1.1 Contract updated and approved 2.1.2 Documents approved 2.1.3 Majority stakeholders 'very satisfied' 2.1.4 8 p.a.	2.1.1 Contract documents 2.1.2 Ex Comm minutes 2.1.3 Short survey report of stakeholders 2.1.4 Media reports	2.1 \$200,000 (financed by UNPFN)			
<b>Output 2.2: Projects funded by the UNPFN sufficiently resourced and successfully developed and monitored</b>	2.2.1 Funds mobilised for the UNPFN 2.2.2 UNPFN projects selected according to agreed criteria and developed into high quality projects 2.2.3 Monitoring and financial project reporting facilitated	2.2.1 Funds available to UNPFN 2.2.2 # of approved projects/extensions per annum 2.2.3 # of update reports and delivery of annual reporting to MDTFO	2.2.1 At least \$10 mill p.a. 2.2.2 8 p.a. 2.2.3 2 updates p.a. plus annual report	2.2.1-3 Ex Com Minutes and Support Office reporting	2.2 N/A				

**Outcome 3: UN communication strategically supports Nepal's peace process and development.**

OUTPUTS		ACTIVITIES		INDICATORS		Baseline	Milestone	MoV	INPUT COSTS
<b>Output 3.1: Joint UN Communication Plan that supports the development dimension of the peace process is implemented.</b>	3.1.1 Joint UN Communication Plan developed and endorsed by the UNCT and implemented 3.1.2 UN Radio Team staffed and equipped 3.1.3 Weekly radio	3.1.1 Endorsed plan* 3.1.2 Signed contracts 3.1.3 # of broadcast weekly programs	3.1.1 No plan 3.1.2 No contract 3.1.3 52 p.a. (mean)	3.1.1 Plan 3.1.2 Contract 3.1.3 52 p.a.	3.1.1 UNCT Minutes and Plan 3.1.2 Contract documents 3.1.3 Radio. UNCT minutes	3.1.1 \$0 3.1.2 \$300,000 3.1.3 \$150,000 (broadcast contracts)			

	programmes produced and broadcast.	* To be further developed based upon Plan				
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#### IV. MANAGEMENT ARRANGEMENTS

##### Notes for management arrangements

This project will be managed by the RCO and implemented by UNDP. The project manager will be the head of the RCO.

Annual Work plans will be linked to the regular UNCT/RC Workplan from January 2010 onwards.

While the UNCT as a whole will provide oversight to this project, individual components will be under specific oversight arrangements. Specifically:

- Outcome 1: **Improved UN institutional support to peace, development and humanitarian programming for the UNCT, donors and the Government of Nepal.** will be monitored regularly under the UNCT heads of agencies meetings. The IASC will also remain engaged on the residual humanitarian activities.
- Outcome 2: **Strategic activities supporting the peace process provided through the UNPFN complementing GoN's efforts.** – will be monitored by the Executive Committee of the UN Peace Fund for Nepal (Government, UN & donors)
- Outcome 3: **UN communication strategically supports Nepal's peace process and development.** – will be monitoring by the UNCT Communications group. under the Chair of the UNICEF Director of Communications;

The budget will be a rolling budget subject to availability of funding.

Funding contributions from non-Nepal based sources will be channelled through UN-DOCO's Country Coordination Fund. Local contributions will be managed by UNDP under its regular cost-sharing arrangements.

Funding sources at the time of design include: (a) Dfid/CHASE; (b) BCP/R; (c) Dfid/Nepal; (d) the UNPFN/MDTF Office.

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## V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project 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 Quality Management table below.
- An Issue 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, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- 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/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As 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.
- **Annual Project Review.** Based on the above report, an annual project 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 the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

**VI. Quality Management for Project Activity Results**

*WILL BE COMPLETED LATER*

*Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".*

<b>OUTPUT 1:</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
<b>Purpose</b>	<i>What is the purpose of the activity?</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

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## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## VIII. ANNEXES

**Annex 1:** TOR International Field Offices Coordinator (Kathmandu)

**Annex 2:** TOR International Field Coordinator (Biratnagar, Bharatpur, Dadeldhura, Nepalgunj)

**Annex 3:** TOR National Field Coordination Officer (humanitarian) (Biratnagar, Bharatpur, Dadeldhura, Nepalgunj)

**Annex 4:** TOR National Field Coordination Officer (development) (Biratnagar, Bharatpur, Dadeldhura, Nepalgunj)

**Annex 5:** Organigram integrated RC/HC Office 1 January 2010 - 30 June 2010

**Annex 6:** Organigram integrated RC/HC Office 1 July 2010 onwards



## Annex 1

### **TERMS OF REFERENCE FIELD OFFICES COORDINATOR (P4) Resident Coordinator's Office, Kathmandu**

Under the supervision of the Head of the Resident Coordinator's Office (RCO) and in close consultation with the Senior Humanitarian Advisor, the Field Offices Coordinator will be responsible for the following:

#### **A. Management of field-level activities**

The Field Offices Coordinator will, on a day-to-day basis, manage, support and supervise each of the four field offices and their staff in implementing the following their activities and responsibilities. The TOR of each respective field office is as follows, as it applies to the geographical area covered by such office:

##### *(1) Implementation of the peace building strategy for Nepal.*

- (a) Monitoring the implementation of the overall peace building strategy for Nepal;
- (b) Communication with UN agencies present in the field to ensure a coherent response and implementation of the peace building strategy by such agencies;
- (c) Supporting local level mechanisms that contribute to peace building; and
- (d) Advocating for and promoting peace sensitive development practices.

##### *(2) Coordination and joint programming*

- (a) Coordinating the UNCT's and relevant NGO's efforts regarding needs assessments, early warning mechanisms, humanitarian contingency planning, emergency and early recovery responses, and local disaster preparedness;
- (b) Identifying strategic opportunities for joint programming as well as obstacles to the implementation of joint programs, and feedback such information to the RCO and the UNCT;
- (c) At the request of the lead agency of a joint program, coordinating district level joint program implementation activities; and
- (d) Supporting the implementation of the aid effectiveness and donor transparency initiative.

##### *(3) Monitoring and protecting humanitarian and development space*

- (a) Promoting an understanding of, and respect for, the international community's Basic Operating Guidelines (BOGs) for Aid Provision in Nepal;
- (b) Actively pursuing dialogue to solve problems related to the protection of humanitarian and development space, including liaising with local formal and informal authorities to enable access of UNCT personnel, vehicles, and goods as well as smooth implementation of programs and projects; and
- (c) Providing timely and relevant information and analysis to the UNCT and the BOGs group on developments in relation to humanitarian and development space and suggesting and implementing approaches for resolving them.

##### *(4) Information management*

- (a) Convening regular local information sharing meetings for UNCT members and local NGOs as appropriate;
- (b) Providing information, as requested by the Field Offices Coordinator, to feed into the databases developed and maintained by the information management unit within the RCO;
- (c) Facilitating training activities, including on humanitarian and early recovery issues; and

(c) Preparing regular situational reports concerning local needs, aid efforts, incidents affecting humanitarian and development space, and the overall local operational context. Based on such information, provide analytical feedback, early warning, and advice to the RCO and the UNCT.

*(5) Field office management and logistical support*

(a) Managing the field coordination office, including preparing and implementing workplans, managing budgets, and staff supervision and assessment. Ensuring open and regular communication between the field coordination office and the RCO;

(b) Providing substantive and logistical support to visiting UN and donor delegations, and the UN radio team.

This support and supervision will include regular and frequent field-visits.

**B. Information Management**

- (1) In close consultation with the RC, the head of the RCO, the senior peace and development advisor, the senior humanitarian advisor, and the UNCT - each as relevant and appropriate - preparing (a) an analytical framework, based on the socio-economic and governance related provisions of the CPA and any relevant ensuing agreements to collect regular information on the status of the overall operational context and development space; (b) an analytical framework as well as specific questions to identify emerging issues related to development and humanitarian operational space as well as to prepare ad hoc reports on such issues;
- (2) Guiding and closely cooperating with the field offices' staff to collect the information identified in the analytical frameworks;
- (3) Based on the information collected under (2) above, conducting first level analysis of information, including trends and patterns, aimed at identifying peace-building opportunities as well as threats to and openings for enhanced development space;
- (4) Develop an early warning product for early identification of potential spoilers to the peace process and threats to the development and humanitarian operational space;
- (5) Monitoring and reporting on the implementation of the humanitarian strategy at field level; and
- (6) Through the RC, and in close cooperation with other staff in the integrated RCO, make recommendations to the UNCT and the broader development community, to improve the design and implementation of development and humanitarian programs, projects, and activities.

**C. Coordination at central level**

- (1) Assisting the Head of the RCO and the Senior Humanitarian Advisor in establishing and managing effective and efficient coordination structures and mechanisms both in relation to development and humanitarian operations, in particular as they relate to field operations; and
- (2) Guiding the planning, preparation, and production of humanitarian inter-agency consolidated appeals or other appeals depending on the nature of the emergency or situation, and common humanitarian action plans in close cooperation with relevant stakeholders.

***Requirements***

The ideal candidate will have the following qualifications:

- (a) A Masters degree in a relevant field with at least 7 years of working experience in humanitarian assistance and/or development work and/or as a civil affairs or political affairs officer in a UN mission; a first level university degree combined with extensive relevant professional experience of at least 10 years may be accepted in lieu of an advanced university degree;

- (b) Proven strong analytical capacity and the capacity to translate such analysis into easily accessible and concise reports;
- (c) Experience working in a complicated setting that requires political astuteness, sound judgment, and operational flexibility;
- (d) Strong networking, negotiation and conciliation skills;
- (e) Excellent interpersonal, diplomatic, and advanced communication skills;
- (f) Willingness and ability to travel to remote locations;
- (g) Knowledge and experience of UN coordination and reform issues will be highly advantageous;
- (h) Working experience in South Asia in general and in Nepal in specific will be an asset;
- (i) Fluency in English; Fluency in Nepali or other local language will be an asset.

**TERMS OF REFERENCE**

**INTERNATIONAL FIELD COORDINATOR (P3/P4)**

Locations – Bharatpur, Biratnagar, Dadeldhura, Nepalgunj

Under the overall supervision of the Head of the Resident Coordinator's Office (RCO) and the day-to-day supervision of the Field Offices Coordinator, the International Field Coordinator will be responsible for the following activities in his/her geographical area. These activities will be provided as a service to UN agencies and will be implemented in a cooperative and facilitating manner:

*(1) Implementation of the peace building strategy for Nepal.*

- (a) Monitoring the implementation of the overall peace building strategy for Nepal;
- (b) Coordinating the delivery of those components of the peace building strategy that are being implemented by UN agencies;
- (c) Supporting local level mechanism at local level that contribute to peace building; and
- (d) Advocating for and promoting peace sensitive development practices.

*(2) Coordination and joint programming*

- (a) Coordinating the UNCT's and relevant NGOs' efforts regarding needs assessments, early warning mechanisms, humanitarian contingency planning, emergency and early recovery responses, and local disaster preparedness;
- (b) Identifying strategic opportunities for joint programming as well as obstacles to the implementation of joint programs, and feedback such information to the RCO and the UNCT;
- (c) Supporting UNCT in managing disasters and crises;
- (d) At the request of the lead agency of a joint program, coordinating district level joint program implementation activities; and
- (e) Supporting the implementation of the aid effectiveness and donor transparency initiative.

*(3) Monitoring and protecting humanitarian and development space*

- (a) Promoting an understanding of, and respect for, the international community's Basic Operating Guidelines (BOGs) for Aid Provision in Nepal;
- (b) Actively pursuing dialogue to solve problems related to the protection of humanitarian and development space, including liaising with local formal and informal authorities to enable access of UNCT personnel, vehicles, and goods as well as smooth implementation of programs and projects; and
- (c) Providing timely and relevant information and analysis to the UNCT and the BOGs group on developments in relation to humanitarian and development space and suggesting and implementing approaches for resolving them.

*(4) Information Management*

- (a) Convening regular local information sharing meetings for UNCT members and local NGOs as appropriate;
- (b) Providing information, as requested by the Field offices Coordinator, to feed into the databases developed and maintained by the information management unit within the RCO;
- (c) Facilitating training activities, including on humanitarian and early recovery issues; and
- (d) Preparing regular situational reports concerning local needs, aid efforts, developments affecting humanitarian and development space, and the overall local operational context. Based on such information, provide analytical feedback, early warning, and advice to the RCO and the UNCT.

*(5) Field office management and logistical support*

(a) Managing the field coordination office, including preparing and implementing workplans, managing budgets, and staff supervision and assessment. Ensuring open and regular communication between the field coordination office and the RCO; and

(b) Providing substantive and logistical support to visiting UN and donor delegations, and the UN radio team.

*(6) Any other duty as may be reasonably requested by the RC, Head of the RCO or the Field Coordinator.*

**Requirements**

The ideal candidate will have the following qualifications:

- (a) A Masters degree in a relevant field with at least 7 years of working experience in humanitarian assistance and/or development work and/or as a civilian or political affairs officer in a UN mission; a first level university degree combined with extensive relevant professional experience of at least 10 years may be accepted in lieu of an advanced university degree;
- (b) Strong analytical capacity and the capacity to translate such analysis into easily accessible and concise reports;
- (c) Experience working in a complicated setting that requires political astuteness, sound judgment, and operational flexibility;
- (d) Strong networking, negotiation and conciliation skills;
- (e) Willingness and ability to work in remote locations with limited interaction with other international staff;
- (f) Knowledge and experience of UN coordination and reform issues would be highly advantageous;
- (g) Working experience in South Asia in general and in Nepal in specific will be an asset;
- (h) Fluency in English; Fluency in Nepali or other local language will be an asset.

### Annex 3:

TERMS OF REFERENCE  
NATIONAL COORDINATION OFFICER (Humanitarian) (NOB)  
(Bharatpur, Biratnagar, Dadeldhura, Nepalghunj)

Under the supervision of the relevant Field Coordinator, the National Coordination Officer (Humanitarian) will be responsible for the following activities in his/her geographical area:

- (i) Gathering information on humanitarian challenges, including conflict and natural disaster issues, through attending sector coordination meetings, maintaining agency and government contacts, scanning the media and regularly visiting field sites;
- (ii) Supporting a common analysis of district level reporting and maintaining close contacts with humanitarian staff in Kathmandu and other field offices;
- (iii) Working across agencies to ensure that the latest humanitarian news is shared with humanitarian staff in Kathmandu, other UN Agencies and partners;
- (iv) Support United Nations inter-agency contingency planning, emergency responses, and disaster preparedness in the field;
- (v) Support the implementation of a common United Nations public information strategy, including on the work of the United Nations and its partners in responding to humanitarian challenges as well as preparing inputs, as requested by the international Field Coordinator, on the overall operational context and emerging humanitarian issues in the field;
- (vi) Supporting the organisation of high-profile public events on humanitarian issues;
- (vii) Drafting inputs to briefing notes and presentations for the United Nations Resident/Humanitarian Coordinator and senior OCHA colleagues.
- (viii) Preparing translations (Nepali into English and vice versa); act as an interpreter when required (Nepali into English and vice versa), including for high-level officials;
- (ix) Preparing arrangements for, and participating in, joint assessment and evaluation missions to areas with acute humanitarian needs;
- (x) Arranging and participating in meetings, often with high-ranking officials, including meetings to actively pursue dialogue to solve problems related to the protection of humanitarian space. Take written notes;
- (xi) Training UN national staff on Humanitarian Principles/working in conflict;
- (xii) Backstopping and supporting other field office colleagues as required; and
- (xiii) Performing any other duty as reasonably requested by the Field Coordinator or Field Offices Coordinator.

#### **Qualifications / Experience:**

- Relevant Master's degree from recognized university.
- Minimum of five years work experience with an international organisation.
- Excellent spoken and writing skills in English and Nepali languages.
- Strong computer skills including MS Word and Excel.
- Proven high-level representation skills.
- Proven team-working skills.
- Affinity with the mandate of the United Nations.

DRAFT TERMS OF REFERENCE  
NATIONAL COORDINATION OFFICER (Development) (NOB)  
(Bharatpur, Biratnagar, Dadeldhura, Nepalghunj)

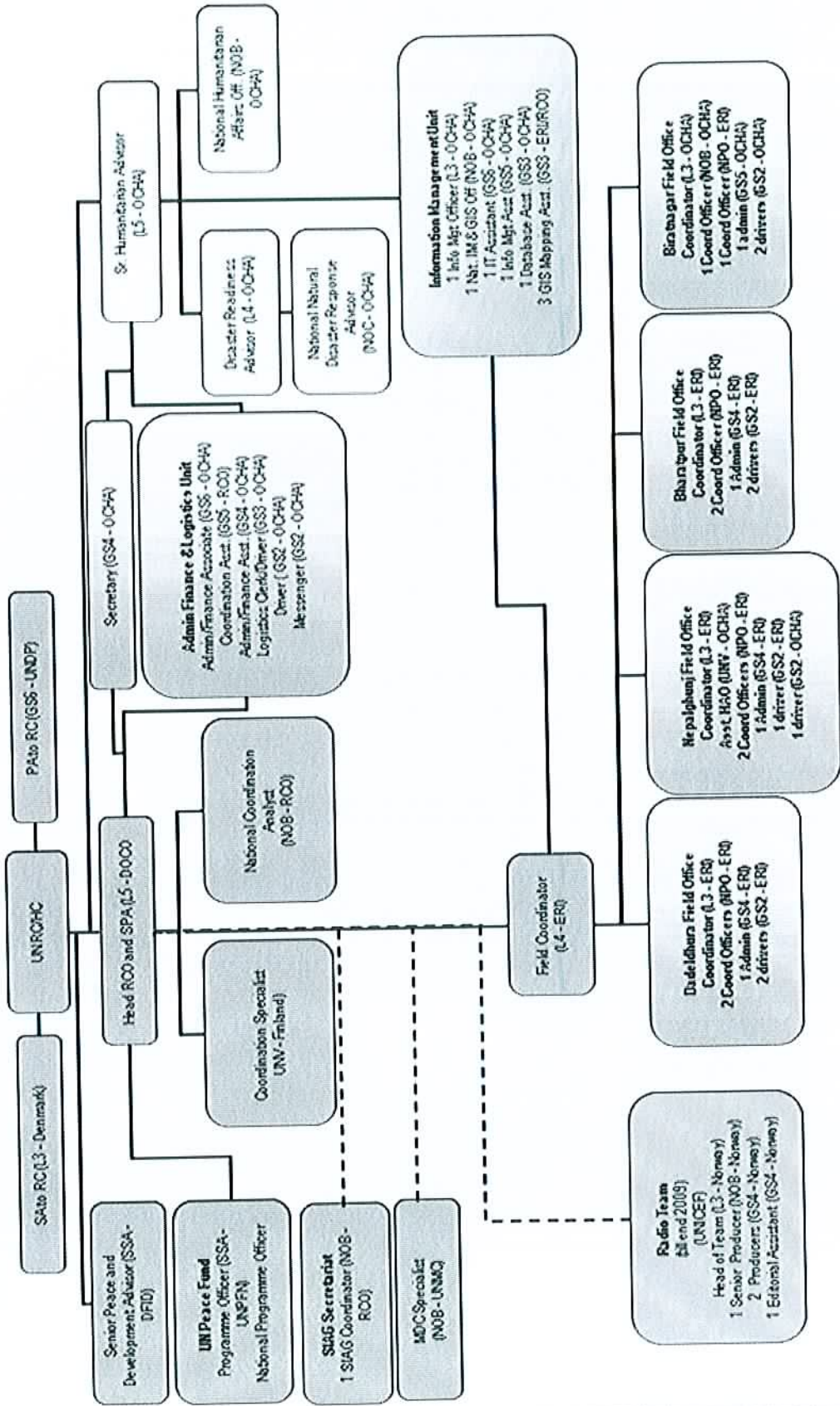
Under the supervision of the Field Coordinator {location} the National Coordination Officer (Development) will be responsible for the following activities in his/her geographical area:

- (a) Facilitating communication among and between UN agencies, other donors, local governments and civil society to facilitate a coherent response to and implementation of peace and development strategies;
- (b) Advocating for and promoting peace sensitive development practices;
- (c) Supporting mechanisms at local level that contribute to peace building;
- (d) Supporting the implementation of the donor transparency initiative;
- (e) Working across agencies to ensure that the latest information related to development space is shared among UN agencies, with staff in Kathmandu, and with other partners;
- (f) Support the implementation of a common United Nations public information strategy, including on the work of the United Nations and its partners in responding to development challenges as well as preparing inputs, as requested by the international Field Coordinator, on the overall operational context and emerging development issues in the field;
- (g) Supporting the organisation of high-profile public events on peace and development issues;
- (h) Supporting the implementation of joint programs and facilitating the Enhanced Cooperation in the Field Initiative;
- (i) Drafting inputs to briefing notes and presentations for the United Nations Resident/Humanitarian Coordinator and senior colleagues in the Resident Coordinator's office.
- (j) Preparing translations (Nepali into English and vice versa); act as an interpreter when required (Nepali into English and vice versa), including for high-level officials;
- (k) Arranging and participating in meetings, often with high-ranking officials, including meetings to actively pursue dialogue to solve problems related to the protection of development space. Take written notes;
- (l) Backstopping and supporting other field office colleagues as required; and
- (m) Performing any other duty as reasonably requested by the Field Coordinator or Field Offices Coordinator.

**Qualifications / Experience:**

- Relevant Master's degree from recognized university.
- Minimum of three years work experience with an international organisation.
- Excellent spoken and writing skills in English and Nepali languages.
- Strong computer skills including MS Word and Excel.
- Proven high-level representation skills.
- Proven team-working skills.
- Affinity with the mandate of the United Nations.

Resident Coordinator's Integrated Office - Reporting Lines  
 Peace, Development & Humanitarian Coordination - Posts (Funding source)  
 1 January to 30 June 2010

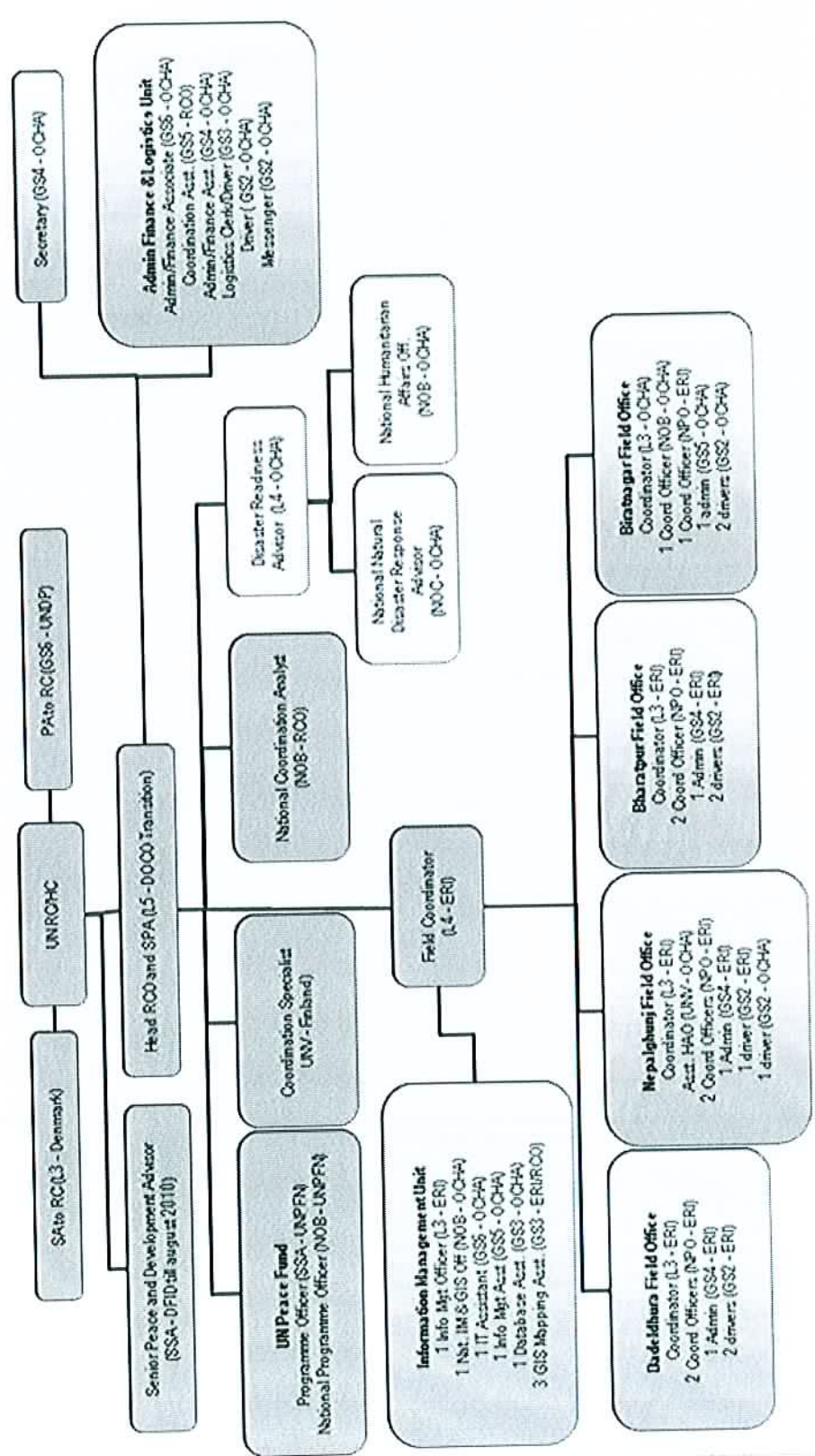


- UNITS
- Peace & Development Coordination
- Humanitarian Coordination
- Communication

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Resident Coordinator's Integrated Office - Reporting Lines  
 Peace, Development & Humanitarian Coordination - Posts (funding source):  
 1 July 2010 - 31 December 2011



- UNITS
- Peace & Development Coordination
- Humanitarian Coordination

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