



United Nations Development Programme

SIGNATURE PAGE

Table with 2 columns: Field (National Priority, UNDAF Outcome, CPAP Outcome, CPAP Output, UNDP Strategic Plan Result, Expected Output(s)/Annual Targets) and Value (Peacebuilding, Group A: National Institutions..., 1.2. Programmes..., 1.2.1. Support provided..., Supporting Crisis Prevention and Recovery, Refer to the Results and Resources Framework)

Table with 2 columns: Field (Implementing agency, Responsible parties, Project Manager) and Value (Programme Pillar One..., UNDP, To be recruited)

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Brief Description

The Conflict Prevention Programme takes a multi-pronged and complementary approach to the prevention, mitigation and management of conflicts at the central and local levels through:

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

CPP is designed as a five-year programme with the first two years as Phase One, comprising of activities to build initial national capacity, training, accompaniment, and supporting sustainable institutional mechanisms. CPP contains two substantive pillars:

- Programme Pillar 1: Collaborative Leadership and Dialogue
• Programme Pillar 2: Mainstreaming Conflict Sensitivity into UNDP and UNCT Programming, Policy and Processes

Agreed by UNDP:

Name/Title, Signature, Date (1 Oct. 2010)

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## **Conflict Prevention Programme (CPP) United Nations Development Programme, Nepal**

### **1. Programme Objectives and Rationale**

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

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

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

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

The Conflict Prevention Programme (CPP) will therefore take a multi-pronged and complementary approach to the prevention, mitigation and management of conflicts at the central and local levels through:

- Building sustained capacities for collaboration, dialogue and conflict management among political, civil society, government, youth, women and ethnic leaders, through strengthening key peacebuilding skills supported by appropriate mechanisms at central and local levels; and

- Ensuring that development initiatives are designed, implemented and monitored through conflict-sensitive approaches that ‘do no harm’, maximises peacebuilding impact, and in an integrated way reforms the way the United Nations provides its development assistance; and
- Developing approaches for possible additional programmatic components addressing emerging areas of work that involve preventive measures.

## **2. Background Context and Situation Analysis**

### **2.1. The Fragile Peace Process**

The CPA set an ambitious agenda for Nepal. In addition to shorter and medium term tasks (e.g. army integration, constitution writing and transitional justice), it sets out a longer term agenda on economic and social transformation and democratic restructuring of the state. The ‘peace agenda’ set forth by the CPA delineates parameters of a more just and equitable political, social and economic structure for the country, and seeks to break away from patterns that have undermined Nepal’s development in the past.

Civic and political leaders have committed to the long term reform agenda set forth by the CPA, which demands an inclusive, consensus-oriented and just society that will ensure the representation of historically marginalised groups and regions. The drafting of a new constitution provides a historic opportunity for leaders of the country to renegotiate national values and priorities. State restructuring and federalisation would bring about new institutions at the central and local levels, as well as the emergence of many new leaders, new advocacy and interest groups, and new socio-political relationships.

The accomplishments of the peace process to date have been significant in some ways. The ceasefire has been maintained, and the cantonment of the Maoist combatants and storage of weapons has by and large been successful. The Constituent Assembly (CA) election of 2008 resulted in an inclusive 601 member CA, which has completed significant preparatory work on the drafting of a new constitution. Nepal was declared a federal, democratic republic without violence.

The peace process however has experienced stagnation with many key elements left floundering. There has been no agreement on the future integration and rehabilitation of the Maoists combatants. Key issues such as justice for the conflict-affected, democratisation of the Nepal Army, land reform, social inclusion, local development have received little attention.

### **2.2. The Political Stalemate and Newly Emerged Groups**

While much progress has been made in the constitution writing process, key elements of disagreement, including state restructuring, remain unresolved while the entire process is being delayed by disagreements on power sharing among the main political parties. Nepal’s peace process has been marred by prolonged impasse, with the desired consensus-based politics reverting to competitive politics. Dialogue and constructive negotiation has been replaced by street strikes and protests. Cooperation and trust among political parties are vitally missing. The trust deficit among the political parties and the crisis of confidence have had a direct and negative impact on the implementation of CPA commitments, leading to confrontation and contributing to the fragility of the situation.

The years following the signing of the CPA has also seen a rise in identity assertions and identity-based politics. Many of these groups have consolidated their base and have entered into numerous agreements with sitting

governments, often through demonstrations of force and violence. The Constituent Assembly elections saw many of these groups, particularly the Madhesi parties, join mainstream politics. The political landscape has changed significantly for many of the historically marginalised groups, which have significantly impacted on the political discourse in the country, in part due to their having gained access to the prime decision making body, the CA. There has been a rise in radicalisation of some ethnic groups, evidenced by the increasing use of violence or threats during protests, or through outright criminal activities. These protests have had the capability to disrupt an entire region and also cut off the capital from the rest of the nation, affecting supplies of basic goods and commodities.

The current discourse on identity politics and ethnic-based federalism on one hand aspires to enhance the rights of the minorities, but on the other hand introduces new perceptions of insecurity among perceived privileged communities such as the Brahmin and Chhetri. With federalisation on the cards, the country will witness new political and social equations and relationships. New power equations will introduce emergence of new leaders at the central and local levels in an increasing fragmented political landscape.

The youth (15-39 years) in Nepal represent about 40% of the total population. A large youth population coupled by unemployment leaves the youths of Nepal vulnerable to political manipulations. This has been evidenced by the increasing number of youths being involved in politics, political protests and violent activities. There has been increasing radicalisation of youths with many political parties forming youth structures that resemble paramilitary structures with political and 'self-defence' training. Clashes between various political youth wings have often been reported around issues involving contracting processes, natural resources and other political differences. There have been tendencies for political parties to use their youth wings on the forefront to enforce *bandhs* and protests and to settle local level disputes.

The role of civil society in Nepal's peace process is critical. Nepalese civil society's role has largely been defined by their involvement in democratic movements, which has been engaged in the political discourse since the creation of a multiparty system in 1990. The civil society played an important role during the April 2006 *Jana Andolan*, which helped restore democracy. Two rounds of failed negotiations between the Maoists and the government in 2001 and 2003 also involved members of civil society. In 2006, members of the civil society played a go-between role the government and the Maoists and helped to bring the two groups together, eventually leading to the signing of the CPA. From that point there have been observations that the civil society has lost some of its lustre and has become more structured along political party lines. A resurgence of civil society advocacy has been witnessed recently as a response to the political impasse and the delay in constitution writing. At the local level, Nepal's civil society has been actively engaged in creating awareness, advocacy, monitoring and reporting on human rights abuses and in service delivery. In the absence of strong governance in many parts the country, members of the civil society have found themselves being called upon to mediate local disputes and sometimes even negotiate with armed groups for operational space.

### **2.3. Conflict Management at the Local Level**

While Kathmandu remains focused on politics, which is marred by a crisis in confidence, stalemates and deadlocks, some parts of country are experiencing a virtual governance vacuum. The government has identified 109 armed groups operating in various parts of the country, notably the Terai. According to the classification released by the Ministry of Home Affairs, only 12 out of the 109 armed groups have political motivations. According to the latest study conducted by UN-OCHA only, 42% of the VDC secretaries are present in their duty stations, thus severely affecting service delivery and providing fertile ground for armed groups to operate. More recently we have seen mass resignations of VDC secretaries due to lack of security.

A major challenge for the peace process has been to ensure that the national level 'peace process', dominated by central level political negotiations and contestations, actually delivers tangible peace dividends to communities that have been excluded from the development gains experienced by the privileged few. Local manifestations of conflict can contribute towards both securing and undermining the national peace process. Local level capacities and mechanisms of conflict management are therefore critical to the overall peace process, especially given the country's diverse conflict, ethnic and political dynamics. The deficiency of local level conflict management mechanisms was the key reason behind the Government's decision to establish Local Peace Committees (LPCs) in each district. LPCs are mandated to implement elements of the peace process at local level, enable community participation in the peace process, and facilitate discussion among political parties, civil society and conflict-affected groups.

Part of the rationale of forming LPCs has been the absence of elected bodies at the local level which leaves a significant gap in mechanisms for resolving local conflicts. Although designed to be an inclusive peace-making structure, LPCs have to date experienced little success due to a combination of factors: lack of technical and financial support from the Government; lack of local capacity for designing and facilitating dialogue and mediation processes; and contestations and stalemates within the LPCs reflecting broader political conflicts at the central level. The vast majority of LPCs have been ineffective due to political disagreements over their composition, confusion over their mandate, and the lack of support and local ownership. Conflict management capacities at the local level therefore remain inadequate, while the local population see little tangible progress in a peace process that promised societal transformation.

#### **2.4. Architecture for Peacebuilding**

The institutions and mechanisms that make up a national peace architecture envisioned in the CPA has also been a fundamental weakness of the peace process. Key bodies, such as the National Peace and Rehabilitation Commission, the State Restructuring Commission and the Truth and Reconciliation Commission, have not yet been formed. Those peace institutions that have been formed, such as the Ministry of Peace and Reconstruction and Local Peace Committees, have lacked independence from government and their functioning have mirrored the broader political stalemate and contestations.

Peacebuilding institutions and mechanisms serve as important mechanisms for inclusive dialogue, dispute resolution and confidence-building, which UNDP can play a critical role in supporting. The absence of avenues and mechanisms for peaceful resolution of conflict, and/or addressing grievances remains a threat to the ongoing stability of Nepal's transition. The LPCs had the potential to address this lacuna but have failed to materialise in the way that was expected. The absence of such mechanisms is being felt even more seriously as negotiations around the constitution intensify. There is an urgent need therefore, to launch a broader effort to build up such capacities and mechanisms in the short term.

#### **2.5. The Need for Dialogue and Mediation Capacities**

Given the fragility of the peace process, and the tendency of political processes to lead to confrontation, there is a need for greater collaboration and dialogue amongst leaders from the political parties, civil society, government, and other societal groups such as the youth and ethnic communities. There is a need for leaders to be equipped with skills that would encourage collaboration and dialogue, with appropriate mechanisms strengthened (such as LPCs) or established where they can apply these skills on concrete issues and challenges.

A key desirable outcome is for leaders to see inter-party and inter-group collaboration as a useful means to advancing self interest while advancing the common good within a competitive democratic framework.

Rebuilding personal relationships and trust among leaders both at the central and local levels is a key element to sustaining efforts towards peace. There is need for leaders to engage in dialogue processes that encourage establishment of interactions more conducive to empathy and creation of common solutions, rather than endless posturing, positioning and push-pull tactics.

While Nepali parties, suspicious of external actors, have been averse to external mediation, Nepal has lacked systematic internal mediation capacities in the form of institutions and individuals with the autonomy, skill, and credibility to serve as effective intermediaries and facilitators. With a lack of access to services, justice and adequate security, local populace has turned to civil society or government officials to mediate disputes. Political parties and their sister wings are also active in such mediation, which do not always result in fairness of processes or outcomes.

Leadership that engage in dialogue and constructive negotiation is more critical now than ever, with the delay in constitution drafting and lack of implementation of the CPA raising the political temperature. The establishment of institutions such as the National Peace and Rehabilitation Commission, the State Restructuring Commission, the Truth and Reconciliation Commission and the Commission on the Inquiry of the Disappeared require processes that are carefully designed, inclusive and just to ensure that the peace process is advanced while guaranteeing the rights of the conflict-affected.

## **2.6. The Need for Conflict-Sensitive Development**

Low intensity conflicts at the local level have the capacity to stall and set-back the peace consolidation process. The newly emerged identity politics, and its connection with the contested terrain of federalism and delayed constitution process, has made the political discourse more complex and unpredictable both at national and local levels. Clashes between youth groups occur frequently around control of political space and contracting processes of development works, school management board etc. With many parties forming militant youth wings, the occurrence and opportunity of violent confrontation as a consequence of poverty and development are higher now than ever. Meanwhile, violent conflict over land, natural resources, and identity has proliferated at the local level, threatening at times to coalesce into a new insurgency in the Terai region.

This situation poses both immediate risks to the peace process as well as significant challenges to efforts to create an environment conducive to accelerated and meaningful development. Development initiatives have the potential to contribute to an environment conducive for peace, or if done without a proper understanding of the local dynamics, can exacerbate conflict, contribute to corruption and reinforce existing inequalities. Furthermore, the well-known connection between development grants and criminal capture often increases security risks for staff and project assets. The nexus between development, politics and conflict manifests strongly at the community level where 'all party mechanisms' are actively involved in development decisions through District and Village Development Committees, while youth wings and criminal groups take keen interest in vulnerable links in the development resource supply chain. Therefore, while poverty and the lack of development has been a major contributor to conflict in Nepal, development interventions must be carried out with strong understanding of the context and interests of various actors to ensure that they do not inadvertently heighten existing levels of fragility on the ground.

United Nations development efforts must therefore be based closely on a strong understanding of the context, be adaptable to programming changes as a result of the analysis, and have strong monitoring mechanisms. The changes in the political and security landscape after the CPA signing have introduced more political actors and stakeholders, but most development programs have yet to adjust to this changing context. For example, many programs have yet to reflect factors arising from identity based politics and activities of armed groups

into programming. Corruption and fund diversions also remain a significant challenge. The coming years will involve a difficult transition period which will challenge program implementation. The need to show tangible development benefits for the beneficiaries during this transition period is of paramount importance.

Development partners such as UNDP and its implementing partners are very much a part of this varied and fragile local context. Most development interventions are implemented through local partners on the ground (e.g. by either NGOs or the government), who may be subject to political influence, pressure from criminal groups or simply have limited delivery capacity and monitoring mechanisms. Leakages of funds from NGOs and government agencies are a well-known fact. Sensitising UN Programme staff to ensure that conflict sensitivity is mainstreamed in programmes and projects is essential in avoiding unintended consequences while ensuring better and more effective development. Understanding the interaction between development initiatives and conflict triggers, or opportunities for peace, are also critical in conflict-sensitive approaches. Mainstreaming conflict sensitivity has been identified as an urgent imperative<sup>1</sup> among development partners in Nepal, as improved, equitable and inclusive service delivery is key to building sustainable peace and restoring state credibility. Three years on, little attention had been given to addressing the cultural and socio-economic aspects of the CPA. Historical grievances and weak governance are factors that impede development. Meaningfully addressing these commitments through conflict-sensitive approaches would contribute to a more stable political context.

### **3. Programme Strategy**

#### **3.1. National Partnership Strategies**

In addition to the Comprehensive Peace Agreement, the 23-Point Agreement and numerous other peace related agreements, consolidating peace is identified as a priority area in the United Nations Development Assistance Framework 2008-2012. The UNDAF has also identified strengthening of national institutions, processes and initiatives to consolidate peace as a priority outcome. This is also reflected in the UNDP Country Programme Action Plan 2008-2011 (details see Section 'Programme Elements').

The recently drafted *Peace and Development Strategy for International Development Partners 2010-2015*, a collaborative effort between the United Nations and international development partners, has identified the need for conflict-sensitive programme management in order to support peacebuilding in Nepal. In order to reach this goal, increase in investment in mainstreaming conflict sensitive development practices has been recommended as a priority action.

#### **3.2. UNDP's Approach to Conflict Prevention**

UNDP's approach to conflict prevention aims to help key sectors of society — such as the government, political parties; civil society, women and youth — play constructive roles in the prevention and management of conflict. UNDP focuses on empowering national actors to carry out their own conflict management efforts and supporting them in developing lasting skills and mechanisms to manage disputes. One of the key lessons of the past decade is that the costs of preventing conflict are far lower than the costs associated with post-conflict peacebuilding. Promoting prevention is equally important in post-conflict settings in order to avoid and minimise a resumption of post-ceasefire violence.

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<sup>1</sup> *The Peace and Development Strategy for International Development Partners 2010-2015* (Coordinated by the UNRCO, Nepal)



The Conflict Prevention Programme (CPP) aims to address structural causes of conflict through initiatives that promote participation, dialogue, dispute resolution and gender equality. It takes a multi-pronged approach to conflict prevention by:

- Facilitating local and national dialogues to help build multi-stakeholder consensus through dialogue;
- Building national processes and institutions for conflict management;
- Improving local capacities to resolve conflict through mediation mechanisms;
- Encouraging conflict-sensitive development and integrating conflict prevention into development programmes; and
- Ensuring that gender issues and women's rightful participation are always taken into account

The Conflict Prevention Programme has been designed with support from UNDP's Bureau for Crisis Prevention and Recovery (BCPR) based in New York. The Programme's goals are consistent with UNDP's global priority in conflict prevention as articulated through its Strategic Plan 2008-2011.<sup>2</sup>

### 3.3. The Conflict Prevention Programme Approach

The Conflict Prevention Programme has been designed through, and its implementation will be guided by, the following approaches and principles:

- A longer term integrated vision of peacebuilding and conflict prevention;
- A focus on attaining systemic impact at both central and local levels, using smaller project components as building blocks to longer term impact;
- Strengthening sustainable national capacities for peacebuilding and conflict prevention;
- Beginning with a few strategic pilot interventions that can be expanded, built upon or amended with change in context;
- Engaging in an highly participatory approach (for example through the key roles of the Steering Committee on Collaborative Leadership and the Inter Agency Core Group on Conflict Sensitivity);
- Ensure equitable participation of women, marginalised and excluded groups; and
- Engendering a high degree of local ownership through participatory, consultative, inclusive and flexible approaches.

The Conflict Prevention Programme is designed as a five-year programme with the first two years as Phase One, comprising of activities to build initial national capacity, training, accompaniment, and supporting sustainable institutional mechanisms. Given the fluidity of Nepal's political dynamics and the uncertain future of the peace process, the Conflict Prevention Programme, especially the pillar on 'Collaborative Leadership and Dialogue' needs to adopt an approach that is highly consultative and participatory, with built-in flexibility and space for strategic adjustments where demanded by the fluidity of the wider political and development context. This approach recognises that initiatives of this nature, as distinct from 'normal' development projects, necessarily carry risks and are subject to uncertainties.

In a similar approach, mainstreaming conflict sensitivity will adopt an interagency approach from inception, reflecting the manner in which the UN aspires to deliver its development assistance as part of the broader UN reform agenda. This will be rooted in the establishment of an Interagency Senior Advisory Committee as the strategic managers of this initiative. This group will comprise representatives from the senior management of UNDP, UNICEF, and the UN Resident Coordinator's Office and includes those with oversight and assurance

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<sup>2</sup> UNDP's Strategic Plan 2008-2011 contains three specific goals for the Crisis Prevention and Recovery area: (1) enhancing conflict prevention and disaster risk management capabilities; 2) ensuring improved governance functions post-crisis; and 3) restoring the foundations for local development.

functions, and those involved in pilot initiatives. Conflict sensitivity will be mainstreamed through a limited number of targeted DNH initiatives for the first year, anticipating a gradual expansion in the second year and beyond. A set of criteria will be used to select and prioritise initiatives: those with (1) strategic impact, (2) quick impact, and (3) broad impact. This strategic approach aims to yield and demonstrate concrete results while avoiding the risk of diluting effort so that impact is not directly evident.

CPP is accordingly designed to incorporate a continuous process of review, evaluation and reflection that will take into consideration, among other things, the prevailing political context and the strategic relevance of planned activities at various points in time. The Steering Committee on Collaborative Leadership will provide the most strategic and focused advice for ongoing project implementation.

### **3.4 Steering Committee on Collaborative Leadership**

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

## **4. Programme Details**

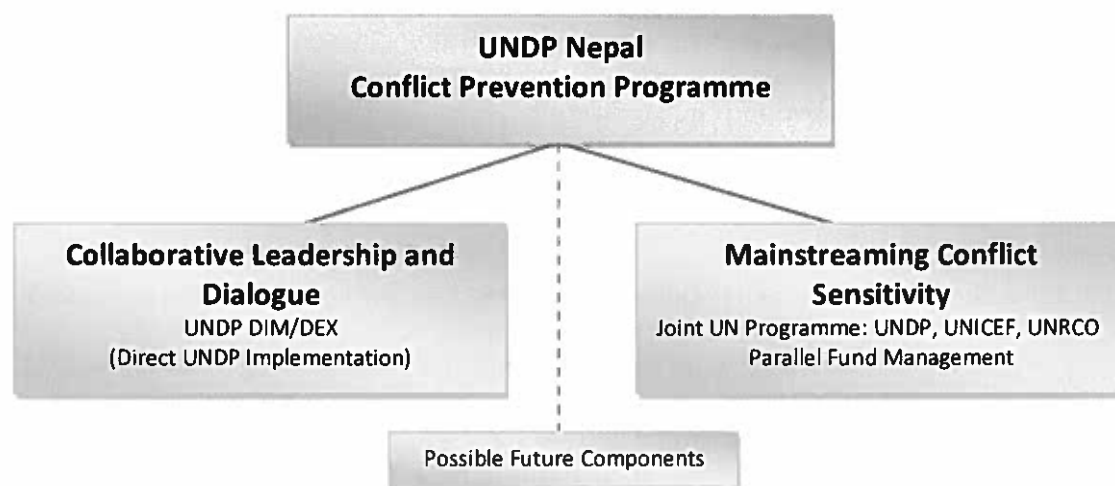
Consistent with the flexible approach described in the above sections, the outputs, activities and budgeting of CPP have been presented as an indicative list of activities and their associated budget for Year 1, when programme elements will initially be implemented in selected pilot districts. During the final quarter of Year 1, a mini-review will take place that considers, among other things, progress of initial programme implementation, the wider political context and the ongoing relevance of planned initiatives. The options for Year 2 are presented in this project document as indicative activities with associated maximum and minimum budgets, with the precise activities and budget determined by the outcome of the mini-review.

A comprehensive mid-term evaluation will be conducted at the end of Phase One, after the initial two years, to determine the precise programme elements during Phase Two, Years 3-5. Phase Two is anticipated to be a continuation of some of the activities implemented in Phases One, and may include up scaling (both in scope and directness of approach) and adapting existing or additional activities based on recommendations of the mid-term evaluation. A final evaluation will be carried out at the end of the fifth year.

The programme components have been developed through the following process, each step with guidance and advice from the Steering Committee on Collaborative Leadership and the Interagency Senior Advisory Committee on Conflict Sensitivity:

- Analysing the context and situation and capacity gaps in conflict prevention;
- Identifying or ‘mapping’ the key actors and stakeholders;
- Planning effective responses by identifying actions and steps that can be taken to alleviate tensions and promote opportunities for peace and consensus making.

## 4.1 Programme Overview



The programme approach will be two-fold in Phase One:

### Programme Pillar 1: Collaborative Leadership and Dialogue

This component will target political, civic, government, youth, women and ethnic leaders at both central and local levels, strengthening capacities in constructive negotiation, mediation, facilitation of dialogue processes, consensus building, communications, leadership and trust building. The capacity will further be developed through support for accompaniment, mentoring and coaching as these skills are applied to key contemporary issues. A network or platform of experts would be formed to enable the application of the skills in the interim period while longer term peacebuilding institutional mechanisms will be created and/or supported through consultation with relevant stakeholders, to sustain the promotion and application of collaborative leadership and related skills.

### Programme Pillar 2: Mainstreaming Conflict Sensitivity into UNDP and UNCT Programming, Policy and Processes

The mainstreaming of conflict sensitivity will target key initiatives in the United Nations, initially with a focus on those that will produce strategic, broad and quick impact and also focusing on projects that work within conflict/ security contexts. The overarching aim over five years is to change the way UN programmes and projects are designed and implemented, and reform the way UN works through revising its organisational policy, culture and processes. This component is inter-agency in nature with initial involvement of the UN Resident Coordinator's Office, UNICEF and UNDP, possibly expanding to include other UN agencies near the end of the two year Phase One. The initial two-year programme will include building initial capacity of expertise within the UN system through 'training of trainers' on Do No Harm (DNH) approaches; technical advice and field accompaniment for effective application of DNH; establishment and review of policy, procedures and accountability mechanisms; and engaging in advocacy for institutional change. Beyond the two-year programme this component will expand to target other development partners in Nepal and include comprehensive support to the Government's development efforts.

## 4.2. Programme Outcome and Output Framework

The Conflict Prevention Programme is designed under the following outcome framework of the United Nations Development Assistance Framework (UNDAF) for Nepal:

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

Furthermore, it is consistent with the UNDP Nepal Country Programme Action Plan framework under the following areas:

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

And finally, CPP will contribute towards priority outcomes under the UNDP Strategic Plan 2008-2011 goal of 'Supporting crisis prevention and recovery':

- Outcome 1: Solutions generated for natural disaster risk management and conflict prevention through common analysis and inclusive dialogue among government, relevant civil society actors and other partners (i.e., UN, other international organizations, bilateral partners)
- Outcome 3: Conflict: Strengthened national capacities, with participation of women, to prevent, mitigate and cope with impact of violent conflict
- Outcome 6: Conflict: Post-conflict governance capacity strengthened, including measures to work towards prevention of resumption of conflict
- Outcome 7: Gender equality and women's empowerment enhanced in post-disaster and post-conflict situations

In addition to the UNDAF, CPAP and UNDP Strategic Plan outcomes and outputs, under which CPP derives its programmatic mandate, the Conflict Prevention Programme will lead to the following specific sub-outcomes:

- Sustainable capacity on collaboration and dialogue developed for leaders at central and local levels
- Better negotiated solutions on peacebuilding and development related issues
- Strengthened national and local capacities and mechanisms for collaboration, dialogue and conflict management
- UNDP and UN development programming designed and implemented in a conflict-sensitive manner to achieve more relevant, effective and accountable outcomes

## 4.3. Conflict Prevention Programme Elements

### 4.3.1. Phase One: Years 1-2

#### Programme Pillar 1: Collaborative Leadership and Dialogue

#### **Output 1: Capacities built on collaborative leadership and related skills (individuals and groups)**

The first output aims to build capacity of Nepal's leaders on collaborative approaches through skills building and training by expert trainers and facilitators. The leadership of the political parties, key civic organisations, the civil service, youth groups, women groups and ethnic groups at both the national and local levels will be equipped with collaborative leadership related skills that include: constructive negotiation, facilitation of dialogue processes, mediation, consensus building, communication, trust building and leadership. These skills

will be built through targeted training, scenario-planning exercises, process design and targeted skills building within political parties.

Part of the objective will be to establish and strengthen an initial group of Nepali experts practitioners, trainers and facilitators who will act as key resource people for CPP, and be the basis of sustainable application and promotion of collaborative leadership related skills and approaches. A group of 25 trainers and facilitators at the central level and another 25 at the local level would be trained to become trainers and expert facilitators, from which a roster will be developed. The CPP will draw upon these experts for trainings, facilitations and other application processes as required, possibly incorporating the top trainers as full-time staff of the project team. Part of the process of establishing initial Nepali capacity is the development of Nepali-based and contextualised training modules for collaborative-related skills.

Special focus will be paid to ensure that the process of training and recruitment of resource people will be inclusive to reflect the broader social, economic, ethnic, gender and caste dynamics of Nepal. With particular recognition that peace negotiations in Nepal have so far not adequately included women's participation, the capacity and partnerships being built through the Conflict Prevention Programme presents a critical opportunity to support women's leadership in political, civil society and government spheres. Seizing this opportunity, the CPP will ensure that at least one third of all participants and resource people involved in capacity building on negotiation, consensus building, dialogue and mediation will be women, and that CPP will actively promote women's leadership in Nepal's peace process.

***Activity 1.1: Develop trainers and facilitators in collaborative leadership and related skills. These skills could include: constructive negotiation, dialogue facilitation, mediation, consensus-building, communication, building and rebuilding trust, and leadership.***

***1.1.1:*** Skills-building and relevant follow-up support to a first group of 25 Nepali facilitators and trainers on collaborative leadership and related skills (focusing at the central level)

***1.1.2:*** Develop appropriate 'training of trainers' materials

***1.1.3:*** Skills-building and relevant follow up support to a second group of Nepali facilitators and trainers on collaborative leadership and related skills (focusing at the local level)

***Activity 1.2: Develop capacity of central and local level leaders on collaborative leadership and related skills. The leaders in focus will include leaders from: political Parties, the civil society, the government and civil service, ethnic groups, youth and women.***

***1.2.1:*** Identify the key groups of leadership that need to benefit from capacity building on collaborative leadership and related skills

***1.2.2:*** Develop capacity for collaborative skills for selected central level leaders

***1.2.3:*** Develop capacity for collaborative skills for selected local level leaders

***Activity 1.3: Develop appropriately tailored training materials on collaborative leadership and related skills***

***1.3.1:*** Identify and develop training materials and modules as required

***1.3.2:*** Translate materials and modules into Nepali and other languages as necessary

***1.3.3:*** Print and promote materials and modules

**Output 2: Technical support provided for the application of collaborative leadership and related skills to Nepal's peacebuilding and development issues**

Leaders will be supported in applying collaborative approaches to peacebuilding and development issues and challenges, including challenges in implementation of elements of the peace process, constitutional and governance reform at the central level, and conflicts around natural resources and identity based issues at the local level. Such support will take the form of assistance in process design, accompaniment, coaching, direct or indirect facilitation support, or provision of logistics and additional Nepali and international expertise. Accompaniment could take the form of trained national facilitators (or international experts working 'behind-the-scenes' and unobtrusively) observing key negotiation or dialogue activities, and advising participants on issues of process, and on their styles of engagement, rather than on specific solutions.

***Activity 2.1: Identify a strategic set of initial issues for application of collaborative approaches in addressing contemporary challenges***

2.1.1: Develop criteria for identifying a set of strategic issues

2.1.2: Based on criteria and consultation with key actors, identify a set of issues for the application of collaborative leadership and related skills

***Activity 2.2: Support application of collaborative leadership and related skills to contemporary issues and challenges***

2.2.1: Establish and maintain a roster of expert facilitators available at short notice

2.2.2: Support design of processes for the application of collaborative leadership and related skills to concrete issues and challenges in consultation with relevant actors

2.2.3: Provide support in coaching, mentoring, accompaniment and process design to leaders for effective application of collaborative approaches at both the central and local levels

2.2.4: Provide other technical and practical support for application of collaborative methods to issues at the request of stakeholders

***Activity 2.3: Provide support to the Steering/Advisory Committee on Collaborative Leadership***

2.3.1: Support and facilitate the Steering Committee to meet, discuss and advise on issues related to the ongoing implementation and design of the collaborative leadership programme pillar

2.3.2: Support the Steering Committee to design and facilitate dialogue processes with relevant stakeholders on issues of concern

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

UNDP will support the peacebuilding institutions and mechanisms at the national and local levels as they serve as important mechanisms for inclusive dialogue, dispute resolution and confidence-building. A network of skilled and respected individuals, with a reputation for being able to transcend parochial politics and build bridges, will be constituted and supported at the national level and in the key regional areas. They will be equipped with advanced skills for facilitation, mediation, and constructive negotiation, and will provide, upon request, skills-building, facilitation and accompaniment support to political and civic leaders. The parameters of such support will be based on close consultation with the Steering Committee and coordinated with other partners on the ground. UNDP will likely support the creation of a national level mechanism for mediation and dialogue that will strengthen, and could constitute the future core, of Nepal's internal mediation capacity. Certain existing initiatives that enhance dialogue between various groups could also possibly be supported. Similar mechanisms will be supported at the local level outside the Kathmandu valley, initially focusing on

building a network of mediators and facilitators and supporting existing conflict management mechanisms in both capacity and connection to mechanisms at the national level.

***Activity 3.1: Establish and support networks of facilitators and mediators at the central and local levels***

***3.1.1:*** Establish and maintain a roster of Nepali expert mediators and facilitators based in Kathmandu and in selected districts/provinces

***3.1.2:*** Provide secretariat support of the network at the central and local levels

***3.1.3:*** Support networks of expert mediators and facilitators to work on conflict-related issues at the central and local levels

***Activity 3.2: Support sustainable dialogue and mediation institutional mechanisms at the central level***

***3.2.1:*** Engage in advanced consultations with existing institutional mechanisms at the central level

***3.2.2:*** Support existing mechanisms through capacity building and technical collaboration

***3.2.3:*** Design and establish new institutional mechanism(s) at the central level resulting from consultations with key stakeholders

***3.2.4:*** Develop and implement a strategy and work plan for sustaining new institutional mechanism(s)

***Activity 3.3: Support sustainable dialogue, mediation and conflict management capacities and institutional mechanisms at the local levels***

***3.3.1:*** Perform detailed assessments on existing conflict prevention capacities and institutional mechanisms at the provincial/district and local levels, specific to each localised region

***3.3.2:*** In priority districts/provinces, support existing mechanisms (e.g. Local Peace Committees, Local Government Units) and networks through capacity building and technical collaboration

***3.3.3:*** Support the design and establishment of new mediation and conflict management mechanisms at the local level through technical advice and facilitated dialogue

***3.3.4:*** Develop and implement a strategy and work plan for sustaining new institutional mechanism(s) at the local level

***Programme Pillar 2: Mainstreaming Conflict Sensitivity into UNDP and UNCT Programming, Policy and Processes***

**Output 4: Institutional mechanisms established and strengthened and initial capacity developed for mainstreaming conflict-sensitive and 'Do No Harm' approaches in UNDP and the UN system**

Establishing and maintaining institutional commitment is fundamental to mainstreaming conflict sensitivity. An Interagency Senior Advisory Committee (ISAC) on Conflict Sensitivity will be formed, comprising representatives of UNDP, UNICEF and UNRCO who will be instrumental in policy advice and oversight for implementation of the this pillar of the CPP. In addition, an Inter Agency Support Team (IAST) will be established to provide advisory services to selected programme/projects to ensure that Do No Harm is effectively embedded within projects and programmes. The IASU will comprise of experts and consultants available at short notice. The IAST will strive to become recognized in the field, as well as at policy level, as trusted and resourceful advisors whose purpose is to assist programme managers in reaching their ultimate goal of delivering development support that is relevant, effective and accountable. The ISAC will engage in internal advocacy within the UNCT and respective agencies to ensure that mainstreaming conflict sensitivity is supported through required institutional changes. Initial expert capacity of a core group of UN staff (UNDP, UNICEF and UNRCO) from selected projects and programmes will be built through training of trainers

workshops on Do No Harm. These trainers are expected to train other members of projects and programmes. An early assessment of pilot initiatives will establish a baseline of degree of 'embeddedness' of conflict-sensitive approaches in order to subsequently demonstrate positive development impact as a consequence of mainstreaming conflict sensitivity.

**Activity 4.1: Develop initial systems and processes to promote conflict sensitivity in the UN system**

4.1.1: Establish Interagency Senior Advisory Committee on Conflict Sensitivity

4.1.2: Develop an interagency strategy and two-year work plan on mainstreaming conflict sensitivity in selected UN initiatives

4.1.3: Establish an Interagency Support Team to perform technical and advisory functions

4.1.4: Identify agency and programme-specific objectives and processes for mainstreaming conflict sensitivity

4.1.5: Engage in internal advocacy within UNDP and UNCT for institutional change

**Activity 4.2: Develop initial technical capacity on conflict sensitivity in the UN**

4.2.1: Establish a group of trainers in 'do no harm' approaches through initial training of trainers workshops

4.2.2: Create and maintain a roster of key 'Do No Harm Experts' in the UN who become a common resource for the entire UN system

4.2.3: Develop training modules specifically suited to the Nepali context, in English and Nepali

4.2.4: Periodically review and adjust training methodology training modules

**Activity 4.3: Establish initial baseline and time-bound targets of conflict sensitivity implementation**

4.3.1: Establish baseline and targets for projects and programmes

4.3.2: Establish baseline and targets for institutional processes, procedures and mechanisms

4.3.3: Develop criteria for selection of additional UN programmes to benefit from the DNH services

**Output 5: Conflict-sensitive approaches mainstreamed into key UNDP and UN programmatic initiatives, starting with application of 'do no harm' approaches**

Conflict sensitive approaches will be mainstreamed into selected UNDP, UNICEF and UNRCO initiatives during the initial two-year phase. Experience in mainstreaming conflict sensitivity shows that the 'Do No Harm' (DNH) methodology offers the most appropriate set of initial conflict-sensitive approaches and tools, because they are more easily applied to UN programming, provide a range of straightforward entry points, represent a clearly established minimum standard of conflict sensitivity, (i.e. doing no harm), and provide a solid foundation for the incorporation of more sophisticated conflict-sensitive approaches at a later date.

Towards this end, staff of selected projects and programmes will be trained to monitor and embed Do No Harm approaches into all parts of a programming cycle. In addition, the IAST will review DNH implementation within programmes and projects and provide technical advice, coaching and field accompaniment. Conflict sensitivity approaches will be embedded into programmes policies and procedures including monitoring and evaluation processes and through creation of oversight and accountability mechanism. It must be noted here that the IAST will provide the technical advice on embedding Do No Harm approaches, but it would be primarily up to programmes, projects and agencies to ensure implementation of the support provided by IAST.



**Activity 5.1: Support capacity building and provide technical advice for the mainstreaming of conflict sensitivity in selected programmes and projects**

**5.1.1:** Support training for all relevant staff and implementing partners in participating programmes and projects

**5.1.2:** Provide technical advice, coaching and field accompaniment for all participating programmes and projects

**5.1.3:** Support review of conflict sensitivity implementation within programmes and projects

**5.1.4:** Identify and embed internal accountability mechanisms within programmes and projects

**5.1.5:** Review accompaniment and technical support methodologies based on experience and observations

**5.1.6:** Support the design of new programmes and projects to integrate conflict-sensitive approaches

**Activity 5.2: Support capacity building and strengthening of organisational oversight and monitoring mechanisms**

**5.2.1:** Conduct training to all relevant staff in monitoring, oversight and assurance functions

**5.2.2:** Embed conflict-sensitive approaches into monitoring and evaluation reporting systems

**5.2.3:** Develop advanced tools and checklists for monitoring and evaluation staff within and external to programmes and projects

**5.2.4:** Integrate external monitoring functions with programme and project implementation to ensure collaboration and accountability in conflict sensitivity mainstreaming

**5.2.5:** Embed conflict-sensitivity in programme and project reporting mechanisms

**5.2.6:** Support processes to enhance dissemination and awareness of monitoring information throughout UNDP and UN system

**Output 6: Conflict-sensitive approaches mainstreamed into key UNDP and UN organisational mechanisms, processes and procedures, thereby effecting organisational change**

The IAST, together with the relevant UN programmes and projects, will review organizational mandates, systems, processes, procedures and accountability mechanisms to ensure a comprehensive and integrated approach to mainstreaming conflict sensitivity that results in a reform in the way UN delivers its development assistance. Where possible, change will occur within existing systems in order to minimise disruption to the organisational culture and process. Organizational accountability measures would be established through rewarding success in internal communications, embedding conflict sensitivity approaches in performance review mechanisms and with introduction of public accountability mechanisms including public communications strategies. Corporate literature, language and communications, including those disseminated by programme and projects, will be reviewed. Networks with a broader set of UN partners and external organizations engaged in monitoring and local contextual analysis (international and local NGOs) will be built to feed into an integrated context analysis which forms the backbone of a conflict-sensitive approach.

**Activity 6.1: Review policy and procedures in order to mainstream conflict sensitivity**

**6.1.1:** Analyse organisational mandates to inform internal advocacy and familiarisation.

**6.1.2:** Review related UN policy and procedures to ensure that conflict-sensitive principles are embedded and implemented

**6.1.3:** Advise management on the introduction of conflict-sensitive systems and approaches within the programme management cycle, starting at the programme conception, design and appraisal process.

**Activity 6.2: Establish organisational accountability measures for conflict sensitive programming**

**6.2.1:** Embed internal accountability mechanisms in programmes and projects, and reward success in internal communications.

**6.2.2:** Embed conflict-sensitive approaches in performance review mechanisms

**6.2.3:** Introduce public accountability mechanisms in programme cycles (e.g. public audits, local communication strategies).

**Activity 6.3: Introduce conflict sensitivity into corporate literature, language and communications**

**6.3.1:** Collate lessons learned and organise information sharing and reflection workshops for wider institutional learning.

**6.3.2:** Publicise conflict-sensitive approaches and success stories in communication materials, meetings and internal announcements

**Activity 6.4: Strengthen partnerships with organisations engaged in context-specific analysis**

**6.4.1:** Build networks with UN and external organisations that analyse local contexts to feed into regular context analysis and updates

**6.4.2:** Strengthen partnership with organisations that could benefit from and contribute to conflict sensitivity capacity development

**4.3.2. Phase Two: Years 3-5**

Phase Two of the Conflict Prevention Programme will be designed in detail based on a comprehensive review after the initial two years, and be based on the prevailing political, societal and development context and dynamics. Nonetheless, based on the initial capacities, mechanisms and networks built during the first two years, it is anticipated that Phase Two will possibly contain the following programme elements.

*Programme Pillar 1: Collaborative Leadership and Dialogue*

- **Sustaining national level institutional mechanism for mediation and dialogue**

The national level mechanisms supported and created under Output 3 will be further strengthened to attain sustainable capacity as a key focus for national level mediation and dialogue. Possible approaches in Years 3-5 include: a mediation support team linking to local level mediation and dialogue needs; expansion of issue-based facilitation of dialogue processes; additional technical expertise on specific peacebuilding challenges; and other tasks to promote of a culture of collaborative approaches in national development and peacebuilding. Support will also be provided to ensure sustainability of the national mechanism, possibly through institutionalising national peace architecture through an Act of Parliament to provide statutory guarantee of mandate and annual budget.

- **Consolidating local mediation, dialogue and conflict management capacities**

The individuals, institutional mechanisms and networks supported under Output 3 will be expanded beyond initial pilot districts, and support will be provided to connect with newly emerged national mediation and dialogue mechanisms, institutions and facilities. The nature of support at the local level will in part depend on the design of the new federal structure and the future of Local Peace Committees, which were initially envisaged as a transitional instrument until viable local governance structures are established and functional. The support for local mediation and conflict management may expand to the new governance structures at the local level including Provincial and District

Administration Offices and Development Committees, depending on the architecture of the new federalised structure at the local level.

- **Sustaining and expanding national expertise on collaborative leadership approaches**  
Expert capacity for collaborative leadership may be further strengthened through expanding the national pool of facilitators and mediators, establishing mediation expertise in specific critical technical areas, and creating institutional mechanisms to permanently train and develop new generations of experts in collaborative approaches. This can possibly be done through the peace architecture mechanisms created or supported under Output 3, or through partnership with universities or public service training institutions, making such skills training available to future generations of civil servants and political leaders.

*Programme Pillar 2: Mainstreaming Conflict Sensitivity into UNDP and UNCT Programming, Policy and Processes*

- **Extensive coverage of all key strategic UNDP, UNICEF and UNRCO initiatives, and expansion to UNCT at large**  
Phase Two of this programme pillar will provide complete coverage of UNDP, UNICEF and UNRCO programming, and achieve lasting reform in institutional culture and processes. Furthermore, through the successful implementation of the initial three agencies/offices, support for mainstreaming conflict sensitivity will be provided to the entire UNCT development and humanitarian work, with UNRCO acting as coordinator and assurance of revised policies and processes for programme design, implementation, M&E and institutional mechanisms that support a conflict-sensitive approach as part of wider reform in the UN system. It is expected that the Interagency Senior Advisory Committee and the Interagency Support Unit will adjust to the growing demand and influence.
- **Strengthening capacities of external development partners, NGOs and the Government of Nepal**  
Building on lessons learned through initial UN implementation, support will be extended to selected international development partners, local and international NGOs and government development efforts. The existing partnership with the National Planning Commission will be strengthened as it provides the most logical entry point and coordination unit on government development efforts in Nepal. Consultations will be made with government counterparts to begin mainstreaming conflict-sensitive approaches in national planning and service delivery processes.
- **Sustaining and expanding national expertise on conflict-sensitive development and service delivery**  
Expert capacity for collaborative leadership may be further strengthened through creating a national pool of trainers and practitioners in specific critical technical areas, and creating national institutional mechanisms to permanently train and develop new generations of experts. This will be linked with collaborative leadership skills through peace architecture and national and local government structures, and in partnership with universities or public service training institutions.

It is possible that additional programme pillar(s) could be established under the Conflict Prevention Programme to deal with emerging areas of work that require preventive measures, possibly in the area of assistance to the conflict-affected, armed violence reduction or public security.

## 5. Partnerships and Management Arrangements

*Programme Pillar 1- Collaborative Leadership and Dialogue* will be implemented using the UNDP Direct Implementation Modality (DIM). UNDP will be responsible for directly implementing all initiatives through consultation with relevant partners, advisors and stakeholders.

*Programme Pillar 2- Mainstreaming conflict sensitivity into UNDP and UNCT Programming, Policy and Processes* will be an Inter Agency Joint Programme between UNICEF, UNRCO and UNDP using the parallel fund management option. The UNDP component will be implemented using the UNDP Direct Implementation Modality (DIM).

Within UNDP's financial management system, the Conflict Prevention Programme will use one award ID with one sub-award for each of the Programme Pillars.

### 5.1. Partnerships

#### *Collaborative Leadership and Dialogue*

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

It is expected that the Steering Committee's TOR will be re-formulated to reflect changes of its role from a programme design unit to an advisory unit for programme implementation, based on discussion and agreement within the Steering Committee.

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

#### *Mainstreaming Conflict Sensitivity into UNDP and UNCT Programming, Policy and Processes*

The key governance structure for implementation of this pillar will be the Inter Agency Core Group on Conflict Sensitivity (ISAC), including representatives from UNRCO, UNICEF and UNDP. The ISAC will provide strategic oversight and direction, coordination, monitoring and evaluation in the effective implementation of this pillar of the Conflict Prevention Programme. The ISAC would also engage in internal advocacy within their own agencies/offices to generate greater institutional commitment and buy-in. UNDP would take the lead role in facilitating and coordinating the work of ISAC.

### 5.2 Management Arrangements

The management arrangements for CPP will be as follows:

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

The Programme Board will comprise of:

- **The Executive**, representing the implementing partner/agency that would chair the Board. This role will be assumed by the Country Director of UNDP.
- **The Senior Supplier**, providing funds and technical expertise to the programme. This role would be assumed by the Head of UNDP Peacebuilding and Recovery Unit.
- **Senior Beneficiary**, representing those who will benefit from the programme. This precise form and individual who will act as the Senior Beneficiary will be decided after the Local Project Appraisal Committee (LPAC). It is anticipated that this role may be assumed by either one or a combination of the following:
  - A member of the Interagency Senior Advisory Committee on Conflict Sensitivity
  - A member of the Advisory Committee on Collaborative Leadership and Dialogue (on a rotational basis)
  - A member who represents the interests of beneficiaries, as appropriate, but not necessarily connected to the aforementioned advisory bodies.

The Board may invite the concerned programme staff (e.g. Programme Officer) in the board meetings and ask to support in the project operation as needed.

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

**Programme Manager:** The Programme Manager has the authority to manage the programme on a day-to-day basis on behalf of the Board. The Programme Manager's primary role is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified time and cost. The Programme Manager and other programme professionals and support staff (short term and long term) will be recruited according to rules that guide DIM projects.

**Advisory Committee on Collaborative Leadership and Dialogue (ACCLD):** The current Steering Committee (SC) on Collaborative Leadership may become an advisory body to the Programme, providing necessary strategic advice for effective implementation of the Collaborative Leadership and Dialogue pillar of the programme. Final decision regarding this proposed functional adjustment will need to be made by UNDP in consultation with the SC. The Terms of Reference of the SC will be adjusted as necessary from its existing TOR designed in January 2010 specifically for the programme design phase only. The ACCLD may take on some additional functions with regards to programme implementation.

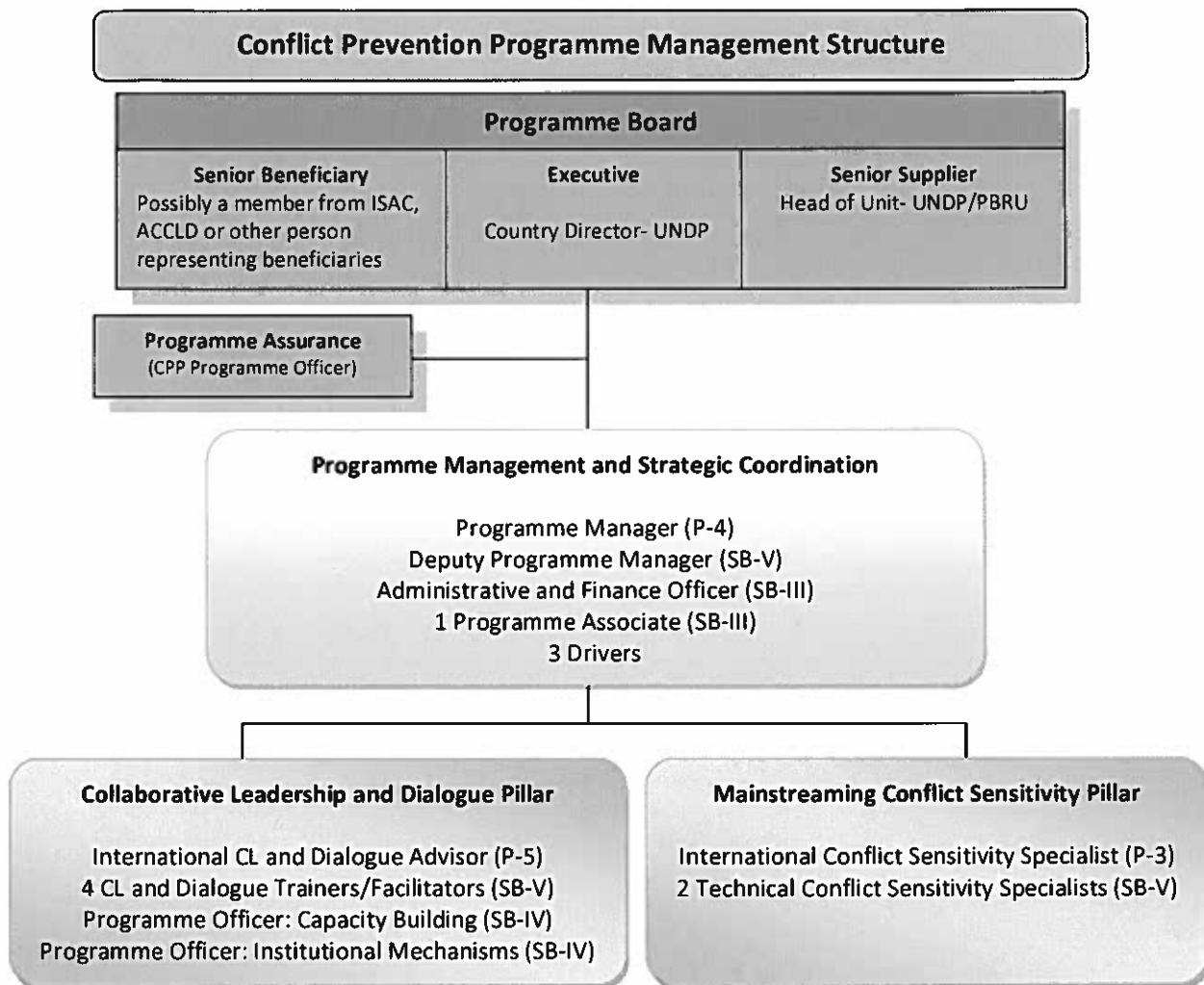
**Interagency Senior Advisory Committee on Conflict Sensitivity (ISAC):** The ISAC will initially be constituted of representatives from UNICEF, UNDP and the UN Resident Coordinator's Office to provide strategic direction, advice and oversight to the Mainstreaming of Conflict Sensitivity programme pillar. After Phase One (initial two

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years), the ISAC may be expanded to include additional representatives of UN agencies, the civil society and government as appropriate.

The diagram below illustrates the Conflict Prevention Programme management and staffing structure. Note that the staffing structure is projected for the first year and may be adjusted following the Year 1 annual programme review.



## 6. Monitoring, Evaluation and Auditing

The Conflict Prevention Programme will be monitored against a monitoring and evaluation (M&E) framework (log frame), which will be expanded and finalized during the first quarter of the project implementation period. Progress against each of the indicators will be reviewed regularly, and the tracking table updated accordingly. In addition, in accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will be monitored through the following:





### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the draft Project M & E Framework below.
- An Issues Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard UNDP reporting format.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions and events.

### Annually

Annual Review Report: An Annual Review Report shall be prepared by the Programme Manager and shared with the Programme Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level. The M&E Framework and updated Tracking Tool will be annexed to the Annual Review Report.

Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In addition, as described above, a Mid-Term Review will be conducted near the end of Phase One (Years 1-2) to provide strategic guidance of Phase Two programming.

During the programme's final 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.

The project will be audited as per UNDP audit requirements.

## **7. Legal Context**

This document, together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

Consistent with the Article III of SBAA, the responsibility for the safety and security of any implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

An implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the location where the project is being carried.



- b) Assume all risks and liabilities related to the implementing partner'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 implementing partner 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.

