

**Joint Annual Review on  
COMMUNITY SELF-RELIANCE CENTRE'S  
PERFORMANCE IN 2011/2012  
(FINAL REPORT)**

**Submitted to  
Community Self-Reliance Centre (CSRC)  
Kathmandu**

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# TABLE OF CONTENTS

<b>ACKNOWLEDGEMENTS</b> .....	<b>2</b>
<b>LIST OF TABLES</b> .....	<b>4</b>
<b>ABBREVIATIONS</b> .....	<b>5</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>6</b>
Background and Rationale of Review.....	6
Methodology Deployed .....	7
Key Findings in a Nutshell.....	7
Key Output-wise Recommendations.....	9
<b>1. BACKGROUND AND INTRODUCTION</b> .....	<b>12</b>
1.1 The Backdrop, Objectives and Scope of Review.....	12
1.2 Introduction to the Community Self-Reliance Centre .....	13
1.3 Principal Activities, Budgets and Donors .....	14
1.4 The Data and Methods.....	15
1.5 Organization of the Report.....	15
<b>2. ANALYSIS AND FINDINGS</b> .....	<b>17</b>
2.1 Achievement of Results against Annual Targets.....	17
2.2 Strengths, Weaknesses and Challenges vis-à-vis Program Implementation.....	27
2.3 Good Practices and Learning Points.....	30
2.4 Priorities Made in the Light of Changing Context .....	32
2.5 Organizational Development of CSRC.....	33
2.6 Analysis of Cost Effectiveness .....	34
2.7 Review of Strategic and Operational Plan .....	37
2.8 Follow-up on Recommendations of Last Joint Annual Review.....	37
2.9 Strengths and Weaknesses of the Strategic Partnership.....	39
<b>3. CONCLUSIONS AND RECOMMENDATIONS</b> .....	<b>40</b>
3.1 Conclusions.....	40
3.2 Recommendations.....	41
3.3 Way Forward.....	44
<b>PROCESS ACTION PLAN</b> .....	<b>47</b>
<b>ANNEXES</b> .....	<b>51</b>
Annex 1: Achievements of Results against AWAB 2011/2012.....	51
Annex 2: Terms of Reference for Joint Annual Review .....	53
Annex 3: List of Documents Reviewed.....	62
Annex 4: List of People Met and Discussed.....	63
Annex 5: Methodological Checklists Deployed for Data Generation .....	67

## **LIST OF TABLES**

Table 1	Budget and Expenses by Outputs and Cost Heads
Table 2	Disbursement of Funds: Plan vs. Actual
Table 3	Current Status of the Implementation of Recommendations Made Last Year
Table 4	CSRC's Process Action for Fiscal Year 2012/13

## ABBREVIATIONS

AAN	ActionAid Nepal
ADB	Asian Development Bank
AWAB	Annual Work Plan and Budget
CA	Constituent Assembly
CBO	Community-based Organization
CCO	Canadian Cooperation Office
CFUG	Community Forest User Group
CPA	Comprehensive Peace Accord
CSRC	Community Self Reliance Centre
DADO	District Agriculture Development Office
DDC	District Development Committee
DLRF	District Land Rights Forum
EC	Executive Committee
FAO	Food and Agriculture Organization
FGDs	Focus Group Discussions
HLLRC	High Level Land Reform Commission
HUGOU	Human Rights and Governance Advisory Unit
ILC	International Land Coalition
JAR	Joint Annual Review
LDF	Local Development Facility
M&E	Monitoring and Evaluation
MP	Member of Parliament
NGO	Non-governmental organization
NLRF	National Land Rights Forum
NPR	Nepalese Rupees
PRA	Participatory Rural Appraisal
SC	Steering Committee
SDC	Swiss Development Cooperation
SP	Strategic Partners
StOP	Strategic and Operational Plan
ToR	Terms of Reference
VDC	Village Development Committee
VLRF	Village Land Rights Forum
WC	Working Committee

## EXECUTIVE SUMMARY

### Background and Rationale of Review

Empowerment of the poor and landless farmersthrough the transformation of unequal and inequitable power relationships in the traditional social structure (inherently characterized by the unjust/exploitative relationships) is achievable only through the coalitional and partnership efforts by defeating the adversaries identified on the basis of contextual and structural power analysis. In this context, Danida Human Rights and Good Governance Advisory Unit (DanidaHUGOU), ActionAid Nepal (AAN), Canadian Cooperation Office (CCO)/Local Development Facility (LDF), Care Nepal, MS Nepal and Oxfam GB have, through a Memorandum of Understanding (MoU) dated 27 January, 2009, agreed to support the Strategic and Operational Plan (StOP), 2009-2013, of Community Self-Reliance Centre (CSRC) in a framework of “strategic partnership”. The framework involves a multi-donor partnership to jointly fund CSRC through a common co-ordination and management mechanism, which includes, *inter alia*, one common bank account, one common annual review and reflection, and one common annual progress report and financial statement. Based on the StOP, CSRCdeveloped an Annual Work Plan and Budget (AWAB), 2011/12 specifying activities to be implemented addressing both programme-specific priorities and organisational development needs, as well as annual targets to be achieved through the implementation of activities.

Definitely, the joint annual review (JAR), which constitutes an important monitoring mechanism under the strategic partnership, is a review of the performance of CSRC within 2011/12 jointly done by CSRC and participating international partners. The review, conducted at the behest of CSRC and its strategic partners (SPs), has been based on the activities and annual targets as set out in the AWAB (2011/12) which shows that there was no *carte blanche* for the review team. More specifically, the central focus of analysis has been to examine whether the performance over the year is geared to contributing significantly to the outputs and objectives established by the StOP.

Principal activities planned by CSRC are pursuant to StOP and presented in the document of AWAB of 2011/2012. In so doing, utmost attention is paid for achieving the five outputs manifested in StOP document prepared in 2009. These comprise: (i) organizing, strengthening, and mobilizing rights-holders to claim and exercise their rights; (ii) developing and implementing clarity and consensus about land reform policy and frameworks suitable to the needs and realities of Nepal; (iii) establishing critical engagement with non-state stakeholders in land and agricultural issues; (iv) learning generated from ground level actions and practices, and disseminated the knowledge at all levels, and (v) introducing new land policies guaranteeing women and men equal rights to own land. Succinctly put, the output targets have been focused primarily on land and agrarian rights movement, local initiatives for practice of land and agrarian reform and agricultural cooperatives and productivity, policy discussion and change, human resource development and mobilization, and networking and institutional development.

The overall ‘global’ budget earmarked by CSRC for the period of July 17, 2011 to July 16, 2012 is NPR 46,242,181 of which NPR 38,672,060 (84%) has been allocated for program costs and

NPR 7,570,121 (16%) has been allocated for the administrative operation costs. The SPs who committed financial support as per the MoU included DanidaHUGOU, AAN, Care Nepal, Oxfam GB, LWF and SDC for the fiscal year. However, after six months, CSRC's annual work plan and budget was revised by reducing the annual budget—a function of the fund deficit.

## **Methodology Deployed**

The review has used both primary and secondary sources of information. For garnering in the primary data, a five-day long fieldwork was carried out in four districts, namely, Sindupalanchowk, Saptari, Siraha, and Mahottari. Key informant interviews (both at national and sub-national level), focus group discussions (FDGs) with the rights holders in visited districts, and observations were the principal techniques of garnering in primary data which were predominantly qualitative in nature. The secondary data were obtained by reviewing the quarterly and semi-annual progress reports and AWAB document prepared by CSRC. Financial data were also provided by CSRC for the review and analysis. The analysis of qualitative data was primarily done using the “thematic classification system”. More specifically, sets of collected information were organized by perusing the descriptions of field substantive notes of each interview for identifying key themes (key messages) as demanded by TOR, coalescing or separating the information under the relevant key themes/sub-themes and making sense out of the collected information by furnishing the interpretations needed.

## **Key Findings in a Nutshell**

On the whole, the relatively high level of achievement of the annual quantitative targets of each output has been indicative of the success of the program for the fiscal year 2011/12—a function of the commitment and hard-work of CSRC staff, functionaries of the executive committees of National Land Rights Forum (NLRF), District Land Rights Forums (DLRFs) and Village Land Rights Forums (VLRFs), and regular support of SPs and their collaborating NGO partners. NLRF's recent success in launching the national campaign in Kathmandu for the land rights with the key theme “Promulgate Constitution: Implement Land Reform” by interacting with representatives of major national and regional political parties and media is the result of the continuous support of CSRC in overall management and co-ordination, capacity building, and mainstreaming the action-reflection-action model of popular education in land rights movement.

The establishment and continuation of ‘movement fund’ by the rights holders organized in VLRFs and DLRFs, initiation of Muthi Chamal Sankalan (collection of handful of rice, pulses and vegetables as needed for village, district and national level campaign), and community level resource mobilization for constructing the Bhumi Ghars (community land homes) both at district and village levels have sufficiently shown that the overall land rights movement/campaign has been moving towards the direction of sustainability. The land rights movement/campaign has the potential of enhancing women's social and livelihood security by empowering them economically through the joint land ownership campaign. Such initiative has also the potential of reducing the domestic violence—a function of access to and control over land, a principal resource in the predominantly rural area with feudal social structure.

Albeit the establishment of agricultural co-operatives by the rights holders is intended to be for the commodification of their agricultural products, most of the cooperative groups have been working as the savings and credit groups only (a function of the need of their institutional strengthening through orientation and pumping in some required capital for developing the alternative economy). However, their role in helping themselves to be relatively free from exorbitant interest rates of the local money lenders has been laudable. The success of land rights movement can be higher provided it is linked with livelihood opportunities (as it is being done at grassroots level). On the one hand, the strength of people's organizations has been instrumental for warding off the eviction (by the officials of forest department and district administration as well as the traditional landed elites) of landless farmers from the public land settled by them. On the other, it has also contributed to legitimize their provisional settlement by receiving the material and financial support from the local governments (by claiming their representation stake like in the VDC council) and other district level government line agency offices.

Publication of the High Level Land Reform Commission (HLLRC) reports, and the recent formulation of action plan by the government for the implementation of scientific land reform and a 'national land policy' have also been the consequences of incessant land rights movement/campaign. Gaining international recognition by NLRF is also the indicator of success of its effective role in the national land rights movement/campaign for transforming the unequal and inequitable power relationships in the traditional exploitative social structure. The institutional system of generating learning from the ground level actions and practices and disseminating the knowledge at all levels has also been instrumental for the intensification of land rights movement/campaign because learning centers established have been used for identifying local issues for advocacy through extensive discussions and devising the strategies for resolving them by attenuating the foes (notably, the landed elites and their supporters) in the community.

Leadership of the NLRF by the rights holders themselves for the land rights campaign, movement fund, institutional culture of maintaining micro-macro linkage by CSRC, good working relationship of CSRC with the government, beginning of the construction of community and district level *Bhumi Ghars* (land homes) by NLRF's district and local chapters, institutionalization of evidence-based advocacy and its immediate clout on the government policy directive, and capacity building of NLRF and frontline activists have been the triggers for the commendation of land rights movement/campaign in Nepal and its success. CSRC's institutional inability to document what has been done and achieved so far in the most professional way and share with the larger academic, policy and professional audiences has now created both a challenge and an opportunity for getting it done in the upcoming phase of the program. Political instability/prolonged transition--a major challenge--has triggered fewer achievements in the governmental sector of commitments/plans vis-à-vis land rights/issues of landlessness than expected by CSRC. The participation in the workshops and trainings by CSRC staff has enhanced their capacity to work effectively by discharging their duties and led to the accomplishment of the annual targets set for achieving CSRC mission. The institutional initiatives of CSRC for the fiscal year 2011/12 can be labeled as cost effective primarily because the percentage of actual expenditure is within the percentage range allocated in the budget and the target outputs are found to be realized within the limits of budget set.

## **Key Output-wise Recommendations**

### **For Output 1**

(a) Ideological orientation to members of NLRF at centre on power relations, land rights and agricultural rights; (b) specific training to members of NLRF at centre on agricultural entrepreneurship, food security, climate change and its impact on livelihood; (c) additional training on leadership development for district frontline activists, and financial management training to the secretaries of the central office of NLRF and DLRFs; (d) additional legal training for the members of DLRF vis-à-vis land ownership, tenancy, land rights and principles of community land reform; (e) more institutional efforts to be made for the professionalization of farming among the members of VLRFs by giving priority on agriculture-based entrepreneurship as per the geographic location by stressing on enhancing their needed technical skills and making the services and inputs available through linkage to service providers; (f) institutional effort to be made by NLRF/DLRF/CSRC to encourage members of VLRFs to have access to the 15 percent agricultural budget of total Village Development Committee (VDC) block grant for their agricultural development; (g) need to support the livelihood component with additional financial support (to the extent possible) for the landless farmers involved in community land reform for micro-level irrigation infrastructural development; (h) additional support of facilitation of NLRF/DLRFs and CSRC to link the VLRFs to the district line agencies for receiving the support for river control to protect the land used for community land reform and the establishment of their relations with local agricultural centers for the services and trainings (where they are unavailable at the moment); (i) initiation of debate at both sub-national and national level by CSRC/NLRF involving the government for taking the ownership of community land reform model by it for up-scaling (for employment and poverty reduction); (j) intensification of land rights movement/campaign in 524 VDCs of 50 districts rather than expansion in other districts for developing models of agrarian reform in these areas, and (k) need of financial support for building a training hall at NLRF's headquarters of Chitwan for the generation of financial resources to sustain the office expenses (which is possible by renting it out when not used by itself).

### **For Outputs 2 and 3**

Critical engagement of both government and non-state stakeholders is needed and in the case of government, there is the need to engage it critically in policy alternative (such as on community land reform) and therefore, it has been suggested to merge output 3 with output 2 (because there is very little work to be done under it if output 3 stands alone as was originally envisaged in 2009). Once the two outputs are merged, specific activities to be performed can be identified and planned for critical engagement of non-state stakeholders and government for the upcoming fiscal year.

### **For Output 4**

There has to be the continuation of the practice of documenting the land rights violation cases and CSRC and NLRF have to work for the policy provision with government for the rehabilitation of the land-poor people and women whose land rights have been violated.

## **For Output 5**

Concerted institutional efforts are to be intensified by CSRC, in collaboration with NLRF and collaborating partner NGOs of SPs to treble the number of recipients of joint land ownership certificate in the upcoming fiscal year for enhancing the gender equity in the regime of land.

## **Miscellaneous**

(a) Forging consensus among the SPs for acceptance of global planning of CSRC to counter the occasional glitches triggered by their established internal planning, budgeting and auditing systems (even after the commitment to strategic partnership); (b) channelizing the fund directly to DLRF by CSRC to support its activities targeted for poor and landless farmers where the DLRF and regional organization are at loggers head; (c) need of developing stronger relationship with political parties and their peasant sister organizations by CSRC and NLRF and its local chapters through sensitization on the issues of land rights, land tenancy and landlessness so that they can play lead role in the days to come; (d) EC members' increased initiative for ground level learning; and (e) need for senior management team, particularly the Program Manager, to give more time for policy level work by reducing the volume of fieldwork.

## **Way Forward**

(a) Prescriptively, for the upcoming program phase, there is the need for further institutional strengthening of the fledgling NLRF (including technical back-up as and when needed for developing fund-seeking proposals and institutionalizing financial management) for additional period of five years by CSRC as a resource organization for making it more sustainable in leading the social movement for land rights (done so would help the activists of NLRF to work as the ardent advocates of agrarian reforms who can have their own capacity to struggle for themselves to bring transformation in the traditional inequitable and unequal power relations in rural Nepal). CSRC has to work exclusively on developing the community level agrarian reform model (with the explicit assumption that land is a political issue in the context of Nepal which is primarily related to poverty and its perpetuation triggered by inequity in distribution) and working with the government by sharing the model learning points for its up-scaling on a wider scale (potentially, it can work as think-tank on agrarian reform that contributes to social justice, ecological sustainability and governance at the grassroots level).

(b) Institutional onset of “action research and documentation” with focus on land rights movement/campaign, agrarian reform model, alternative economy for the poor, vulnerable and socially excluded, land tenure security, climate change, and food security as the indispensable component of the ongoing movement/campaign and agrarian model experience in the upcoming program of CSRC/NLRF with the support of donors to generate empirical knowledge for academic/professional discourses among the wider audiences (such as academicians, research professionals, and policy people).

(c) “Domestic fund-raising” by CSRC/NLRF, setting minimum ceiling of financial resource contribution for being a strategic partner for the upcoming program phase, and devising a

strategy to work on **event or issue-based approach** with partners which are not willing and interested to work with it under the “strategic partnership” are also equally important for the upcoming phase.

# 1. BACKGROUND AND INTRODUCTION

## 1.1 The Backdrop, Objectives and Scope of Review

Ubiquitous is the fact that empowerment of the poor and landless farmers is achievable only through the coalitional and partnership efforts. In this context, Danida Human Rights and Good Governance Advisory Unit (DanidaHUGOU), ActionAid Nepal (AAN), Canadian Cooperation Office (CCO)/Local Development Facility (LDF), Care Nepal, MS Nepal and Oxfam GB have, through a Memorandum of Understanding (MoU) dated 27 January 2009, agreed to support the Strategic and Operational Plan (StOP), 2009-2013, of Community Self-Reliance Centre (CSRC) in a framework of “strategic partnership”. The framework involves a multi-donor partnership to jointly fund CSRC through a common co-ordination and management mechanism, which includes, *inter alia*, one common bank account, one common annual review and reflection, and one common annual progress report and financial statement. Based on the StOP, CSRC developed an Annual Work Plan and Budget (AWAB), 2011/12 specifying activities to be implemented addressing both programme-specific priorities and organisational development needs, as well as annual targets to be achieved through the implementation of activities.

The joint annual review (JAR), which constitutes an important monitoring mechanism under the strategic partnership, is a review of the performance of CSRC within 2011/12 jointly done by CSRC and participating international partners. The review is based on the activities and annual targets as set out in the AWAB (2011/12). However, the central focus of analysis is to examine whether the performance over the year is geared to contributing significantly to the outputs and objectives established by the StOP.

A team of three members was constituted for the review. One of the members was a nominee of CSRC. Another was nominated by strategic partners (SPs). The third member, who served as Team Leader, worked as an independent consultant selected by CSRC and its international strategic partners on a merit-based competition.

As per the Terms of Reference (ToR), the review has the following general objectives:

- (i) to review the results achieved by CSRC in light of the monitoring and evaluation (M&E) framework and AWAB-targets (benchmarks), in terms of cost-effectiveness, and from the perspective of gender and social inclusion;
- (ii) to analyse strengths, weaknesses and challenges of the implementation of the activities;
- (iii) to analyse the priorities and activities of CSRC in light of the changing context in Nepal (the analysis will be problem-oriented and will also distinguish between external and internal factors affecting the implementation of the activities);
- (iv) to assess the progress of CSRC in terms of development of its constituency, strengthening its internal accountability mechanisms, and addressing institutional capacity building needs and working closely with other partners as part of synergy building;

- (v) to see if the CSRC campaign has produced any unintended effects, and, if it has, suggest measures to address them;
- (vi) to assess how CSRC has done a scenario planning to respond to the rapidly changing socio-political context;
- (vii) to assess efforts to achieve joint action with other civil society organizations on key advocacy issues, both at the national and local level where relevant;
- (viii) to review CSRC's StOP which has come mid-way through, and suggest if CSRC should pay attention to specific issues to fit the changing socio-political context, and
- (ix) to review the follow-up of recommendations made by JAR 20010/2011.

The scope of work involved the three-phase tasks, namely, **preparatory phase, field visit and data analysis**. The **preparatory phase** included: (i) start-up meeting amongst the review team members, the management of CSRC, and representative/s of international strategic partners, (ii) review of background documents, (iii) initial discussion/interaction with the management and central team of CSRC, and (iv) design and finalisation of field plans and tools for information collection from the field (see in the Annex). The review team made **field visits** to four districts to interact with rights-holders (beneficiaries) and related stakeholders at sub-national level vis-à-vis the program of CSRC. The phase for **data analysis and consolidation of findings** included the analysis of information collected through 'literature review', stakeholder interviews, and fieldwork. **Consolidation of findings** includes the preparation of a draft report, sharing the draft report with CSRC and strategic partners for comments and feedback, and finalization of the report after incorporating comments and feedback from CSRC and strategic partners.

## 1.2 Introduction to the Community Self-Reliance Centre

Registered in 1993 at the District Administration Office of Sindupalanchowk, Community Self-Reliance Centre (CSRC) is a membership-based non-governmental organization (NGO). It was established by the collective effort of a group of young and energetic school teachers with the aim of changing the existing pattern of elite-dominated unequal and inequitable power relationships by organizing and mobilizing marginalized groups of people, especially tenant and landless farmers. CSRC has been engaged in educating and organizing people who are deprived of their basic rights to land so that they can assert their rights over land resources in a peaceful way. CSRC has been achieving this through strengthening community organizations, developing human rights defenders and social activists, pursuing multi-level dialogues for pro-poor land reform, conducting empirical studies, lobbying for policy advocacy, and strengthening civil society alliances and networks and other initiatives and programs from community to national level. The vision of CSRC is a Nepali society where everyone enjoys a secure, free and dignified life. Its mission is to empower land-poor women and men to enable them to claim and exercise their basic rights, including their right to land resources. Its goal is to secure equitable access to land for poor women and men, ensuring their freedom and right to a dignified life. Its core values include: (i) promotion and protection of all rights for all; (ii) respect for plurality and diversity; (iii) social inclusion; (iv) promotion of non-violence; (v) institutional good governance; (vi) democratic decision-making and implementation, and (vi) promotion of genuine equality between women and men.

CSRC's strategic objectives comprise the following: (i) organize, strengthen and mobilize rights holders (land-poor women and men) to claim and exercise their rights; (ii) establish clarity and consensus on land reform, and develop land reform policies and frameworks suitable to the needs and realities of Nepal; (iii) promote critical engagement with non-state stakeholders (such as the IMF, World Bank, Asian Development Bank and multinational companies) involved in land and agrarian issues, and (iv) generate learning from ground level actions and practices, and disseminate this knowledge at all levels. Its strategic approaches comprise deprived people-centered, participation and empowerment, facilitation of the rights-based campaign, cost-effective operation, and partnership and alliance.

In terms of organizational composition, CSRC has 30 general members, of which 60 percent are men and 40 percent women. These members are community social activists, human rights defenders, academics, and development experts. Generally, its composition is inclusive but there is relative dominance of *Brahmin* and *Chhetri* social groups. It has seven executive committee (EC) members elected by the general assembly, of which 57 percent are males and 43 percent females. On the whole, the composition of EC is also inclusive in nature. The general assembly is held once a year to approve policies, annual programs, and budgets recommended by the EC. The overall functioning of CSRC under the guidance of EC is contingent on 17 staff (59% males and 39% females) which include an Executive Director, a Program Manager, an Administrative and Finance Coordinator, an Administrative and Finance Officer, a Regional Program Officer, a Monitoring and Documentation Officer, three Resource Coordinators, two District Coordinators, an Accountant, a Logistic Associate, a Receptionist, and three Office Assistants.

Commencing the land and agrarian rights movement/campaign from Sindupalanchowk district at a very micro-level 18 years ago, CSRC has now been an organization of national repute primarily because of its movement/campaign expansion in 50 districts of Nepal with the objective of organizing, strengthening and mobilizing rights holders (land-poor women and men) to claim and exercise their rights at the community level. Of late, CSRC has turned into a resource center and a coordinating organization of the land and agrarian movement/campaign which is being led by National Land Rights Forum (NLRF--an organization of tenant and landless farmers--and facilitated by a coalition of NGO partners and Community-based Organizations (CBOs). With the support of SPs, CSRC and its coalition partners channelize financial, institutional and technical inputs to NLRF (including its district and local chapters) embedded with the objective of strengthening and enabling to develop and launch movements/campaigns from village to the national level. As a corollary of it, a number of achievements have already been made in the past. These comprise: inclusion of land reform in the interim constitution, Comprehensive Peace Accord (CPA), inclusion of land reform in both three year interim plans (2007-2013), recognition of land as a means of protecting human rights and achieving peace, mobilization of tillers and landless farmers, transfer of land from landlords to tillers, promotion of non-violence and democratic practice, establishment of movement fund, and alliance building and networking.

### **1.3 Principal Activities, Budgets and Donors**

Principal activities planned by CSRC are pursuant to StOP and presented in the document of annual work plan and budget (AWAB) of 2011/ 2012. In so doing, utmost attention is paid for

achieving the five outputs manifested in StOP document prepared in 2009. These comprise: (i) organizing, strengthening, and mobilizing rights-holders to claim and exercise their rights; (ii) developing and implementing clarity and consensus about land reform policy and frameworks suitable to the needs and realities of Nepal; (iii) establishing critical engagement with non-state stakeholders in land and agricultural issues; (iv) learning generated from ground level actions and practices, and disseminated the knowledge at all levels, and (v) introducing new land policies guaranteeing women and men equal rights to own land. Succinctly put, the output targets have been focused primarily on land and agrarian rights movement, local initiatives for practice of land and agrarian reform and agricultural cooperatives and productivity, policy discussion and change, human resource development and mobilization, and networking and institutional development.

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#### **1.4 The Data and Methods**

The review has used both primary and secondary sources of information. For garnering in the primary data, a five-day long fieldwork was carried out in four districts, namely, Sindupalanchowk, Saptari, Siraha, and Mahottari. Key informant interviews (both at national and sub-national level), focus group discussions (FDGs) with the rights holders in visited districts, and observations were the principal techniques of garnering in primary data which were predominantly qualitative in nature. The secondary data were obtained by reviewing the quarterly and semi-annual progress reports and AWAB document prepared by CSRC. Financial data were also provided by CSRC for the review and analysis. The analysis of qualitative data was primarily done using the “thematic classification system”. More specifically, sets of collected information were organized by perusing the original descriptions of field substantive notes of each interview for identifying **key themes** (key messages) as demanded by ToR, coalescing or separating the information under the relevant key themes/sub-themes and making sense out of the collected information by furnishing the interpretations needed.

#### **1.5 Organization of the Report**

The report has been organized into four sections. The first section presents the backdrop, objectives and scope of review, introduction to the CSRC, principal activities, budgets and donors, and data and methods. The second section presents elaborate discussions on the analysis and findings with focus on achievement of results against annual targets, strengths, weaknesses and challenges, good practices and learning points, priorities made in the light of changing context, organizational development, analysis of cost effectiveness, review of StOP, follow-up on recommendations of last JAR, and strengths and weaknesses of the strategic partnership. Finally,

the third and fourth sections present conclusions and recommendations and process of action, respectively.

## 2. ANALYSIS AND FINDINGS

### 2.1 Achievement of Results against Annual Targets

A terse analysis furnished beneath presents the achievements of results against annual targets of 2011/2012. In so doing, output specificities are duly considered.

#### **Output 1: Rights holders (land-poor women and men) organized, strengthened and mobilized to claim and exercise their rights.**

Annual targets of activities were set basically in four major areas on output 1, namely, overall management and coordination, forming and strengthening District Land Rights Forums (DLRFs), capacity building of National Land Rights Forum (NLRF) and DLRF staff and activists in the areas of advocacy, paralegal skills, and networking/alliance building, and mainstreaming the action-reflection-action model of popular education in land rights movement/campaign. A scrupulous review of the quantitative data furnished by CSRC on output 1 clearly demonstrates that there has been a remarkable achievement of the targets during the period of last nine months. For instance, the scale of achievement on the activity-specific targets of four major areas listed above ranges from a minimum of 85 percent to a maximum of 193 percent. Of the total 17 targets set for output 1, nine have 100 percent achievement followed by four recording more than 100 percent. However, other four targets have less than 100 percent achievement. Indeed, there is also no room for major dissatisfaction on their performance because the scale of achievement ranges from a minimum of 85 percent to a maximum 90 percent. More specifically, the achievement in coordination and management has been 100 percent in all its targets. The achievement in the area of forming and strengthening DLRFs ranges from a minimum of 87 percent to a maximum of 117 percent. There has been a laudable achievement in the area of capacity building of NLRF and DLRF staff and activists in the areas of advocacy, paralegal skills, and networking/alliance building which ranges from a minimum of 139 percent to 193 percent (see Annex Table 1).

It is equally important to consider other qualitative achievements in CSRC's movement/campaign of land rights. With the continuous support of CSRC in overall management and co-ordination, capacity building, and mainstreaming the action-reflection-action model of popular education in land rights movement/campaign, NLRF succeeded in launching the national campaign in Kathmandu for the land rights during the first week of May, 2012 (see case below in the box 1).

#### **Case Box 1: NLRF's Recent National Campaign in Kathmandu for Ensuring Land Rights in the Upcoming Constitution**

In the first week of May, 2012, one male and one female representative from each DLRF from 43 districts (out of 50 where the land rights movement/campaign is going on) had gathered at Bankali in Kathmandu, capital city by arranging their own logistics (transportation cost from the DLRFs, and rice, pulses and vegetables by themselves). The key theme of the campaign was **“Promulgate Constitution: Implement Land Reform”**. Under this key theme, there were two sub-themes as follows: (i) there has to be a clear-cut constitutional provision for the land reform measure to benefit the toiling male and female tenants by

guaranteeing the ownership of the land to the actual tillers, and (ii) there has to be the equitable ceiling of land and excess land above it has to be distributed to the sitting tenants and landless farmers without paying compensations which needs to be specified in the upcoming constitution. More specifically, the constitution has to spell out the following provisions related to issue of compensations as follows: (a) compensations to be given to land that is within the ceiling fixed by the government; (b) compensations not to be given to the land that is above the ceiling, and (iii) compensations not to be paid to the absentee landlords (who had controlled the land illegally) regardless of their land within the ceiling or above the ceiling. Regarding the responsibility of the state, the constitution has to have a clause, that is, “revolutionary/scientific land reform would be implemented for making actual tillers as the owners of the land”.

They interacted with the editors of national dailies and representatives of government-owned television demanding their support from the media in publicizing their messages of the land rights movement/campaign. They handed over the memorandum to the Speaker of the Constituent Assembly and Deputy Speaker herself came to Bankali where they had stayed to show solidarity with the land rights campaigners. They also met and interacted with the leaders of major national political parties and Terai-based regional parties and submitted their memorandum to ensure the land rights/land reform in the upcoming constitution. During the discussion, representatives of NLRF were given assurances that their concerns would be addressed in the upcoming constitution. Indeed, this has been the continuation of past campaigns launched at the national level.

During the past nine months, a total of 77 Village Land Rights Forums (VLRFs) were organized with 2,182 members, of which 50.2 percent are males and 49.8 percent females. Of these 2,182 members, 29 and 37 percent are from *Dalit* and *Janajati* communities, respectively. The land rights movement has been getting sustainable – a function of the rights holders’ contribution to the establishment of movement fund, initiation of *Muthi Chamal Sankalan* (collection of handful of rice for village, district and national level campaign which is equivalent to Rs.1,589,618--USD \$ 19,385) and community level resource mobilization for building *Bhumi Ghars* (community land homes). During the last nine months, a total of Rs.1,061,351 (\$12,943) was collected for movement fund at the district level from which a total of Rs. 7,13,222 ( \$ 8,698) was utilized. This process is going on at the village level. Total amount of collection and utilization at the VDC level has been Rs. 6,48,345(\$ 7,907) and Rs.3,19,224 (\$ 3,893) respectively. In addition, communities also make financial contributions for the major village, district and national level movements, which is estimated to be Rs.1,207,545 (\$ 14,726). Regarding the pattern of community level resource mobilization for building the *Bhumi Ghars*, the case given below is worth sharing.

**Case Box 2: Village Level Effort for Resource Mobilization for Constructing the Community Building at Ichowk, Helambu of Sindhupalanchowk District for Sustaining Land Rights Movement to Claim their Rights**

There are 65 families as the members of VLRF. They are tenant farmers of *Guthi* (land for religious and philanthropic institutions) and only two have got the land tenancy certificates at the moment. It has been only two years of the start of movement/campaign in the Village Development Committee (VDC). What is interesting in this remote VDC is that these 65 families have constructed a community building which is, indeed, a *Bhumi Ghar* by taking initiative to mobilize their own financial resources. They have bought the land from a local farmer by paying Rs. 75,000 (\$ 915) collected from 17 members themselves (Rs. 3,600--\$43 from each) and remaining amount was collected in a period of 15 years from the same families- i.e. Rs 100(\$ 1.20) per year during annual village worship after maize plantation). Each member

also contributed a total of 55 days for the labor contribution. The local community forest user group (CFUG) gave the timber/wood worth amounting to Rs. 150,000 (\$ 1,819). A total of 13 bundles of corrugated sheets were provided by the VDC which is worth of Rs. 77,000 (\$ 939) and CSRC contributed Rs. 35,000 (\$427) for the preparation of doors and windows. They had to construct their building because they were not generally welcome in other's houses for holding meeting for discussing the land right issue and planning the movement/campaign to fight the formidable foes (i.e landowners). There was the saying in the village, "Wherever the VLRF stays, it snatches land from the rightful landowners". There used to be the espionage on the members of VLRF by local landowners. Therefore, a building was necessary for maintaining the secrecy of meetings. Now it is also used as the learning center. Every week, on Saturday, the community activist comes and facilitates to learn. The emphasis is on understanding land rights, *Guthi*-related tenancy issues, types of tenants (registered/unregistered tenants-landless), and other issues related to campaign/movement in the locale.

Now they have started paying the *Kut* (fixed 50 % agricultural rent of one major crop) only upon the issuance of receipt from the landlords/representatives of *Guthis*. When the landlords/representatives come for the *Kut*, tenant farmers ask the representatives of VLRF to come as the witnesses and help them to sort out or solve any impending problems. There is now moral pressure on the landlords to issue the receipts upon the acceptance of *Kut*. Unlike the landlords' threatening behavior of the past, they now come to the tenants requesting to hand over the *Kut* to them. If the landlord threatens to evict the tenants, members come forward being united and help the threatened farmers even for plantation of the field. **This is a big change and community effort for constructing the *Bhumi Ghar* is indicative of the fact that the movement/campaign would be sustainable.**

Note: USD \$ 1=NPR 82

Apropos of the **land entitlement**, a total of 74 households have received the land ownership certificates during the last nine months. Of these 75 households, 35 have received from landless commission and another 35 have received for the village block land (land illegally kept and claimed by the local landlords for the interest of their community but neither its cadastral survey was done nor anybody had the ownership certificate through registration) from district land revenue office. Finally, four have received for the tenanted land from the same office. The area of land received amounts to be 5 ha. These data explicitly show that the number of people receiving the land entitlement is small and the local activists are also not satisfied with the progress made. But of late, the serious concern has been the growing trend of leaving the VLRF by its members upon the receipt of land entitlement. They have now begun asking, "What is our goal of the organization after land entitlement?" Some of them have begun feeling shame to be called as *Mohi* (tenant) because they have now the property of millions of rupees and no longer want to be the members of VLRF. It has also been observed that people who have really felt the hardship vis-à-vis the land rights/settlement are very active in the VLRFs because they have understood that goals of land rights movement/campaign can be achieved only through strong local organization and its effective role in collaboration with other civil society organizations. Indeed, the "sense of security" that the tenant farmer feels by joining the VLRF after being under exploitative relationship with the landowners for several years is worth sharing from Helumbu of Sindupalanchowk district. For instance, a tenant farmer said, " I got chance to verify the land ownership certificate and land plot number of my landlord at the District Land Revenue Office due to my relationship with the VLRF. Had there been no influence of VLRF and DLRF at the office, I would not have been entertained by the government officials. The objective behind the

verification was to ascertain whether or not the land he tilled belonged to his landlord and whether or not he should pay the agricultural rent to him”.

A total of 385 households (landless) have utilized the public land (estimated to be 8.576 ha) for **collective farming** during the last nine months where they have grown different types of seasonal vegetables, potato, ginger, turmeric, lentils, and wheat. A total of 14 **agricultural co-operatives** have been formed with 864 members (of which 837 females). Indeed, the primary goal of such co-operatives is to help the poor farmers for the marketization of their agricultural products. Of these 864 members, 412 are *Janajatis* and 290 are *Dalits*. During the last nine months, the total amount collected by these members is Rs.6,36,638 (\$ 7,764). Co-operatives have been organized more in the *Terai*. The original objective was to organize one co-operative in one VDC with at least 300 members. But this has not materialized. In most cases, there are members ranging from 60 to 80 with the exception in Kanchanpur district where there are a total of 600 members in one co-operative. No significant progress has been made in the Hills regarding the increase of the members in the *Terai*. Co-operative movements have been more successful in Dang and Banke district where they have purchased the land for the collective farming. One achievement has been notable in this regard, that is, the frontline activists of NLRF have succeeded in taking the support of District Co-operative Office for training members of co-operatives and this working relationship has helped to register them subsequently. Given the fact that people want the tangible change immediately, most of the cooperative groups have been working as the savings and credit groups only and have helped their members to be relatively free from exorbitant interest rates of the local money lenders. Notwithstanding this fact, a few new ones have also begun to maintain *Dharma Bhakari* (community food-grain storage for the rainy days collected from each household).

In some isolated cases, VLRFs have taken the land for co-operative farming from local community forest user group (CFUG) by concluding the agreement with its executive committees for a definite period for which some income has to be annually paid. For instance, Chandra Surya Land Rights Forum in ward no. 1 of VEDIYA VDC of Saptari district has taken about two hectares of land from the CFUG for 10 years for which the organization has to deposit 10 percent of its total annual income in its account. A total of 22 poor families have been organized for the co-operative farming who shared that one family can earn income in the range between Rs. 3,000 (\$ 37) and Rs.5000 (\$ 61) per year from the sale of cereal crops and vegetables per year. Thus, generally, land rights movement has been linked with livelihood opportunities and cooperatives, which is also substantiated by the case furnished hereunder.

### **Case Box 3: Land Rights Movement Linked with Livelihood Opportunities and Co-operatives**

A total of 18 landless farmers of Kopila Land Rights Forum and 14 landless farmers from Bikas Land Rights Forum from ward number 1 of Laxmaniya VDC of Mahottari district have the practice of community land reform in the 4.7 ha of public wasteland on the bank of a river. The land is equally divided among the members by plotting it. They grow cereal crops such as maize, different varieties of pulses, and seasonal vegetables (such as gourds, chillis, potatoes, beans, etc). They have started getting the gross cash income up to Rs. 5,000 (\$ 61) per year from their agricultural production. Some of them consume the production at home and some of them also sell in order to buy other household necessities. These landless farmers are happy because they did not have such experience in the past because their sale

of labor power was and is the only property they have at their hands. This is, indeed, an indicator of the success of land rights movement. A co-operative named *Janasakti* has been established which has 75 members. The value of one share ranges from Rs.100(\$ 1.20) to 500 (\$ 6). They have now a total of Rs. 34,320 (\$ 418). Of this amount, Rs. 28,000 (\$314)has been borrowed by its members at 24 percent annual interest rate. The rest is on the account of Agricultural Development Bank. This helped them to be free from the exorbitant interest rates of the local money lenders who are mostly the local landlords.

The above case is illustrative of the fact that the people in the villages are empowered to the extent not only to demand their 'rights' such as the right to services from the state but also to creatively utilize waste resources such as the barren public land to get their daily needs fulfilled. The people do not just depend on others (including state) but also explore what they can do within their own skills and resources. What the people have done may not seem to be of that importance in terms of material significance, it is, however, an encouraging example to showcase how alternatives can be generated locally, alternatives that give both dignity and material support to the people.

Focus group discussions (FGDs) with the landless people being settled in the public wasteland and the degraded land of community forests in Saptari, Siraha and Mahottari districts have revealed that there have been no cases of **evictions** during the nine months. Participants of FGDs have also shared that police and forest officials often come for eviction and return without doing anything because they have found the VLRFs institutionally strong to resist their brutal eviction (which are also backed by DLRFs, regional resource organizations of CSRC and other civil societies). CSRC senior officials and local activists have the understanding that previously evictions did not materialize due to the fear of Maoists and now 80 percent of evictions has been ward off due to the movement/campaign itself.

Of late, in Dang district, the campaign has also facilitated a broad-based consultative discussion among frontline activists and representatives of different political parties for identifying the landless people in every VDC. Once the consensual decision is reached on their identification at the VDC level, VDC issues the certificate of landlessness and a list of landless people of the whole VDC is prepared which is retained both at VDC and DDC offices. Once this much work is done in a broad-based consultative way, action to settle the actual landless people can be started by any organization working for them. Participants of Islampur and Sundarpur Land Rights Forums from ward no nine of Lahan municipality of Siraha district shared that a total of 62 landless families got settled themselves in the wasteland of municipality and latter, they were threatened by the landlords and municipality officials for eviction. Then, they approached the DLRF representatives which organized a meeting between the representatives of political parties, municipality officials and landless settlers. There was an interactive dialogue which led to ward off their immediate eviction and municipality certified them as the landless people.

On the one hand, the organizational strength of rights holders (landless people) has helped to ward off the impending evictions and on the other hand, it has also contributed to legitimize their provisional settlement by receiving the material and financial support from the local governments and other district level government line agency offices (see the case box below).

#### **Case Box 4: Success of VLRF to Ward off the Eviction and Receive the Support from Local Government in Saptari**

Bisanriya Land Rights Forum has 65 low caste poor households organized by DLRF and the CSRC's regional resource organization. Their capacity has been built through organizing the trainings by these organizations. Landless farmers were facilitated in the trainings by the frontline activists through the use of booklets containing information on land rights and legal dimension of land rights, discussion on the issues of land tenancy and its denial through suppression, and co-operative farming. They have been living in the wasteland of CFUG. CFUG filed a petition at the District Forest Office (DFO) requesting the evictions. Then, DFO officials decided to set fire to burn the huts and visited the site with police contingent. The landless people of the forum shared that they were ready to die if they were forcefully evicted. They said that they would not leave the occupied land until they were offered the alternative site for settlement. They also encircled the VDC office demanding the certification of landlessness. Thus, this unity prevented the eviction and VDC office was compelled for the certification of the landlessness which did materialize. The DFO office and all party political meetings decided to allow them to stay there. Lately, they were also supervised by the members of the dead Constituent Assembly living in the temporary settlement. Now their names have been registered at the District Landless Commission's office—a function of the strength of their organization. Their organization has also helped to resist the threat of local landlords who used to graze their cattle in the open land occupied by them. Interestingly, now the District Development Committee (DDC) under its local governance program has been supporting to construct the community building in the middle of the settlement. Of late, they have succeeded in sending their representatives to the VDC council where they can raise their voices for the allocation of VDC budget to them as the socially excluded/marginalized people. VDC has now decided to allocate Rs.50,000 (\$ 610) for this fiscal year for the installing the culverts around the settlement area to divert the rain-water. Tube-well installation is supported by the Drinking Water Supply Office, albeit it is insufficient and Electricity Office has given them the assurance for supplying the electricity. This is great success of the VLRF because their temporary settlement is being legitimized by the local governments and district level government line agency offices.

Local stakeholders have the perception that CSRC's land rights movement/campaign is not limited to land issues alone. For instance, the Secretary of Laxmaniya VDC of Mahattori district shared, "The CSRC campaign has not only made the people aware of their rights at the grassroots level and mobilized them to claim those rights, it has also created a foundation for democracy to work. As the people at the base become aware of the minimum, they need to live a human life and start mobilizing to achieve those in a peaceful way, it is 'democracy' in action. People aware of rights and responsibilities do not allow 'democracy' to be reduced to a mere political slogan". Similarly, the Ichok Village Land Rights Forum of Sindhupalchok has a moving story of the battle between change and continuity. The landlords, who hail from the *Sherpa* community upstream of the Melamchi River, not only controlled the tenants' economic activities, but also their socio-cultural life. A marriage, for example, of a member/relative of tenant farmer, would not take place independent of the influence of the landlords. After the tenants dared to get organized and voice their opposition to this feudal diktat, influenced by the land rights campaign, they have been free of this undue social influence. More importantly, the people who have worked the land for ages have been recognized as *bona fide* tenants, and have also got the share of the land they have worked. Tenant farmers have understood that it is from a conscious movement that justice can be achieved but the movement should be peaceful to achieve a lasting result.

Given the fact that land rights movement and cooperative movement are not mutually exclusive, a concern is expressed by the well-wishers of CSRC/NLRF in the following way: “What will happen to ‘land rights movement’ if more focus is placed on ‘cooperative movement’?. Definitely, the balance between the two is not less critical and at the moment, the only thing that can be emphasized is that the ‘co-operative movement’ has to be made an integral part of the larger issue of ‘land rights movement’.

During the field visit of joint annual review, a couple of **unintended negative effects** of the initiative of organizing, strengthening and mobilizing rights holders to claim and exercise their rights were encountered in the field. One reported case was the unprecedented encroachment of the public wasteland on the bank of river by the local powerful landed elements. For instance, when 18 landless farmers of Kopila Land Rights Forum and 14 landless farmers from Bikas Land Rights Forum in ward number 1 of Laxmaniya VDC of Mahottari district began the practice of community land reform in 4.7 ha of public wasteland on the bank of a river, local influential landlords also began claiming the ownership of the public wasteland on the bank of the same river for crop plantation by encroaching it immediately as the pre-emptive measure to stop the landless farmers for their collective farming and make preparation for registering the land legally in their names. Another reported case was the ostracism of a conscientized/empowered female member of the Village Land Rights Forum by the landed elites from the community along the line of traditional caste norm. For instance, a *Mahato* female of ward no. 1 from Laximiya VDC of Mahattori, once involved in the local land rights forum, became very conscious and critical of the suppression by the local landlords and began arguing with them for the interests of landless/tenant farmers. Her critical stance (a function of empowerment through the process of capacity building and experiential learning) became a challenge for the local landlords who have traditionally exploited poor farmers in the locale. Then, they got involved in rumor-mongering alleging the female activist leader of violating the traditional caste taboo to eat with lower caste people (i.e by eating together with the *Mushars*-untouchables during the three-day agricultural training sessions organized in the VDC). As a result, all the local landlords who were also the leaders of different political parties decided to ostracize her from her caste community by declaring her an untouchable. She was also compelled to demand the security from local police due to the regular intimidations by the landed elites. However, the mediation by the members of DLRF helped to settle the case locally. It shows that there is the need to have more concerted interactive discussion with local adversaries to reduce the unintended negative effects of the campaign.

More importantly, during the course of the campaign, the relationship with the representatives of local political parties and VDC officials has been found to be improving in most VDCs in both the *Terai* and Hill districts. Initially, there had been the misunderstanding among local representatives of political parties because the latter could not distinguish the land rights campaign work from the works of other NGOs (implicit was recognition of the fact of superficiality of their works and motivation for the pecuniary cause only). But the repeated interaction by the DLRFs and their own observation of the campaign works has helped to demystify their initial misunderstanding. In other words, they have now understood that the objective of the campaign is to make the landless farmers the owners of land which is also the concern of political parties as articulated in their election manifestos. As discussed above, there has been the practice of community land reform on the public wasteland through the discussion

with the representatives of local political parties and secretaries of the VDCs who have agreed to the decision of permitting the landless people to use land. Now they also want the actual identification of real landless farmers and the amount of public cultivable land available in each VDC for the solution of the issue of landlessness.

## **Output 2: Clarity and consensus about land reform established, and land reform policy and frameworks suitable to the needs and realities of Nepal developed and implemented**

Progress data furnished by CSRC of the last nine months have shown that the achievement of specified target activities is generally satisfactory which ranges from a minimum of 64 percent to a maximum of 100 percent. More specifically, the achievement of policy dialogue at national level and development of viable alternative land reform and management models through action research have 100 percent achievements. There have been regular activities going on for critical engagement with government, development of alternative land policy/position book of the land movement, and media mobilization. Achievement on policy dialogue at district and regional level and public campaign, demonstrations, rallies and submission of memoranda has been 98 and 86 percent, respectively. However, achievement on mobilization of independent campaigners and volunteers and support to the process of claiming land rights has been 67 percent and 64 percent, respectively (see Annex Table 1).

Achievements have also been made on the qualitative dimensions of this output. These comprise the following: (i) publication of the two reports of High Level Land Reform Commissions (HLLRCs) as per the demand of the land rights campaign agreed by the government and formulation of the workable action and implementation plan; (ii) formation of a steering committee (SC) and working committee (WC) for the formulation of a ‘national land policy’ pursuant to the concept proposal developed by a task force (included in the committees were representatives from NLRF, CSRC and other supporting organizations who worked by signing the memorandum of understanding and CSRC undertook the role of secretariat) which has recently materialized; (iii) joint organizing “Land Asia Forum 2011” by the government of Nepal and CSRC by inviting 43 International Land Coalition (ILC) member organizations from Asia on the theme “Preserving Our Gains in the Struggle for Land: Building Bridges in Addressing Commercialization, Climate Change and Food Security”, and (iv) working as a member in the Land Thematic Group for giving feedback to the formulation of upcoming Agriculture Strategy (with the emphasis that it must not be prepared by separating the issue of land).

## **Output 3: Critical engagement established with non-state stakeholders involved in land and agricultural issues**

During the last nine months, no significant achievement has been made apropos of critical engagement with the non-state stakeholders. Senior officials of CSRC have shared that these non-state stakeholders such as the World Bank, Asian Development Bank, International Monetary Fund, etc; do not have their policies pertaining to land. It has been learned that last year, CSRC conducted a study on “Land Grabbing” with particular focus on land speculation by the industrial elites and the findings were shared with the representatives of these multilaterals.

Generally, there are two approaches to land development, namely, market-led, and community-led. Multilaterals have policy preference over market-led policy with emphasis on commercial pressure on land. They want the land issue to be left to market and in that case, agricultural land would be left fallow. Therefore, more advocacies by CSRC for community-led land reform activities have to be done with these multilaterals to focus on the community-led land development where the poor people can be mobilized for increasing the productivity of land including in the public wasteland through community land reform. In this regard, government also needs to be engaged critically.

There have been suggestions for merging output 3 with output 2 because there is very little to be done if it stands alone as it was originally envisaged in 2009. Even after the two outputs are merged, specific activities to be performed can be identified and planned for **critical engagement** of non-state stakeholders and government.

#### **Output 4: Learning generated from ground level actions and practices, and disseminated the knowledge at all levels**

Targets set under this output have also been largely achieved. For instance, resource centers both at national and sub-national level have been established. Resource organizations have been fully engaged in land rights movement in their respective areas. Advocacy materials, periodic report, journal, bulletin on land rights (i.e. *Bhumiadhikar*), social audit report and posters have been published and disseminated exceeding the targets. Finally, there has also been 100% achievement on CSRC institutional strengthening (holding the general assembly as planned, organizing social audit at national level, half yearly review and reflection, quarterly review and reflection, and capacity building of staff). However, achievement on network, alliance building and program review meeting has been only 80 percent and efforts are being made continuously to accomplish the target (see Annex Table 1).

It has been revealed that there had been the district level planning by DLRF for the orientation of its members including from each VLR for two days. An orientation curriculum has also been crafted with the following contents: (i) what is organization?; why organization?; what is land reform?; why land reform?; why movement/campaign?, and “what does the land enough to feed” mean?, etc. A mandatory rule has been made to document the orientation processes and voices of participants after the orientation (i.e. participants’ voices must come after the orientation). Interestingly, participants must share two-page long learning after the orientation. Those who cannot write are assisted by the frontline activists to share their learning. Land rights bulletins are shared at all levels. Learning centers established under VLRFs have been used for identifying local issues for advocacy through extensive discussions and devising the strategies for resolving them. For instance, it was shared by the DLRF in Mahottari districts that discussions on issues are held once a week at the community level. To the extent possible, the local issues are solved locally (i.e. at the VDC level). During the discussions, emphasis is also laid on the role of state vis-à-vis land/tenancy rights. If local issues are not solved locally, there is monthly review of issues at district level where opinions are exchanged for learning and at times, these are shared even at the national level.

There has been the practice of documenting the land rights violation cases which needs to be continued in the upcoming fiscal year. But there have been the concerns about the lack of use of the findings of such case studies (because field level actions are performed as per the plan and hence, there is no focus on these cases). There is also the lack of policy provision for the rehabilitation of the land-poor people and women whose land rights have been violated.

### **Output 5: New land policies introduced guaranteeing women and men equal rights to own land**

With a view to guaranteeing women and men equal rights to own land, the government of Nepal issued the policy directive for the implementation of the joint ownership certificates in the budget speech of 2011/12. It has directed that that joint ownership certificates for the land originally registered in the names of the husbands can be prepared by paying Rs. 100 (\$ 1.20). Until now, there is no satisfactory achievement of targets on the whole. For instance, of the three targets set under this output, 67 percent achievement has been made vis-à-vis the activity to hold dialogue with the government and pressurize it to implement policy and program on women's access to land. There has been only 26 percent achievement in organizing exposure and learning visits and finally, holding regional woman leaders and activists remains to be materialized (see Annex Table 1). During the last nine months, a total of 97 households have made land ownership certificates with the names of the couples. The amount of land under the joint ownership has been calculated to be 36.504 hectares. This campaign has, indeed, begun to contribute to women's social and livelihood security by empowering them economically. It has been revealed at the community level interaction that this initiative has also the potential of reducing the domestic violence—a function of access to and control over land, a principal resource in the predominantly rural area with feudal social structure.

Given the fact that this campaign for joint ownership is new initiative for woman's greater empowerment and livelihood security at the national level, each DLRF has now formulated a campaign plan for getting it implemented . It has also been learned from CSRC that the issue of joint land ownership has also been subsumed in the ToR of the Landless Problem Solving Commission with the objective of getting it implemented on wider scale. It has been learned from informants of DLRFs and VLRFs that institutional level efforts are underway for raising awareness among local people on women's rights to land. People are organized and trained on how to ensure the women's rights.

Field observations at the community level have given the impression that the land rights campaign is also getting institutionalized as a mechanism to tackle the vestiges of age-old gender discriminations. The campaign brings people of all social categories and cultural orientations together, and engages them in action as a collective force in which there is no hierarchy and division. Instead, there is a conscious effort of CSRC and NLRF to ensure land entitlement to as much women as possible so that women deprived historically of the ownership of resources are no more treated as a male-dependent being. In Sindhupalchok and Mahottari visited by the review team, the drive for 'joint land ownership' is found to get momentum. It is seen to give both "security" and "recognition" to the women involved. The men proudly point to the cases of joint ownership as their efforts to create a just and equal society. However, more concerted institutional efforts are to be made by CSRC/NLRF, in collaboration with the partner NGOs of

strategic partners, to increase the number of the women recipients of joint land ownership certificates in the upcoming fiscal year.

## **2.2 Strengths, Weaknesses and Challenges vis-à-vis Program Implementation**

### **Strengths**

- (i) The leadership of the NLRF by the rights holders themselves for the land rights movement/ campaign has been its major strength and as a corollary of it, no one has dared, like in the past, to call it a “NGO” movement/campaign (i.e there is the general understanding among people that NGO-based campaigns have low reputation because they are externally-induced through the provisioning of abundant financial resources and will disappear once the funding gets stopped).
- (ii) The creation of ‘movement fund’ by the contribution of rights holders themselves as per their financial capacity and mobilization of local commodity resources called “*Muthi Chamal Sankalan*”, in local parlance (meaning the collection of handful of rice, pulse, vegetables, etc) for the district and national level movements have laid the foundation for sustainability. There is higher level of cost effectiveness once rights holders have begun mobilizing their own resources. Succinctly put, movement does not get stopped on the pretext of lack of financial resources.
- (iii) The whole movement/campaign has initiated an institutional culture of maintaining micro-macro linkage. For instance, the specific issues encountered in the actual field situation vis-à-vis tenancy rights, land tenure, and landlessness are brought at the table of policy people at the ministry/department and these policy/program people are also brought to the field for deepening their understanding on these issues with empirical evidences.
- (iv) The strong relationship with the government officials has also helped bring many policy and practical changes on the issues of land rights.
- (v) The gradual construction of own offices/land homes by the DLRFs and VLRFs has also been leading the movement/campaign to the sustainability.
- (vi) There has been the institutional culture at CSRC/NLRF to institutionalize the “evidence-based advocacy campaign/movement”. Put in other words, activists do not begin launching advocacy campaign/movement without gathering enough empirical evidences to buttress their causes/issues.
- (vii) The organization-building of rights-holders at community and district levels, the enhanced capacity of frontline activists and expansion of the NLRF’s relationship with the media have been the principal factors in catalyzing the land rights campaign/movement at local, district and national level.

- (viii) Establishment of women's rights through awareness-building on land is also equally important strength.
- (ix) Once local organizations are institutionally strengthened through capacity building on the legal dimension of land-related issues, they have the potential of challenging and defeating the powerful public land grabbers legally also and working for the interests of landless farmers.
- (x) Capacity-building process has enabled landless /tenant farmers to speak for their interests, which they consider the greatest asset they have had from the land-rights movement/campaign.
- (xi) Collaborating partners of SPs(as in the case of LWF) found the land rights movement/campaign of CSRC/NLRF as an effective tool in addressing the structural root causes of inequalities in their constituencies and working for women's economic security (with the realization and acceptance of the fact that "land is an issue of human rights). They have now the impression that they are being "recharged" with the approach of CSRC/NLRF in their organizational activities germane to human rights.
- (xii) The strength of Community Land Reform Practice in the *Terai* districts has been the support to the land-poor people for using the public waste land productively for their employment and consequent poverty reduction. Therefore, interested people from different NGOs/INGOs and government agriculture development offices have begun to visit the sites for learning purposes and some organizations are even willing to lend the helping hand.
- (xiii) The institutional culture of practicing 'scenario planning' has helped CSRC to revise its annual plan and budget as per the changing situation. Similarly, the in-built mechanism of 'social audit' has helped to maintain transparency of its annual budgets and expenditures among its stakeholders.
- (xiv) Even the political parties and their sister organizations expect CSRC to take the lead in the discussion on the issues of tenancy/landlessness at the national level including their incorporation in the upcoming constitution (if ever drafted).
- (xv) VLRFs, with the facilitation support of DLRFs, have begun to approach different line agencies like District Agriculture Development Office (DADO) and VDCs to access the resources (viz., seeds, technical support, training to the farmers, and VDC block grant for poor/vulnerable and socially excluded people and agricultural development in their area). They have also begun to maintain the good relationship with the political parties and thus, have secured the 'sympathy' and 'support' for beginning community land reform practice in the public land for which VDC approval is imperative (However, a lot remains to be done in supporting VLRFs to link them to these resourceful organizations).

## **Weaknesses**

- (i) The number of committed members in the VLRFs and DLRFs is still smaller than that of the non-committed members (the latter can be called the ceremonial members). In other words, there is no qualitative growth of members in the executive committees of DLRFs and VLRFs (For instance, there is the increasing trend to be elected to the district forum of Mahottari district but subsequently, there is little or no contribution; there is also problem of fulfillment of commitment; members also have serious economic problem for their survival, etc).
- (ii) As planned and expected, efforts by the NLRF/DLRFs/VLRFs/CSRC for establishing the relationship with the political parties at the district level have not been intensified.
- (iii) The serious weakness of the overall movement/campaign has been the CSRC's institutional inability to document what has been done and achieved so far in the most professional way and share with the larger academic, policy and professional audiences/communities.
- (iv) Both CSRC and NLRF have failed to sensitize the peasant associations, the sister organizations of the major political parties on the issues related to agrarian reforms/tenancy/landlessness.
- (v) There has been no serious institutional effort by both CSRC and NLRF to study and monitor whether the government has been working as per its plan on the regime of land rights.
- (vi) There is lack of the institutional system to conduct the separate periodic evaluations of the works of CSRC, NLRF's regional campaign, and works of collaborating partners.

## **Challenges**

- (i) Political instability/transition has been serious challenge. The frequent change of the government and its ramifications on the change of the senior government officials have negatively impacted on the overall achievement of the campaigns ( because once the minister and government officials understand the land rights issues, then there is change of the government and its officials and again CSRC/NLRF have to begin making them understand on the same issues).
- (ii) The activists of NLRF have also found the "double standard" of major political parties. For instance, they have the experience of concluding the written agreements on the land rights issues with political parties thrice at the national level but the latter have failed to materialize them—a function of lack of seriousness to fulfill their commitments.
- (iii) There is also the internal challenge within the organizations of CSRC and NLRF, that is, they have failed to maintain the records of their works/achievements in the most professional way.

- (iv) Land right is very much politicized in Nepal. Albeit the land rights movement/campaign has expanded to 50 districts, the insufficiency of trained human resource in CSRC/NLRF to facilitate the campaign properly has been a serious challenge.
- (v) In isolated case, the misunderstanding between the officials of executive committee of DLRF and regional resource organization has also been an impediment for accelerating the advocacy campaign/movement for land rights in an undivided way in front of powerful adversaries, that is, traditional landed elites (This was more pronounced in the case of Saptari district).

## 2.3 Good Practices and Learning Points

### Good Practice

- (i) The continuous construction of the *Bhumi Ghars* (land homes) of the VLRFs and DLRFs by mobilizing their own financial resources, contributing their own labor and taking support from the local government offices (VDCs/DDCs) and other agencies has been a good practice (For instance, seven DLRFs have constructed and three more are constructing and in the case of Bardiya district alone, of the 71 VLRFs, 31 have their land homes).
- (ii) Establishment of 'Movement Fund' by the contribution of rights holders themselves and their initiation of the institutional culture of "*Muthi Chamal Sankalan*" have laid the foundation for the indigenization and sustainability of the land rights campaign.
- (iii) Writing letters by the frontline activists to the ex-Members of the Parliament (MPs) of their respective constituencies on their 'land right issues' and holding telephonic conversations with them on the same has also been good practice because the whole process has made the MPs aware of the actual issues of poor people and alerted them to voice for them.
- (iv) Continuation of the encampment for learning the land rights issues (by arranging foodstuff and other logistics locally) has indeed helped considerably to build the capacity of the rights holders on their mundane woes/issues related to land.
- (v) Initiative of taking the financial resources from the VDCs by the organizations of rights holders to be allocated to the poor and socially excluded people has also been a new good practice (the organized rights holders have now been successful in sending their representatives to the VDC council for claiming the stake in the financial resources to be allocated for the poor and socially excluded people from the annual VDC block grants).
- (vi) Maintaining the relation with the international community by the NLRF for the international recognition of the issues of land rights movement/campaign has also been a

good practice (Note: NLRF has recently got the membership of international farmers' network, that is, membership of Asian Farmers' Association).

- (vii) As said in the preceding section, Community Land Reform Practice has been the good practice in the *Terai* district for using the public wasteland productively for employment and consequent poverty reduction. Interested people from different NGOs/INGOs and government agriculture development offices have visited the sites for learning. Some organizations are even willing to lend the helping hand.

### **Learning Points**

- (i) It has been learned that advocacy campaign on different issues such as on tenancy, landlessness, *Guthi* land tenure and *Haruwas/Haliyas* (bonded plough-men) cannot be done simultaneously in a district. Better outputs can be produced if one campaign is launched for one issue at a time.
- (ii) There has been the institutional culture of sharing the yearly planning of DLRF (with the modicum of budget ranging from Rs. 200,000 to Rs.500,000 (\$ 2,439 to \$ 6,097.6 for a year) to the DDCs/VDCs, district administration, etc. This created a positive impression among these agencies on the massive scale of advocacy works with limited amount of the budget supports. As a result, DLRFs have begun receiving financial support from these local agencies to support the campaign activities—a function of transparent activities.
- (iii) Mobilizing the experts from outside with knowledge from the relevant field for advocacy discussions has the potential of bearing the fruit because they can analyze the issues convincingly and authoritatively.
- (iv) There is the need to develop the understanding among members of NLRF on issues such as climate change, food security, and improved agriculture because these issues have started to be often discussed among the coalitional partners (There has been the realization among NLRF members that understanding on land rights alone cannot help to lead the campaign/movement effectively these days without the proper understanding of interrelated variables as specified above).
- (v) Intensification of land rights campaign/movement is possible only if it is linked to livelihood issues. For instance, groups with cooperatives and fishery are ahead of others in making their local campaigns/movements more effective due to their enhanced income (because land-poor people feel encouraged with the improvement of their livelihood which is triggered by the campaign/movement).
- (vi) Organizing smaller group of frontline activists for the national level campaign is more manageable at the central level (i.e inviting one male and one female activist from each district with all the logistic supports this year for launching the campaign was not a burden from the point of view of management than last year when there were 1100--1000 females and 100 males- and management was a herculean task).

- (vii) The degree of oppression gets reduced along with the enhanced consciousness among the members of oppressed category (i.e the group of landless and tenant farmers). For instance, eviction of the landless farmers from the occupied public land and tenants from tenanted land has been checked considerably only with the support of conscious members of organizations/forums.
- (viii) Events of injustice multiply in the absence of peoples' organizations at the local level.
- (ix) Land rights-related issues can be solved effectively if collaborative efforts are made among local political parties, civil societies and land rights forums.
- (x) Land rights campaigns can only be strengthened if the members of the VLRFs and DLRFs are made aware of legal provisions related to land rights/tenancy rights and exchange of opinions between activists strengthens the movement.
- (xi) The interactive discussion between the oppressor and oppressed also helps to bear the fruit vis-à-vis land rights issues.
- (xii) The community land reform practice has helped to begin to use the public wasteland for productive purposes for employment creation and poverty reduction which was neither thought nor practiced regularly in the past.

## 2.4 Priorities Made in the Light of Changing Context

Generally, CSRC has made the priorities of its advocacy campaign activities in the light of changing context. For instance, the NLRF has been supported by CSRC a few days ago to undertake the national campaign in Kathmandu with the key theme **“Promulgate Constitution: Implement Land Reform”**. The campaign made the interactions with the responsible officials of the major national and regional political parties possible, which were primarily done with a view to reminding them to be heedful to their issues of land rights/scientific land reform to incorporate them in the upcoming constitution (also see in the analysis of output 1). This was, indeed, a timely planned event. Summarily speaking, the major priorities accorded in the 2011/12 fiscal year for the rights holders comprised: (i) NLRF strengthening; (ii) special orientation to all frontline leaders; (iii) forming and strengthening DLRFs; (iv) capacity building of NLRF and DLRF staff and activists in the areas of advocacy, paralegal skills, and networking and alliance building; (v) mainstreaming action-reflection-action model of popular education (through the support of activists, formation of agricultural co-operatives, and facilitation of REFLECT circles), and (vi) context mapping. The overall emphasis has been on the institutional development of the rights holders to intensify the local, district and national level land rights campaigns in 50 districts by working collaboratively with civil society organizations, political parties, local governments (VDCs, municipalities and DDCs), strategic partners and their collaborating NGOs, and policy and program people at the concerned Ministry and Department. With the policy directive on joint ownership certificate of land at hand, activities were also prioritized to hold dialogue and pressurize to the government to implement policy and program on women's access to land.

It has also been revealed that there has been the institutional culture of CSRC for conducting the scenario planning by considering the rapidly changing socio-political context to plan its output activities and work accordingly. For instance, scenario planning has helped CSRC to revise its annual plan and budget (once there is the deficit) through consensus with the strategic partners. Last year, government was asked to publish the reports of HLLRCs and now CSRC has begun pressurizing the government to implement the **action plan** prepared for land reform.

## 2.5 Organizational Development of CSRC

During the last nine months, a number of efforts were made for the organizational development of CSRC. Staff participated in the trainings and workshops both at national and international levels, all of which contributed to developing their capacity in one way or another. The Executive Director participated in and presented a paper at “Land Food Workshop” held on 22-24 August, 2011 organized by FAO. He also presented a paper on “Land Rights Issues and Possible Action on Land Reform in Nepal” in a workshop in Chiang Mai, Thailand, organized by Global Campaign on Agrarian Reform on 9-11 November, 2011. This presentation was instrumental in establishing the relationship with Land Rights Action Network and Focus GlobalSouth and La Via Campesina. The Program Manager participated in the Regional Consultation on Development and Human Rights held on 11-19 August, 2011 organized by Asia Forum. He also participated in the Asia level workshop on “Hot Issues Confronting Asian Farmers: Land, Unstable Food Prices and Financing for Adaptation to Climate Change”, organized by Farmers Nature Net in co-operation with Asian Farmers Association, Cambodia, on 12-15 November, 2011. The Administrative and Finance Coordinator participated in consultation workshop on “Policies, Program, and Budget in Agriculture Sector: Food Security and Its Implementation Status” held on the 4<sup>th</sup> of September, 2011 in Kathmandu. Monitoring and Documentation Officer participated in second sub-regional workshop on “Human Rights in South Asia” held on 25-26 July, 2011 in Kathmandu. She also attended the project induction workshop on “Strengthening the Role of Non-state Actors in Climate Policy Formulation in South Asia and Enhancing their Capacities to Influence Global Climate Change Negotiations” organized on September 16, 2011 by Oxfam. The Regional Program Officer participated in a training on “Understanding Community Forest Carbon Inventory and Monitoring: Sharing Knowledge and Skills” held on 17-27, July, 2011 in the Philippines organized by Philippine Association for Intercultural Development. The Chairperson of Executive Committee of CSRC also made a learning visit to the Philippines through the interaction with the government officials and civil society organizations vis-à-vis land rights and land reform.

With respect to **addressing institutional capacity building needs**, there is an institutional culture of annual performance review at CSRC. During the review, staff members have to specify the type of trainings they need and the area of their interest. Last year, the popular education training was given by CSRC senior staff members themselves with foci on PRA tools, power analysis and monitoring. Finance officers of strategic partners and auditors of CSRC trained the CSRC staff members on auditing system. At times, staff members are also sent to the trainings organized by the supporting organizations. Review and reflection process also helps in building the capacity of the staff members. Additionally, the exposure visit to foreign countries has also helped to build their capacities.

It is also equally important to look at the **expanding and consolidating the membership base of CSRC**. Obvious is the fact that CSRC has to expand its **constituency** in the country, that is, the advocacy campaign/movement is to be intensified throughout the country by its relatively small organizational strength. For instance, at the moment, CSRC has only 30 members and has a dream of increasing up to 35 which is the upper limit of membership (through the inclusion of quality people). There is the awareness of the fact among the senior CSRC officials that only by increasing the number of the organizations, its constituency cannot be developed. In other words, they are careful of the potential dangers of the bigger organization also.

CSRC has its own procedures related to **financial management and other accountability mechanisms**. It has strengthened its own **internal accountability mechanisms** by organizing the annual social audit and making it public among the concerned stakeholders. This culture of organizing the social audit has also reached the district chapter of NLR. CSRC is basically guided by internal financial policy and has followed the internal audit system twice a year. Besides this, staff members are required to write their individual reports as per their plans. Otherwise, they would be deprived of getting their remuneration paid. There is a weekly meeting on Sunday and during which the past week is reviewed and plan is prepared for the next week. There is also the quarterly review of the past and plans are made for the next quarterly. There is also the annual performance review. Every Friday, news and program progress updates from the districts are disseminated through emails. There are similar 'monthly updates' for dissemination and regular publications of '*Bhoomi Adhikar*' (Land Rights), a magazine and '*Land First*, (a journal). There is full authority delegation to the officers of both the program and finance sections.

In the case of NLR also and its district and village chapters, there was also the focus on their institutional development as indicated in the preceding section. Therefore, the overall governance system is also characterized by democratic culture with focus on transparency and accountability. For instance, it was observed at the DLR office of Mahottari district that the executive committee has pasted the copies of annual budget and its expenditure on the wall of the office so that any member can see and question if necessary. Decisions are made in a participatory way. Put in other words, decisions are made collectively. Nothing is imposed on the members by the leaders. People's organizations are very inclusive in their compositions at district and village levels.

## **2.6 Analysis of Cost Effectiveness**

An effort has scrupulously been made to analyze the cost effectiveness by making a comparison of the percentage of budget allocated to program and management cost to percentage of actual expenditure on these headings and completion of targeted outputs within the budgeted limits of the last nine months of the fiscal year. And the institutional initiatives can be labeled as cost effective provided the percentage of actual expenditure is within the percentage range allocated in the budget and the target outputs are found to be realized within the limits of budget set. Granted this postulated base for the analysis of cost effectiveness, overall achievement, leaving output 5 aside, is laudable. More specifically, the achievement of output 1 is more than 100 percent. Similarly, the achievement of output 4 is also 100 percent followed by 95 percent for output 2. On the whole, the degree of utilization of allocated budget for program has been

calculated to be 82.16 percent (which seems to be higher than that of last year, that is, 72.41% until the end of third quarter) and targeted outputs are within the budgetary (see Table 1). However, there have been fewer activities implemented under output 5 during the period of last nine months and these can be realized in the next three months provided realistic plans are implemented by CSRC with unflinching commitments. The contribution to ‘movement fund’ and collection of foodstuff commodities by the rights holders for the campaigns/movements of all levels (see preceding section on achievement) has also been a significant factor to be duly considered for the cost effectiveness of the campaign.

**Table 1: Budget and Expenses by Outputs and Cost Heads**

Output	Budget of 9 Months	% of Budget	Expenses of 9 Months	% of Expenditure	Degree of Utilization %	Achievement, as perAWAB(%)
Output 1	12,386,822	53.67	10,620,628	56.00	85.75	Over 100%
Output 2	3,561,814	15.43	2,768,225	14.60	77.72	95%
Output 3						
Output 4	6,475,104	28.06	5,516,559	29.10	85.20	100%
Output 5	655,400	2.84	56,379	0.30	8.61	10%
<b>Total Program Cost</b>	<b>,23,079,140</b>	<b>100</b>	<b>18,961,791</b>	<b>100</b>	<b>82.16</b>	
Staff Costs ( Salary, benefits and travel)	3,950,292	79.55	3,918,411	78.91	99.20	
Office Running Cost	876,562	17.65	941,353	18.96	107.40	
M&E and Audit Cost	75,000	1.50	75,000	1.50	100	
Capital Cost	64,139	1.30	31,145	0.63	48.56	
Total Office Cost	<b>4,965,993</b>	<b>100</b>	<b>4,965,909</b>	<b>100</b>	<b>100</b>	
Total Cost	<b>28,045,133</b>	<b>100</b>	<b>23,927,700</b>	<b>100</b>	<b>85.32</b>	

Analysis of financial data on disbursement of funds shows that planned and actual disbursements were made by the donors, barring an exception to LWF, during the first quarter in line with the expected amount and time-frame. SDC and CCO/CIDA did not have the plan for disbursement. During the second quarter also, the major donors (DanidaHUGOU, AAN, and Care Nepal) disbursed the expected amount on time. LWF also disbursed its amount during this quarter, which was less than initially expected. SDC did not disburse any amount despite the expectation. During the third quarter, Care Nepal did not disburse the expected amount but SDC, albeit belatedly, disbursed the amount delayed during the second quarter. LWF also made significantly higher disbursement during this quarter. CCO/CIDA did not have any plan of disbursement during this quarter (see Table 2). During the third quarter, SDC also contributed to the land and agrarian rights campaign through DanidaHUGOU.

**Table 2: Disbursement of Funds: Plan vs. Actual**

<b>Planned Disbursement in First Quarter in F/Y 2011/12</b>				
<b>Name of Donor</b>	<b>Amount Expected as per AWAB</b>	<b>Amount Received</b>	<b>Date Expected</b>	<b>Date Received</b>
DanidaHUGOU	10,050,000	10,050,000	August 2011	23/08/2011 & 12/10/2011
ActionAid Nepal	1,900,000	1,900,000	August 2011	10/08/2011 & 18/08/2011
Care Nepal	625,000	625,000	August 2011	15/08/2011
Oxfam GB	500,000	500,000	July 2011	20/07/2011
LWF	250,000	0	September 2011	Received on second quarter
SDC	0	0	No Plan & Disbursement	
CCO/CIDA	0	0	No Plan & Disbursement	
<b>Sub-total</b>	<b>13,325,000</b>	<b>13,075,000</b>		
<b>Planned Disbursement in Second Quarter in F/Y 2011/12</b>				
<b>Name of Donor</b>	<b>Amount Expected as per AWAB</b>	<b>Amount Received</b>	<b>Date Expected</b>	<b>Date Received</b>
DanidaHUGOU	0	0		
ActionAid Nepal	1,900,000	1,900,000	Nov, Dec 2011	14/11/2011 & 05/01/2012
Care Nepal	625,000	625,000	November 2011	11/11/2011
Oxfam GB	0	25,980	No plan	05/12/2011
LWF	250,000	201,172	October	31/10/2011 & 11/01/2012
SDC	4,000,000	0	No Disbursement	
CCO/CIDA	0	0	No Plan & Disbursement	
<b>Sub-total</b>	<b>6,775,000</b>	<b>2,752,152</b>		
<b>Planned Disbursement in Third Quarter in F/Y 2011/12</b>				
<b>Name of Donor</b>	<b>Amount Expected as per AWAB</b>	<b>Amount Received</b>	<b>Date Expected</b>	<b>Date Received</b>
DanidaHUGOU	10,050,000	10,050,000	February 2012	03/02/2012 & 17/02/2012
ActionAid Nepal	3,250,000	3,250,000	February 2012	29/02/2012
Care Nepal	500,000	0		
Oxfam GB	0	77,860	No Plan	02/04/2012
LWF	272,394	625,828	March 2012	03/04/2012
SDC	4,000,000	4,000,000	March 2012	06/04/2012
CCO/CIDA	0	0	No Plan & Disbursement	
<b>Sub-total</b>	<b>18,072,394</b>	<b>18,003,688</b>		

There is also concern from CSRC that they were compelled for deficit planning at the beginning of this fiscal year. The JAR of last year wrote that the total disbursement in the third quarter fell short by 27 percent. This was likely to impact the completion of activities in the fourth quarter in which CSRC anticipated NPR 1.1 million. This was also likely to grow in this fiscal year, with uncertainty of MS Nepal contribution and higher outlay in terms of salary at the lower levels (whole time activists/local activists) to meet the minimum wage set by the government (JAR Report, 2010/11). During the interaction with finance staff, it has been ascertained that there had been a deficit planning of NPR. 5.1 million for this fiscal year—a function of non-fulfillment of

financial commitment during the previous year. As a result, they have now coped with the situation by postponing the planned activities but they have estimated a deficit of 1.5 million which they want to cover by borrowing from CSRC's internal fund.

It has been learned from the CSRC management team that all activities of movements/advocacy campaigns by Land Rights Forums are performed with low cost because activists live in the villages and eat their own foodstuffs or pay little amount for their foodstuffs. Programs are organized in villages where the most ordinary hotels are located which cannot issue the value added tax (VAT) bills. Hand-written bills are issued by them. Generally, ordinary village bills are not recognized by the auditors and this has created a problem for the CSRC/NLRF in getting the accounts audited. Often there have been quarrels with the auditors regarding the nature of such bills. There is a need for the reorientation of the auditors on the nature of advocacy campaigns/movements in the villages and districts and the lack of option for accepting the ordinary bills issued. In other words, auditors who audit the CSRC's accounts should also have their orientation on rights-based approach where flexibility is necessary to develop strategies as per the unfolding situation.

## 2.7 Review of Strategic and Operational Plan

Except the output 3, StOP prepared three years ago is relevant and valid because people's organizations (POs) are being sufficiently strengthened, rights-holders are being empowered and social movement/campaign is going on like the previous year. Learning is generated from ground level actions and practices and is disseminated at all levels. Now the policy alternative is to work with the government on the issues of land rights. There is also the alternative view that output 3 can be merged with output 2 and different activities that CSRC thinks as necessary to be completed can be specified under it.

## 2.8 Follow-up on Recommendations of Last Joint Annual Review

The JAR team has found that almost all the recommendations made last year have been implemented by CSRC. The status of the implementation of recommendations is presented beneath in the tabular form.

**Table 3: Current Status of the Implementation of Recommendations Made Last Year**

S.N	Recommendations	Status
01	Institutionalization of NLRFB starting from the community level should be given priority on the following:	
	(i) re-identification of community-based groups and distribution of membership and /or renewal of membership	Accomplished
	(ii) orientation to all frontline leaders of community groups	Accomplished
	(iii) setting targets and institutionalizing work plans	Accomplished
	(iv) arranging exposure learning to other groups and community-based agriculture schemes in other areas	Arranged successfully

	(v) POs strengthening manuals to be developed through team work between CSRC and NLRF	Prepared but not printed (plan underway to print with illustrative pictorials)
02	Accordinging priorities to the following:	
	(i) formalizing the creation of an accurate list of actual landless people acceptable to all stakeholders (govt., political parties, and NLRF)	Priority accorded and fully implemented in 25 districts
	(ii) creating pressure on the Landless Commission to work on behalf of landless people	Priority accorded and fully implemented
03	Practicing the concept of “One District One Visible Movement” in 30 districts	Successfully practiced in 35 districts (on issues of sitting tenants, <i>Birta</i> abolition, <i>Guthi</i> land, landlessness, <i>Haruwa</i> , etc)
04	Adopting the coordinated two-pronged approach (of movement and advocacy) at the district, regional and national levels to make public the report of High Level Land Reform Commissions and implement their recommendations by enacting laws	Adopted effectively and its objective fully achieved
05	Enhancing the livelihood of rights holders’ replicable initiatives such as agro-based entrepreneurship and promoting community-based farming on a wider scale and linking these initiatives to cooperatives where rights holders have become members	Partially implemented (due to the submission of fewer proposals by the rights holders)
06	Deepening knowledge base and sensitizing popular education centers with priority accorded in finding solutions to community issues	Fully implemented (in 137 centers) as per the spirit of recommendation
07	Holding dialogues with district, regional and national level stakeholders (political party leaders, government officials, CA members, civil society leaders, experts and media people) as a on-going process on a quarterly basis	Mostly implemented as recommended
08	Making position clear by NLRF on land rights and the movement it takes part in through a position paper/document	Prepared its position clear in its “Introductory Booklet”
09	Giving priority by CSRC and NLRF to documenting land rights violation cases and using them to highlight cases of abuses and promoting the land rights of the landless and land poor people	Priority accorded and fully implemented as per recommendation
10	Accordinging priority to collaboration and alliance-building among the SPs’ partner NGOs, resource organizations and CSRC through regular semi-annual review and sharing meeting	Priority accorded but partially succeeded (due to CSRC’s limited human resource)
11	Focusing on dialogue with the government and putting pressure on it for framing a policy/program on women access to land	Fully implemented
12	Making a firm commitment by the strategic partners towards and the extent of their support by:	
	(i) committing through an agreement to extend financial support for the entire strategic period	Committed through an agreement (signed by all)
	(ii) pooling in their concerted effort for policy advocacy and lending strategic support to the lands rights movement	Generally supportive
	(iii) harmonizing disbursements and funding commitments with the national calendar	Firm commitment and support for harmonization and funding as per the national calendar but there are occasional delays and complaints on harmonization

## 2.9 Strengths and Weaknesses of the Strategic Partnership

“Strategic partnership” is strategic in the sense that it has a collective support to a mission of land rights movement/campaign (that intends to empower the poor, vulnerable and socially excluded farmers) with the predictable source of funding for a specified period of time. The concept also came into being because of the negligible effect/impact of the development activities implemented in the past when there was the practice among the donors to distribute the financial/technical resources to a multitude of NGOs/CBOs. It is also the function of the thinking by the donor officials on selecting one promising NGO with relatively long experience of work on one focused area with the anticipation that any support to such a committed organization on long-term basis would definitely create an environment to observe the tangible effects/impacts. The principal strengths of the strategic partnership include: (i) reduction of the reporting time; (ii) easiness of financial transactions, and (iii) reduction of the management cost. Despite these strengths, there are also problems for the donors. For instance, albeit the financial reporting with DANIDA has no problem (because it accepts the reporting as per the Nepali calendar), there is the problem for AAN, Care Nepal, and Oxfam GB to adjust the financial reporting of CSRC with their institutional financial reporting by following the Gregorian Calendar (which has the difference of 15 days). Similarly, it was agreed on the leeway that CSRC could use the financial resources from the “basket funding” for getting its activities implemented as per its annual plan. But with the lapse of a couple of years, there was demand from strategic partners about the separate financial reporting of activities on which their share of disbursement of financial resource was spent (because it also became a requirement for them from the donors who had given them the resource). As a corollary of it, there emerged a problem for CSRC to produce the desired report for the donors’ individual interest. This is particularly pronounced in the internal audit system of Care Nepal. Therefore, a critical issue to be considered vis-à-vis the strategic partnership is how to generate the consensus among these partners on the emerging problem in course of implementation of program, which are against the agreed rules of “basket funding” under the strategic partnership. Notwithstanding this problem, the whole approach has contributed to enhancing the assertiveness of CSRC in its long-cherished mission.

### 3. CONCLUSIONS AND RECOMMENDATIONS

#### 3.1 Conclusions

Based on the findings of joint annual review, a few conclusions have been drawn and presented beneath.

- On the whole, the relatively high level of achievement of the annual quantitative targets of each output has been indicative of the success of the program for the fiscal year 2011/12—a function of the commitment and hard-work of CSRC staff members, functionaries of the executive committees of NLRF, DLRFs and VLRFs, and regular support of strategic partners and their collaborating NGO partners.
- NLRF's recent success in launching the national campaign in Kathmandu for the land rights with the key theme “Promulgate Constitution: Implement Land Reform” by interacting with representatives of major national and regional political parties and media is the result of the continuous support of CSRC in overall management and co-ordination, capacity building, and mainstreaming the action-reflection-action model of popular education in land rights movement.
- The establishment and continuation of ‘movement fund’ by the rights holders organized in VLRFs and DLRFs, initiation of *Muthi Chamal Sankalan* (collection of handful of rice, pulses and vegetables as needed for village, district and national level campaign), and community level resource mobilization for constructing the *Bhumi Ghars* (community land homes) both at district and village levels have sufficiently shown that the overall land rights movement/campaign has been moving towards the direction of sustainability.
- The land rights movement/campaign has the potential of enhancing women's social and livelihood security by empowering them economically through the joint ownership campaign. Such initiative has also the potential of reducing the domestic violence—a function of access to and control over land, a principal resource in the predominantly rural area with feudal social structure.
- Albeit the establishment of agricultural co-operatives by the rights holders is intended to be for the marketization of their agricultural products, most of the cooperative groups have been working as the savings and credit groups only (a function of the need of their institutional strengthening through orientation and pumping in some required capital for developing the alternative economy). However, their role in helping themselves to be relatively free from exorbitant interest rates of the local money lenders has been laudable. The success of land rights movement can be higher provided it is linked with livelihood opportunities (as it is being done at grassroots level).
- On the one hand, the strength of people's organizations has been instrumental for warding off the eviction (by the officials of forest department and district administration as well as the traditional landed elites) of landless farmers from the public land settled by them. On the other, it has also contributed to legitimize their provisional settlement by receiving the material and financial support from the local governments (by claiming their representation stake like in the VDC council) and other district level government line agency offices.
- Publication of the HLLRCs' reports, and the recent formulation of action plan by the government for the implementation of scientific land reform and a ‘national land policy’ have also been the consequences of incessant land rights movement/campaign.

- Gaining international recognition by NLRF is also the indicator of success of its effective role in the national land rights movement/campaign for transforming the unequal and inequitable power relationships in the traditional exploitative social structure.
- The institutional system of generating learning from the ground level actions and practices and disseminating the knowledge at all levels has also been instrumental for the intensification of land rights movement because learning centers established have been used for identifying local issues for advocacy through extensive discussions and devising the strategies for resolving them.
- Leadership of the NLRF by the rights holders themselves for the land rights campaign, movement fund, institutional culture of maintaining micro-macro linkage by CSRC, good working relationship of CSRC with the government, beginning of the construction of community and district level *Bhumi Ghars* (land homes) by NLRF's district and local chapters, institutionalization of evidence-based advocacy, and capacity building of NLRF and frontline activists have been the triggers for the commendation of land rights movement/campaign in Nepal and its success.
- CSRC's institutional inability to document what has been done and achieved so far in the most professional way and share with the larger academic, policy and professional audiences/communities has now created both a challenge and an opportunity for getting it done in the upcoming phase of the program.
- Political instability/prolonged transition--a major challenge--has triggered fewer achievements in the governmental sector of commitments/plans vis-à-vis land rights/issues of landlessness than expected by CSRC.
- The participation in the workshops and trainings by CSRC staff has enhanced their capacity to work effectively by discharging their duties and led to the accomplishment of the annual targets set for achieving CSRC mission.
- The institutional initiatives of CSRC for the fiscal year 2011/12 can be labeled as cost effective primarily because the percentage of actual expenditure is within the percentage range allocated in the budget and the target outputs are found to be realized within the limits of budget set.

## 3.2 Recommendations

### Global Planning to be Accepted by Strategic Partners

From a very pragmatic point of view, once the donors have been committed to the very notion of “strategic partnership” (which explicitly subsumes the notion of basket funding under joint multi-donor partnership through a common coordination and management mechanism characterized by one account, one common annual review and reflection and one common annual progress report and financial statement), they have to accept the global planning of CSRC. Institutionally, as per MoU, CSRC develops the global annual plan and budget in June which is endorsed in July. But contrary to the commitment made to “strategic partnership” through formal signing of the agreement, all SPs do not accept the global planning. Indeed, it is really difficult for CSRC to develop specific work plan and budget to a specific strategic donor (when it is natural for CSRC to develop global planning once the financial resources are channelized to basket funding). The intra-organizational problem of audit system (that demands separate financial reporting of activities on which their share of financial resource is spent as demanded by Care internal audit system) has to be resolved internally by the SPs themselves

through their own internal mechanism to reorient the senior staff members of financial administration and their internal auditors.

### **Financial Resource Flow**

In the case of non-harmonious or acrimonious relationship between the regional resource organization and DLRF and little possibility of improving this relationship through CSRC's mediation, CSRC has to rethink to channelize the fund directly to DLRF to support its activities targeted for poor and landless farmers.

### **Capacity-Building Support**

Given the fact that there are more adversaries than friends in the fight for land rights, there is a need to strengthen the NLRF as an organization, particularly at the central level on the **ideological orientation** on power relations, land rights/agricultural rights, and possible activities for the improvement of agriculture. Equally important is the training on food security, climate change and its impact on livelihood (because these are connected to land rights issues), and principles and philosophy of community land reform practices.

There is also the need of organizing more trainings on leadership development to district frontline activists, and financial management training to the secretaries of the central office of NLRF and DLRFs. Likewise, there is the need of additional legal training for the members of DLRF. Earlier, members of DLRF were imparted two-day long legal training. This training has been inadequate. They should also be trained on the basic principles of community land reform so that they can help the rights holders to enhance their understanding.

### **Executive Committee Members' Increased Initiative for Ground Level Learning**

There is the need to increase the activity of the executive committee (EC) members by visiting the field and getting involved in the process for monitoring the work and developing the improved policies by being informed on the ground realities.

### **Need for Senior Management Team to Give More Time for Policy Level Work**

There has also been a request by the staff members of CSRC for the Program Manager to make plans to reduce field visits by entrusting his some responsibilities to other capable staff members within the organization and make more time available for the center to engage and contribute to policy dialogue.

### **Need to Have Balanced Representation of Male and Female in Executive Committee**

CSRC should also make its concerted institutional effort to make 50 percent representation of women members in its EC's composition to position itself as an exemplary organization advocating for the gender equity.

### **Support for the Livelihood Security of Poor and Landless Farmers**

More institutional efforts are to be made with the support CSRC for the professionalization of farming among the members of VLRFs who got their land tenancy certificate by according the priority on agriculture-based entrepreneurship (because SPs have also the suggestions for continuing efforts to link livelihood issues to the movement). Otherwise, there is already a discernible trend of leaving the VLRFs once the land ownership certificate is given by the Land

Revenue Office. While working in this sector, efforts are to be made to underscore on enhancing their needed technical skill and making the services/inputs available as per the geographic location. Additionally, members of VLRf should also be encouraged to have access to the 15 percent agricultural budget of total block grant given to a VDC in a year which they can utilize for their agricultural development including for organic farming.

There is the need to support the livelihood component with additional financial support (to the extent possible) for the landless farmers who have been settled on the public wasteland with the permission of VDC/CFUG and have already made substantial investment for co-operative farming. Investment could be for micro-level irrigation infrastructural development.

At the community level, DLRfs, with the facilitation of NLRf and CSRC, VLRfs are to be linked to the district line agencies for receiving the support for the river control of the land where the landless farmers have begun the cooperative farming and the establishment of their relations with local agricultural centers for the services and trainings. These supports would help the landless farmers to be participative in the land rights campaign continuously through the availability of enhanced income.

CSRC and NLRf should now begin the debate at both sub-national and national level involving the government for taking the ownership of community land reform model by it for up-scaling (for employment and poverty reduction).

#### **Infrastructural Support for NLRf's Sustainability**

For the financial sustainability of the NLRf, there is the need to support it for building a training hall and buying two additional milking cows at its headquarters of Chitwan (there are already two) for the generation of financial resources to sustain the office expenses. The training hall can also be rented-out when not used by NLRf. Support for fencing the land of NLRf is equally important for the security of the office premise and protection of the vegetable farming and garden.

#### **Need of Build Stronger Relationship with Political Parties and their Peasant Sister Organizations**

Given the fact that efforts by the NLRf/ DLRfs/VLRfs/CSRC for establishing the relationship with the political parties at the district level have not been intensified as planned and expected, more concerted institutional efforts are to be made and intensified in the coming year.

Similarly, given the fact that both CSRC and NLRf have failed to sensitize the peasant associations, the sister organizations of the major political parties, on the issues related to tenancy/landlessness/ agrarian reforms. Therefore, more concerted institutional efforts are to be made to increase interactions with them for sensitizing them on these issues.

#### **Planning for Periodic Evaluation and Working with the Government for Implementation of its Action Plan on Regular Basis**

There is a need of developing an institutional system to conduct the separate periodic evaluations of the works of CSRC, NLRf and collaborating partners to learn whether the activities designed

and implemented are on the right direction geared to producing the desired results as per the original program design.

There is a need to make an institutional plan of CSRC for working together with the governments for the implementation of the action plan recently prepared for the land reform and generate learnings that can benefit the needy people.

A serious institutional effort has to be made by both CSRC and NLRF to study and monitor whether the government has been working as per its plan on the regime of land rights.

### **Increased Efforts for Joint Land Ownership Certificate**

Given the fact that the institutional efforts for the joint ownership certificate has just started (with 97 recipients during the last nine months), CSRC, in collaboration with NLRF and collaborating partner NGOs of strategic partners, has to make the concerted institutional efforts to treble the number of recipients in the upcoming fiscal year for enhancing the gender equity in the regime of land.

### **Merging of Output 3 with Output 2**

At the moment, together with non-state stakeholders, there is also the need to engage the government critically in policy alternative (such as on community land reform) and therefore, it has been suggested to merge output 3 with output 2 (because there is very little work to be done under it if output 3 stands alone as was originally envisaged in 2009). Once the two outputs are merged, specific activities to be implemented can be identified and planned for **critical engagement** of non-state stakeholders and government.

### **Need of Institutional Policy for Rehabilitation of Victims of Land Rights Violation**

There has been the practice of documenting the land rights violation cases which needs to be continued in the upcoming fiscal year also and there has to be a policy provision for the rehabilitation of the land-poor people and women whose land rights have been violated (which needs to be immediately translated into the action).

### **Need to Intensify Land Rights Advocacy Campaign/Movement in Existing Working VDCs of 50 Districts rather than to Expand in Other Districts for Developing a Model**

CSRC has expanded its land rights campaign/movement in 50 districts but only a total of 524 VDCs have been covered in these districts and much remains to be done for the institutional strengthening of VLRFs and their sustained efforts for agrarian reforms (subsuming community land reform) and co-operative/collective farming in these VDCs. Therefore, there is the need to intensify the work in the existing working VDCs than to expand the working areas in other districts. What is more important is the intensification of the work/campaign and development of a VDC or clusters of VDCs in each of these 50 districts as model area/s in terms of ensuring rights and agrarian reforms, community farming, etc.

## **3.3 Way Forward**

One critical question to be considered is: **what is the upper limit of the involvement of an NGO for supporting a people's organization?** On the one hand, the relevancy of the question

is to be critically taken into account and on the other hand, the institutional back-up is equally important for a fledgling organization for its very transformation to work sustainably. Prescriptively, there is the need for institutional strengthening of NLRF (including technical back-up as and when needed) for additional period of five years by CSRC as a resource organization for making it more sustainable in leading the social movement for land rights (primarily because their roles have been complementary to each other). Given the fact that NLRF does not have the institutional capacity to write proposals for soliciting fund from potential donors, and managing it effectively, skill enhancement of the NLRF officials and its secretariat on these areas is to be prioritized. Leaving NLRF immediately after 2013 by asking it to be financially self-sustaining without needed institutional strengthening will have adverse effect on the social movement of the rights holders because there has been considerable amount of resource and time investment by CSRC and strategic partners in establishing, strengthening, and activating it as the real organization of rights holders.

Gradually, there is a need for both CSRC and NLRF to sit down together and meticulously chart out the future course of action between them without overlapping their activities after 2013 (a critical assessment is needed on who does what). One suggestion could be that, on the one hand, the total responsibility of leading the land rights movement independently has to be NLRF's role with the institutional strengthening support of CSRC. Succinctly put in other ways, activists of NLRF have to work as the proponents of agrarian reforms who can have their own capacity to struggle for themselves to bring transformation in the traditional inequitable and unequal power relations. All this is, indeed, contingent upon the type of education (i.e broader understanding on the political economy) given to the activists on the land issue by CSRC. On the other hand, CSRC has to work exclusively on developing the community level agrarian reform model (with the explicit assumption that land is a political issue in the context of Nepal which is primarily related to poverty and its perpetuation triggered by inequity in distribution) and working with the government by sharing the model learnings for its up-scaling on a wider scale (potentially, it can work as think-tank on agrarian reform that contributes to social justice, ecological sustainability and governance at the grassroots level).

During the past 18 years, there has been a phenomenal growth of the land rights movement/campaign beginning from two VDCs of Sindpalanchowk district to the expansion of it in 50 districts of the country. Given the fact that CSRC with the support of donor organizations successfully riveted its whole attention on building its own institutional capacity and establishing, strengthening, and activating NLRF as the real organization of rights holders, it has not been able to document the empirical realities from the community, district and national level movement/campaign for **knowledge generation** with a view to developing discourses and disseminating them with the larger audience (i.e academicians, research professionals, and policy people). Non-achievement of this domain can also be attributed to the non-prioritization for the whole 18 years' time span, albeit CSRC is still ahead of many other NGOs in documenting its learnings, and getting them published for sharing among rights holders, collaborating organizations and donors. They are largely informative but what is needed is empirically grounded analytical study that can initiate the development discourses/debates. This is achievable within a time-frame provided "action research and documentation" with focus on land rights movement/campaign, agrarian reform model, alternative economy for the poor, vulnerable and socially excluded, land tenure security, climate change, and food security are also made as

the indispensable component of the ongoing movement/campaign/ and agrarian model experience in the upcoming program of CSRC/NLRF with the support of donors. Research and documentation can be accomplished by using political economy approach through the critical analysis of neo-liberal policy (by a multi-disciplinary team). There have also been the voices from the strategic partners of the need of policy research for advocacy (i.e there is high rate of the success of advocacy if it is carried out based on evidences). In so doing, CSRC can constitute a core team of research professionals/academicians of its own by reviewing its organizational structure or can collaborate with the universities of its choice for implementing the “action research and documentation” component. There have also been the suggestions to have the provision of the upcoming program for using the media in documentation and dissemination of the key learnings from grassroots but CSRF must think carefully whether or not the use of sponsored media adds value to what was done in the past, what is being done at the moment and what will be done in the days to come.

For the next phase of the program after 2013, both CSRC and NLRF have to ponder over the ways/possibilities of “domestic fund-raising” seriously for launching the movement/campaign sustainably (with plans to reduce the dependency syndrome).

Interaction with responsible officials of donor organizations has yielded the impression that there is probability of working together by adopting the “strategic partnership approach” beyond 2013. Albeit strategic partnership cannot be evaluated or judged only on the basis of the generosity for providing significant volume of financial resources (contributions could also be in the technical back-up and at times, their very presence could be instrumental in generating other financial resources—a form of symbolic value/capital), there is a need to think of a minimum ceiling of financial resource contribution for being a SP for the upcoming program phase.

For the upcoming phase, CSRC can also devise a strategy to work on event or issue-based approach with partners, which are not willing and interested to work with it under the “strategic partnership”.

## PROCESS ACTION PLAN

Being based on the recommendations furnished, a process action plan has been developed to be implemented for the upcoming fiscal year (see table below).

**Table 4: CSRC's Process Action for Fiscal Year 2012/13**

Output/Activity	Timing/Deadline	Unit Responsible	Status
<b>Output 1: Rights holders (land-poor, women and men) organized, strengthened, and mobilized to claim and exercise their rights.</b>			
<b>A. Capacity-building Support</b>			
(i) <b>Ideological orientation</b> to members of NLRF at center on power relations, land rights and agricultural rights	To be completed by second quarter	CSRC/NLRF/DLRF	In line with AWAB
(ii) Training to members of NLRF at center on agricultural entrepreneurship, food security, climate change and its impact on livelihood	To be completed by second quarter	CSRC with support of experts	In line with AWAB
(iii) Organizing more training on leadership development to district frontline activists, and financial management training to the secretaries of the central office of NLRF and DLRFs.	To be completed by second quarter	CSRC with support of experts	In line with AWAB
(iv) Need of additional legal training for the members of DLRF vis-à-vis land ownership, tenancy, land rights and principles of community land reform	To be completed by second quarter	CSRC with support of experts	In line with AWAB
<b>B. Support for the Livelihood Security of Poor and Landless Farmers:</b>			
(i) More institutional efforts to be made for the professionalization of farming among the members of VLRFs by giving priority on agriculture-based entrepreneurship as per the geographic location by stressing on enhancing their needed technical skill and making the services and inputs available	To be emphasized throughout the year	NLRF/DLRF/CSRC	Plan to be prepared by selected VLRFs
(ii) Institutional effort by NLRF/DLRF/CSRC to encourage members of VLRF to have access to the 15 percent agricultural budget of total VDC block grant for their agricultural development	To be emphasized throughout the year	CSRC/RO/NLRF	In line with AWAB

<p>(iii) Need to support the livelihood component with additional financial support (to the extent possible) for the landless farmers involved in community land reform for micro-level irrigation infrastructural development.</p> <p>(iv) Additional support of facilitation of NLRF/DLRFs and CSRC to link the VLRFs to the district line agencies for receiving the support for river control to protect the land used for community land reform and the establishment of their relations with local agricultural centers for the services and trainings.</p> <p>(v) CSRC and NLRF should now begin the debate at both sub-national and national level involving the government for taking the ownership of community land reform model by it for up-scaling (for employment and poverty reduction).</p> <p>(vi) There is the need to intensify the land rights campaign and movement works in the existing 524 VDCs of 50 districts than expanding the working areas in other districts for developing a VDC or clusters of VDCs in each of these 50 districts as model area/s in terms of ensuring rights and agrarian reforms, community farming, etc.</p> <p><b>C. Infrastructural Support for the NLRF's Sustainability</b> There is the need of financial support for building a training hall and buying two additional milking cows at NLRF's headquarters of Chitwan for the generation of financial resources to sustain the office expenses.</p>	<p>To be emphasized throughout the year</p>	<p>CSRC/expert organization/people</p> <p>CSRC/RO/NLRF</p> <p>CSRC/RO/NLRF</p> <p>CSRC with the support of donors/strategic partners</p> <p>CSRC with the support of donor organizations</p>	<p>Plan to be prepared by selected VLRFs (with DLRFs help)</p> <p>In line with AWAB</p> <p>In line with AWAB</p> <p>In line with AWAB</p> <p>Plan to be prepared by NLRF with the support CSRC/technical experts for actual estimate</p>
<p><b>Output 2 and 3: Clarity and consensus established, and land reform policy and frameworks suitable to the needs and realities of Nepal developed and implemented as well as critical engagement established with non-state stakeholders and government involved in land and agricultural issues.</b></p> <p><b>A. Merging of Output 3 with Output 2</b> Critical engagement of both government and non-state stakeholders needed</p>	<p>Throughout the year</p>	<p>CSRC/RO/NLRF</p>	<p>In line with AWAB</p>

and in the case of government, there is the need to engage the government critically in policy alternative (such as on community land reform) and therefore, it has been suggested to merge output 3 with output 2 (because there is very little work to be done under it if output 3 stands alone as was originally envisaged in 2009). Once the two outputs are merged, specific activities to be performed can be identified and planned for critical engagement of non-state stakeholders and government.			
<b><i>Output-4 Learning generated from ground level actions and practices and disseminated the knowledge at all levels</i></b> Continuation of the practice of documenting the land rights violation cases and work for the policy provision with government for the rehabilitation of the land-poor people and women whose land rights have been violated	Throughout the year	CSRC	In line with AWAB
<b><i>Output-5 New land policies introduced guaranteeing women and men equal rights to own land</i></b> Intensify concerted institutional efforts by CSRC, in collaboration with NLRF and collaborating partner NGOs of strategic partners, to treble the number of recipients of joint land ownership certificate in the upcoming fiscal year for enhancing the gender equity in the regime of land.	Throughout the year	CSRC/NLRF/ collaborating partner NGOs of strategic partners	In line with AWAB
<b>Miscellaneous</b> (i) Forging consensus among the strategic partners for acceptance of global planning to counter the occasional glitches  (ii) Channelizing the fund directly to DLRF by CSRC to support its activities targeted for poor and landless farmers where the DLRF and regional organization are at loggers head  (iii) Need of developing stronger relationship with political parties and their peasant sister organizations by CSRC/NLRF and its local chapters through sensitization on the issues of land rights/land tenancy/landlessness so that they can play lead role in the days to come  (iv) EC members' increased initiative for ground level learning  (v) Need for senior management team, particularly the Program Manager, to	Consensus to be forged at senior management level by the first quarter  To begin from the first quarter  Throughout the year  At least once a year  Throughout the year	CSRC and strategic partners  CSRC  CSRC/NLRF  EC members themselves Program Manager	Meeting to be planned by CSRC  Specific plan to be made by CSRC  In line with AWAB  Plan to be made EC  Individual plan to be

give more time for policy level work by reducing the volume of fieldwork	Sensitization to be done in the first quarter for developing an understanding among members of general assembly	himself  CSRC senior management	made  Plan to be made for the next election at the end of next year
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## ANNEXES

### Annex 1: Achievements of Results against AWAB 2011/2012

Output and Activity	Target and Achievements of 9 Months				
	Unit	No.of Planned Activities	Completed Activities	%	Remarks
<b>Output 1: Rights holders (land-poor women and men) organized, strengthened and mobilized to claim and exercise their rights</b>					
Overall management and coordination	NC	1	1	100	
Full-time worker (National Secretariat of NLRF)	Person	5	5	100	
Accountant -cum office secretary (NLRF)	Person	1	1	100	
Meeting (National)	Time	3	3	100	
Campaign (result- oriented), national movement for implementation of the action plan.	Time	1	1	100	
NLRF strengthening and renovation	Conference	1	1	100	
Special orientation for all frontline leaders	District	25	25	100	
Forming and strengthening District Land Rights Forums (30 districts)					
Campaign costs for one visible movement	Districts	30	27	90	
Full-time worker (district level)	Person	30	26	87	
NLRF office secretary (district level)	Person	30	26	87	
Extension of DLRF	Districts	23	27	117	
Capacity building of NLRF and DLRF staff and activists in the areas of advocacy, paralegal skills, and networking and alliance building					
Land encampment	Times	54	75	139	
Training and orientation	Times	15	29	193	
Mainstreaming the action-reflection-action model of popular education in land rights movement					
Activist support	Person	97	82	85	
Formation of agricultural cooperatives	Cooperative	13	14	108	
Facilitation of REFLECT circles (Bhumi Sekai Kendra)	Circles	137	137	100	
Context mapping	VDC	3	3		Ongoing
<b>Output 2: Clarity and consensus about land reform established, and land reform policy and frameworks suitable to the needs and realities of Nepal developed and implemented</b>					
Policy dialogue at national level	Times	4	4	100	
Critical engagement with govt.	Throughout	-	-		Regular

Develop viable alternative land reform and management models through action research	VDC	5	5	100	
Media mobilisation (radio programme and others)	Throughout				Regular
Independent campaigners and volunteer mobilization	Person	3	2	67	
Policy dialogue at district and regional level	Times	66	65	98	
Public campaign, demonstrations, rallies & submission of memoranda	Times	14	12	86	
Support to the process of claiming of land rights	Throughout				
Support to process of claiming economic activities	Community	14	9	64	
<b>Output 3: Critical engagement established with non-state stakeholders (such as IMF, World Bank, Asian Development Bank and multinational companies) involved in land and agricultural issues</b>					
Study on land policy of non-state actors (WB, ADB, WTO)					
Training, workshop and sharing session					
<b>Output 4: Learning generated from ground level actions and practices, and knowledge disseminated at all levels</b>					
Establishment of resource centers both at national and sub-national levels					
National level resource center	RC	1	1	100	
Regional & district level resource centres	RO	4	4	100	
Mobilization of alliances (resource organizations) engaged in land rights movement					
Resource Organization Coordinator	Person	4	4	100	
District Coordinators	Person	14	12	86	
Assistant Finance Officers (RCs & ROs)	Person	7	7	100	
Study and findings sharing	Issues	2	-	0	
Publications and dissemination of advocacy materials, periodic reports, journals and bulletins <i>Bhumiadhikar</i> , social audit report and poster	Issue	10	11	110	
Network , alliance building & program review meeting	Times	10	8	80	
General assembly	Time	1	1	100	
Social audit at national level	Times	1	1	100	
Half yearly review and reflection	Times	1	1	100	
Quarterly review & reflection	Places	24	27	112	
Capacity building of RC/ROs staff (Finance training & others)	Times	1	1	100	
<b>Output 5: New land policies introduced guaranteeing women and men equal rights to own land.</b>					
Dialogue and pressurize to the government to implement policy and program on women access to land.	Throughout	3	2	67	
Exposure and learning visits	Person	100	26	26	
Regional conference of women leader and activist.	Places	4	0	0	

## **Annex2: Terms of Reference for Joint Annual Review**

### **ANNUAL REVIEW OF CSRC'S PERFORMANCE IN 2011/2012**

#### **1. Background**

Danida Human Rights and Good Governance Advisory Unit (DanidaHUGOU), ActionAid Nepal (AAN), Canadian Cooperation Office (CCO)/Local Development Facility (LDF), Care Nepal, MS Nepal and Oxfam GB have, through a Memorandum of Understanding dated 27 January 2009, agreed to support the Strategic and Operational Plan (StOP), 2009-2013, of CSRC in a framework of "strategic partnership". The framework involves a multi-donor partnership to jointly fund CSRC through a common co-ordination and management mechanism, which includes, among others, one common bank account, one common annual review and reflection, and one common annual progress report and financial statement.

Based on the StOP, CSRC developed an Annual Work Plan and Budget (AWAB), 2011/12 specifying activities to be implemented this particular year addressing both programme-specific priorities and organisational development needs, as well as annual targets to be achieved through the implementation of the activities.

The Joint Annual Review (JAR), which constitutes an important monitoring mechanism under the strategic partnership, is a review of the performance of CSRC within 2011/12 jointly done by CSRC and participating International Partners. The Review will be based on the activities and annual targets as set out in the AWAB (2011/12). However, the central focus of analysis will be to see whether the performance over the year is geared to contributing significantly to the outputs and objectives established by the StOP.

A team of three members will be constituted for the Review. One of the members will be a nominee of CSRC. Another will be nominated by Strategic Partners. The third member, who will serve as Team Leader, will be an Independent Consultant selected by CSRC and its international strategic partners on a merit-based competition.

#### **2. Objectives**

The Review will have seven general objectives.

- To review the results achieved by CSRC (a) in light of the M & E Framework and AWAB-targets (benchmarks), (b) in terms of cost-effectiveness, and, (c) from the perspective of gender and social inclusion.<sup>1</sup>

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<sup>1</sup> Does the organization have a system to generate disaggregated data? If so how is it leading to inclusivity? Is the Board and staff team inclusive? How are the socially excluded benefitting from the programme implemented by the organization

- To analyse strengths, weaknesses and challenges of the implementation of the activities.
- To analyse the priorities and activities of CSRC in light of the changing context in Nepal (the analysis will be problem-oriented and will also distinguish between external and internal factors affecting the implementation of the activities); and
- To assess the progress of CSRC in terms of (a) development of its constituency, (b) strengthening its internal accountability mechanisms, and (c) addressing institutional capacity building needs and (d) working closely with other partners as part of synergy building.
- *To see if the CSRC campaign has produced any unintended effects, and, if it has, suggest measures to address them*
- *To assess how CSRC has done a scenario planning to respond to the rapidly changing socio-political context*
- To assess efforts to achieve joint action with other civil society organizations on key advocacy issues, both at the national and local level where relevant.
- To review CSRC's StOP which has come mid way through, and suggest if CSRC should pay attention to specific issues to fit the changing socio-political context.
- To review the follow-up of recommendations made by JAR 2009/2010.

### 3. Scope of Work

The scope of work involves the following three-phase tasks.

**a. Preparatory Phase:** The preparatory phase includes (a) start-up meeting amongst the review team, the management of CSRC, and representative/s of international Strategic Partners, (b) review of background documents, (c) initial discussion/interaction with the Management and central team of CSRC, and (d) design and finalisation of field plans and tools for information collection from the field.

The background documents to be reviewed are:

- Strategic and Operational Plan, 2009-13;
- Annual Work Plan and Budget, 2011/12;
- Quarterly Update and Semi-annual Progress Report;
- Review of recommendations from Institutional Capacity Assessment; and
- Report of Joint Annual Review 2010/2011.

**b. Field Visits:** The Review will make field visits to interact with rights-holders (beneficiaries) and related stakeholders at sub-national level vis-à-vis the programme of CSRC. The focus and tentative programme of the field visit will be subject for discussion at the start-up meeting mentioned under 3.a. above.

**c. Data Analysis and Consolidation of Findings:**

This phase includes the analysis of information collected both through 'literature review', stakeholder interviews, and field work. The analysis will basically focus on:

- the extent of the achievement of results

- against the activities and annual targets set out in the AWAB 2011/12,
- in terms of cost-effectiveness (please see *Annex 1*),
- from the perspective of gender and social inclusion,
- from actions initiated to respond to 2010/2011 JAR recommendations, and
- in light of their contribution to StOP-level outputs and objectives;
- strengths, weaknesses and challenges of the implementation of activities at various levels, including key learning points and good practices, if any;
- the priorities and activities of CSRC in light of the changing context in Nepal, including emerging issues that need to be addressed in terms of processes and strategies; and
- organizational development of CSRC in terms of expanding and consolidating its membership base, strengthening process and procedures related to financial management and other accountability mechanisms, and addressing institutional capacity building needs.

**Consolidation of Findings** would include:

- i. the preparation of a draft report addressing each of the issues highlighted above, including a set of recommendations responding to the issues that have emerged;
- ii. sharing the draft report with CSRC and Strategic Partner for comments and feedback; and
- iii. finalization of the report, including an executive summary, after incorporating comments and feedback from CSRC and Strategic Partners.

#### **4. Timeline**

The Review will take place in the month of April or May 2011 (Baisakh 2068). The actual duration for the Review will be 15 working days. The first 12 days will involve the phase-wise tasks as stated under Section 3 (Scope of Work). The remaining 3 days will be for the independent consultant to finalize report incorporating comments received from CSRC and Strategic Partners.

The Independent Consultant will submit the final report within five days after receiving comments to the draft from CSRC and its Strategic Partners.

#### **5. Team Composition and Division of Labour**

The Review team will consist of the following members:

- An Independent Consultant jointly appointed by CSRC and the Strategic Partners;
- A Member appointed by CSRC's Executive Committee; and
- A Member appointed by the Strategic Partners.

The **Independent Consultant** will serve as Team Leader and be responsible for the Review as a whole. The main responsibilities in this respect include:

- the design of data collection tools and collection of data through 'literature review', interactions with community groups (and also other stakeholders, where necessary), and interaction with field staff and management of CSRC;
- analysis of the data;

- consolidation of findings and drawing recommendations;
- preparing a draft report and sharing it with CSRC and Strategic Partners for their comments; and
- submission of final report, including an executive summary, after incorporating comments received from CSRC and Strategic Partners.

The **Members**' responsibilities include:

- Making available documents and giving inputs to field plans for the Independent Consultant;
- participation in initial discussion with CSRC's central team and Management;
- accompanying the Independent Consultant in field visits and field interactions, where necessary;
- contributing with observations and assessments, which the Team Leader may use;
- providing comments and feedback on the draft report prepared by the Independent Consultant on behalf of the organisations they represent; and
- serving as the focal points for the participating organizations with regard to any other requirement as may be necessary in the context of the Review.

## 6. Deliverables of the Review

The deliverables of the Review (from the Independent Consultant) will include:

Process-related deliverable:

- Management of the review process, including planning for field visits and other related activities; and
- Consultations with members of the team and partner organization.
- 

Output-oriented deliverables:

- Draft report outlining responses to all aspects of objectives as outlined in Section 2 of the TOR;
- Verbal presentation of draft report to team members and partner organization (management and board);
- Final report (the final report will be limited to 15 pages, including an executive summary and excluding annexes, as per the suggested outline of contents, *Annex 2*); and
- Presentation of final report, including an executive summary.

## 7. Expertise

The team members, particularly the Independent Consultant, will have an adequate understanding of human rights and the social and political dynamics in Nepal, including (*choose the most relevant areas from the following*: the rights of various social groups and indigenous peoples/community mediation/transitional justice and impunity/constitution making process/post-conflict peace building/and social inclusion and gender). They will also have good knowledge of social campaigns and movements linked to social transformation in general and

human rights protection and promotion in particular. They are also expected to have an adequate organisational understanding (organisational development and capacity building) of civil society organisations, and past experiences of involvement in similar areas of work.

### **Annexes**

Annex 1: Suggested Outline of Contents

Annex 2: Cost Effectiveness Analysis

*Annex I (JAR ToR):*

**Suggested Outline of Contents (Table of Contents) of Annual Review Report**

<b>S. NO.</b>	<b>TITLE/SUBTITLE</b>	<b>PAGE</b>
1.	<b>Abbreviations</b>	0
2.	<b>Executive Summary</b> - Main points drawn from all relevant sections from the body of the report	3
3.	<b>Background and Introduction</b> a. Background of the assignment, including objectives and scope of the work (this may largely draw on the ToR) b. Introduction to the organization reviewed (its short history, staffing, outreach, networking, etc): Attach updated “Organisational Profile” as an Annex c. Main activities, budgets and donors of the organization (refer to the AWAB 2011/12 of the organization) d. Methodology (introduce the methods used to collect, analyze and interpret data) e. Overview of the Report structure	3
4.	<b>Analysis and Findings</b> Present the <i>analysis</i> and <i>findings</i> focusing on: a. achievement of results against targets (AWAB 2011/12) b. strengths, weaknesses and challenges (vis-à-vis programme implementation) c. good practices and learning points d. priorities made in light of the changing context e. organisational development (efforts already initiated as well as those planned to be initiated) f. Cost effective analysis g. Mid Term review of StOP h. Follow up on recommendations of last JAR 2010/11  <i>Refer to “Section C” (Data Analysis and Consolidation of Findings) of the ToR for further reference.</i>	6
5.	<b>Conclusion and Recommendations</b> a. Conclusions (state what the above analysis and findings lead to) b. Recommendations (present a set of recommendations to address issues that need to be addressed; number and rank recommendations according to their importance)	3
6.	<b>Process Action Plan</b> Suggest, in light of observation, analysis, conclusions and recommendations, what actions should be prioritized over the coming months to address the issues (highlight those) that the Review has identified. [For clarity, the Plan should be in a table with 4 columns headed as Activity/Output, Timing/deadline, Unit responsible, Status (Available/to be prepared)]	1

Note: The Report should address all issues and aspects discussed in the ToR. Please use necessary subheadings to present the Report.

**Annexes:**

Annex 1: ToR

Annex 2: List of individuals consulted

Annex 3: List of documents reviewed

Annex 4: Updated Organizational Profile (To be prepared by SP and included in the report)

Annex 5: Follow-up actions taken on recommendations of JAR 2010/11 (To be prepared by SP and included in the report).

*Annex 2(JAR ToR):*

**Cost Effectiveness Analysis**

The analysis of cost effectiveness should be able to assess what the cost has been according to the objectives set and the outcome / impact of the programme. The cost effectiveness analysis should not be confused with cost benefit analysis, where the financial value of the impact has to be assessed and compared to the cost of achieving the impact. The cost effectiveness analysis is an attempt to assess to what extent the outcome/ impact were achieved in the most economical and efficient way.

The typical flow in monitoring a programme is divided into 4 levels of indicators:

1. Input – financial and physical resources committed
2. Output – the intermediate products (services or goods) generated by using the inputs
3. Outcome – The access and use of the products (services or goods) provided
4. Impact – Effect of the services and goods provided on the target group

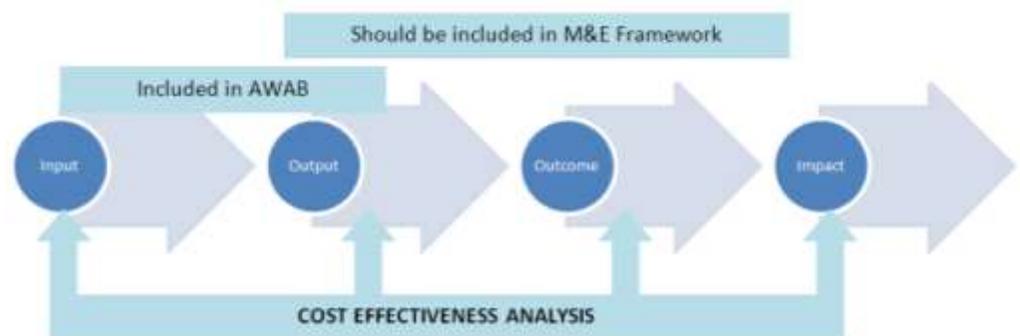
Level 1 and 2 are usually specified in the AWAB of the organisation, and data should be readily available, either from the AWAB or the reporting.

Level 3 should be included in the M&E framework of the organisation, if not directly measurable, then by proxy indicators.

Level 4. Impact is difficult to assess in most instances. It could be captured by the organisational M&E framework, but often the difficulty in attributing the programme impact is difficult as many other factors, which may be out of control of the implementing organisation, influence the final impact. The level of Impact is usually stated in the Strategic Plan of the organisation, therefore the M&E framework should be designed to capture a measure of the Impact, but this would often require an evaluation effort outside the scope of an annual review.

In some AWABs the input is specified both in terms of financial resources and human resources and the inputs are allocated to the achievement of specific output and outcomes. However in other organisations the input in terms of human resources, usually the most important input, is not allocated according to the outputs and outcomes.

This usually manifests itself by a separate staffing budget, not linked to organisational outputs. In order to assess the input it may therefore be necessary to make an analysis of how the human resources were allocated across the organisation to various outputs.



The basic illustration of the cost effectiveness analysis is therefore to compare level 1, the inputs, with level 4, the impact; level 3, the outcome; or level 2, the output. Ideally, the cost effectiveness analysis should investigate the impact compared to input. However, that will usually not be possible in a yearly review, either due to absence of Impact data because the M&E framework does not support it, or because the data is not available. Therefore it is more realistic to scale back the cost effectiveness analysis to comparing inputs with outcomes or to compare inputs with outputs.

If it is not possible for the Joint Annual Review Team to do a cost effectiveness analysis, the reasons should be stated as that would have useful lessons on how to improve the M&E system and/or the AWAB.

Another aspect of the cost effectiveness analysis is to analyse to what extent the financial resources were used as planned and compare it to the achievements of the organisation as stated in the M&E framework. Therefore planned expenditure against actual will be useful to analyse if there are certain areas in the organisation that receives more or less attention than planned in the AWAB.

Typically the analysis could take the form of a table like illustrated below, which is an example only, and based on a typical financial budget structure in a larger national NGO:

<b>Output/Activity</b>	<b>Budget</b>	<b>% of budget</b>	<b>Expenses</b>	<b>% of expenses</b>	<b>Degree of utilization % (*)</b>	<b>Achievement as per AWAB</b>
Output 1	1,000,000	5.8	2,400,000	18.6	240.0	80%
Output 2	10,000,000	57.8	7,000,000	54.3	70.0	20%
Output 3	800,000	4.6	1,500,000	11.6	187.5	75%
Output 4	2,500,000	14.5	500,000	3.9	20.0	5%
Output 5	2,500,000	14.5	1,000,000	7.8	40.0	100%
Output 6	500,000	2.9	480,000	3.7	96.0	110%
<b>Total Programme Cost</b>	<b>17,300,000</b>	<b>100.0</b>	<b>12,880,000</b>	<b>100</b>	<b>74.5</b>	
M&E and Audit Cost	1,000,000	4.6	500,000	2.3	50.0	
Travel cost	1,500,000	6.9	2,000,000	9.1	133.3	
Staff Costs	10,000,000	46.1	11,000,000	49.9	110.0	
Insurance of staff	200,000	0.9	250,000	1.1	125.0	
Office Running Cost	8,000,000	36.9	7,500,000	34.0	93.8	
Capital Cost	1,000,000	4.6	800,000	3.6	80.0	
<b>Total Office Cost</b>	<b>21,700,000</b>	<b>100</b>	<b>22,050,000</b>	<b>100.0</b>	<b>101.6</b>	
<b>Total</b>	<b>39,000,000</b>	<b>100</b>	<b>34,930,000</b>	<b>100</b>	<b>63.2</b>	

(\*) Expended amount as percentage of budgeted amount. This figure will illustrate if the activity is spending according to plan (100%), below plan (less than 100%) or is utilising more than planned (above 100%).

In this way it is easy to assess to what extent the budget has been utilised as planned or whether some areas are underutilised and others are absorbing larger parts of the budget than planned. It should be noted that it is not necessarily a success to fulfil the planned budget exactly. There will

always be fluctuations and some outputs are more easily implementable than others and a high degree of flexibility should be observed. However, large differences between planned activities and actual should be used to discuss with the organisation whether a change of focus should be considered, whether there should be more emphasis on the slower implementing outputs, or whether a specific output has hit an obstacle that needs revision of planning etc.

Merging the financial analysis with the programme achievements will give a more comprehensive picture of the implementation pattern of the organisation. It should be possible to assess the progress according to the indicators and targets in the AWAB. This assessment against the AWAB, as indicated above in the last column, then should be juxtaposed to the organisation's M&E Framework to compare the level of programme achievement, with the spending patterns. If this is not possible, the review team should be able to assess in general terms whether the outputs of the work plan have been implemented: fully, substantially, partially, limited or none. This could then be listed in the last column of the table comparing with the use of financial resources.

In the table above, the most productive outputs are also those which had the highest utilisation rate, except for output 5, where achievement seems to have been achieved at much less cost than anticipated.

### **Annex3: List of Documents Reviewed**

- Strategic and Operational Plan, 2009-13;
- Annual Work Plan and Budget, 2011/12;
- Quarterly Update and Semi-annual Progress Report;
- Review of recommendations from Institutional Capacity Assessment;
- Report of Joint Annual Review 2010/2011;
- CSRC reports and publications.

## **Annex 4: List of People Met and Discussed**

### **List of CSRC Strategic Partners**

1. Murari Siwakoti-DANIDAHUGOU
2. Mukunda Kattel- DANIDAHUGOU
3. Chiranjibi Adhikari- Care Nepal
4. Krishna Pathak-Lutheran World Federation
5. Raj Kumar Bhattari-Lutheran World Federation
6. Bimal Phuyal-Action Aid Nepal
7. Raj Kumar Trikhatri- Action Aid Nepal
8. Mona Sherpa- Action Aid Nepal

### **List of People Met at CSRC**

1. Jagat Basnet-CSRC
2. Jagat Deuja-CSRC
3. Puskar Acharya-CSRC
4. Geeta Pandit-CSRC
5. Jyoti Baidiya-CSRC
6. Sarita Luital-CSRC
7. Ramji Dhakal-CSRC

### **List of People Met at NLRF**

1. Som Prasad Bhandari-NLRF
2. Lyam Bhadur Darjee- NLRF
3. Saraswoti Subba- NLRF

## **List of Rights Holders who Participated in Focus Group Discussions at Community Level**

### **Mahattori District**

#### **a. Bardibas- District Land Rights Forum**

1. Faudasingh Syangba- Chairperson
2. Raj Kumar Basnet- Secretary
3. Madan Kumar Changol- Member
4. Ganesh Baral- Member
5. Shree Dev Chaudhari-Member
6. Anita Thapa-Member
7. Gyanu Maghi-Member
8. Sumitra Subedi-Member
9. Sarita Basnet-Member
10. Khem Maya Giri- Member
11. Amar B. Karki-Member

#### **b. Laxmaniya VDC-Ward 1-: Kopila Land Rights Forum**

1. Bijaya Lal Sah— Landless Farmer
2. Suraj Sada- Landless Farmer

3. Saku Sada- Land Farmer
4. Pabitri Devi Sada- Land Farmer
5. Surya Narayan Mahato- Local representative of Unified Maoist-CPN
6. Laxmi Mahato- Local representative of UML
7. Surya Narayan Sah- Junior Technician of Gausala Agri- Centre
8. Mithula Thapa- Landless Farmer
9. Phulo Rana- Landless Farmer
10. Arati Khulal- Landless Farmer
11. Prem Kumari Singh Danuwar- Landless Farmer
12. Pabitri Devi Sada- Landless Farmer
13. Lalita Thapa- Landless Farmer
14. Rita Pulami- Landless Farmer
15. Amar B. Pulami- Landless Farmer

**c. Charghare Land Rights Forum: Kisan Nagar VDC- 9**

1. Shova Kalikota- Member
2. Jauka Thapa Magar- Member

**Saptari District**

**a. Chandra Surya Land Rights Forum- Hardiya VDC, Vedia 1**

1. Hebal Devi Sada- Leader/Chairman
2. Bihari Sada- Member
3. Banhu Sada- Member
4. Rajan Tiwari- Member
5. Ves Nath Dahal- Member
6. Sangita Pariwar- Member
7. Vikan Devi Sada- Member
8. Kopila Magar- Member
9. Dev Narayan Yadav- Member
10. Agahaniya Sada- Member
11. Sudan Sada- Member
11. Nadthi Devi Sada- Member
12. Laxmi Sada- Member

**b. Bisanriya Land Rights Forum- Daulatpur-5**

1. Sri Lal Mandal- Member
2. Hari Sada- Member
3. Chandra Shree Sada- Member
4. Raslal Sada- Member
5. Bijaya Kumar Mandal- Member
6. Fuka La Sada- Member
7. Rati Lal Sada- Member
8. Sano Devi Sada- Member

**c. Jana Chetana Dalit Sangam- Madhu Patti**

1. Ganesh Prasad Ram- Executive Director
2. Shiva Kumar Paswan- Saptari District Co-ordinator
3. Ram Lekhan Ram- Chairperson- DLRF, Saptari
4. Dipendra Kumar Ram- Accountant, Jana Chetana Dalit Sangam
5. Sabar Lal Ram- Activist

### **Siraha Districts**

#### **a. Islampur and Sunderpur Land Rights Forum, Lahan Municipality, ward no.4, Lahan Municipality**

1. Akabar Ali- Member
2. Nujubul Khatun- Member
3. Sajada Khatun- Member
4. Rahida Khatun- Secretary

### **Sindupalanchowk District**

#### **a.Iwchowk Land Rights Forum**

1. Bharat Prasad Guragain- Member
2. Navaraj Guragain- Chairman
3. Sitaram Guragain- Secretary
4. Bholanath Guragain- Member
5. Madhav Prasad Dhakal- Member
6. Laxami Prasad Dhakal- Member
7. Chanda Praba Guragain- Member
8. Sarita Guragain- Member
9. Nunanath Guragain- Member
10. Dol Kumari Dhakal- Member
11. Sharmila Guragain- Member
12. Ben B. Thapa- Member
13. Kedarnath Guragain-Member
14. Madhav Gajural- Member
17. Sita Ram Guragain- Memebr
18. Khel Kumari Guragain- Member

#### **b. Village Land Rights Forum- Ichowk, Helambu**

1. Galgen Lama- Member
2. Cholurbu Lama- Member
3. Dorje Lama- Member
4. Norsang Lama- Member
5. Sige Lama- Member
6. Seeta Kami Sonar- Member
7. Chungbu Lama- Member
8. Norbu Lama- Member
9. Bhim Bahadur Sonar- Member
10. Jun Maya Sonar- Member

11. Furti Lama- Member
12. Jangma Lala- Member
13. Pemba Lama- Member
14. Pasang Lamu Lama- Member
15. Pemba Lama- Member
16. Putali Lama- Member
17. Shanti Maya Sonar- Member
18. Phurpa Lama- Member
19. Dolma Lama- Member
20. Dhiki Lama- Member
21. Karmi Lamini- Member
22. Ram Babu Sonar- Member
23. Maiya Sonar- Member
24. Gyalbu Lama- Member
25. Daba Lama- Member
26. Phurpi Lama- Member
27. Mansani Lama- Member
28. Sumoyjo Lama- Member
29. Phurpa Lama- Member

## **Annex5: Methodological Checklists Deployed for Data Generation**

### **1. Key Informant Checklist for CSRC CentralTeam/Management**

#### **Extent of Achievements of Results**

1. What has been the achievement of organizing, strengthening and mobilizing rights holders to claim and exercise their rights? Probe on land rights campaign at the national, district and local levels, land entitlements, evictions, co-operatives and agricultural productivity.
2. How are clarity and consensus established about land reform, policy and frameworks? Probe specific examples.
3. How are non-state stakeholders critically engaged? Probe the specific engagements and their outcomes.
4. How is learning generated and knowledge disseminated at all levels? Probe the specific examples.
5. How are women's rights ensured on land? Probe the specific examples.
6. How are achievements made by CSRC from the perspective of gender and social inclusion? Probe on the institutional system of generating disaggregated data, its effect on inclusivity, inclusiveness of CSRC board and staff, and benefits from the program implementation.
7. What is CSRC's view on the cost-effectiveness of the program vis-à-vis the achievement of program outcomes/impacts in the economical and efficient way?

#### **Review of Follow-up Actions on Recommendations Made by JAR 2009/2010**

1. How has the priority of institutionalizing the NLRF starting from the community level been accorded vis-à-vis the following?
  - (i) re-identifying community-based groups, distributing memberships and renewing them;
  - (ii) orienting to all frontline leaders of community groups;
  - (iii) setting targets and institutionalizing work plans;
  - (iv) arranging exposure learning, and
  - (v) developing POs strengthening manuals (CSRC and NLRF).
2. How is the priority given to the following?:
  - (i) formalizing the creation of an accurate list of actual landless people acceptable to all stakeholders;
  - (ii) creating pressure on Landless Commission to work on behalf of landless people, and
  - (iii) taking lead role by NLRF district chapter to hold dialogue with local bodies, relevant line agencies and representatives to form a task force at the local level with mandateto finalize the list of landless households.
3. To what extent, is the concept of "One District One Visible Movement" practiced?
4. What is the status of a coordinated two-pronged approach (of movement and advocacy) at the district, regional and national levels to make public the report of High Level Land Reform Commission and implement its recommendations by enacting laws?
5. What institutional initiatives have been taken for promoting agro-based entrepreneurship and community-based farming to enhance the livelihood of rights-holders?
6. What institutional initiatives have been taken for promoting knowledge base and popular education centers in lieu of expansion?

7. How did the dialogues with district, regional and national level stakeholders go on a quarterly basis? What issues were focused? What was the critical engagement of stakeholders?
8. What is the status of NLRF's position paper/document on land rights and movement?
9. How have CSRC and NLRF given priority for documenting and disseminating land rights violation cases and used them highlighting cases of abuse and promoting land rights?
10. What has been the status of collaboration and alliance-building among SPs partner NGOs, resource organizations and CSRC?
11. How were the dialogues held with the government for formulating policy and program on women's access to land? Any pressure to the government on this regard? If yes, how?
12. How have the strategic partners made their commitments and shown the supports on the following?
  - (i) committing though an agreement to extend financial support for the entire strategic period;
  - (ii) pooling in their concerted effort for policy advocacy and lending strategic support to the land rights movement, and
  - (iii) harmonizing disbursements and funding commitments as per the national calendar.

### **Scenario Planning**

1. How has CSRC done scenario planning?
2. How has the scenario planning contributed to respond to the rapidly changing socio-political context?

### **Priorities and Activities of CSRC in the Light of Changing Context**

1. How has CSRC set priorities and activities in the light of changing context?
2. How have the internal and external factors affected the implementation of the activities?
3. What have been the consequences of setting priorities and activities as per the changing context?

### **Constituency Development, Accountability Mechanisms, Institutional Capacity and Synergy Building**

1. What is the status of organizational development of CSRC in terms of expanding and consolidating its membership base?
2. How have the processes and procedures related to financial management and other accountability mechanisms been strengthened?
3. How are the institutional capacity building needs addressed?
4. How are efforts made to achieve synergy building with other civil society organizations on key advocacy issues both at the national and local level?

### **Review of Strategic and Operational Plan (StOP)**

1. What is the CSRC's institutional opinion on the relevancy and validity of StOP?
2. Are outputs being generated in line to deliver the anticipated results by the end of its period? How?
3. Is there any suggestion for the CSRC organization itself to pay attention to specific issues to fit the changing socio-political context? If yes, what sort of suggestion?

### **Strengths, Weaknesses, and Challenges vis-à-vis Program Implementation**

1. What are the strengths of program implementation at local, district and national level?
2. What are the weaknesses of program implementation at local, district and national level?
3. What are the challenges of program implementation at local, district and national level?

### **Unintended Effects of CSRC Campaign**

1. What have been the unintended effects of CSRC campaign (if any)?
2. Why these unintended effects came into being?
3. How can these unintended effects be reduced?

### **Leadership and Governance Issues:**

1. How does the leadership work at the local, district and national level?
2. How are democratic practices of decision-making maintained? How is transparency and accountability maintained by the leadership?
3. Are there any problems in the leadership? If yes, how can they be solved?

### **View on Strategic Partnership**

1. What are the strengths of 'strategic partnership'?
2. What are the weaknesses of 'strategic partnership'?
3. How can the weaknesses be rectified?
4. What critical questions are to be addressed (if any?)

### **View on Good Practices and Learning**

1. What are the good practices of program implementation in one year's time?
2. What are the major learnings from the program implementation?

### **View on Sustainability**

1. What is CSRC's view on the sustainability of the overall campaign? Probe on the following:  
(i) dependency of the NLRF vis-à-vis the projectized mode of campaign, and  
(ii) its institutional initiative and status for local resource mobilization for sustaining the campaign.

### **Recommendations to JAR:**

1. What recommendations would you offer to the joint annual review team on the output specific performance for the final year of StOP?

### **Way-forward**

1. What needs to be done to streamline the CSRC's campaign in the future?

### **2. Key Informant Checklist for National Land Rights Forum (NLRF)**

### **Achievements of Results**

1. What has been the achievement of organizing, strengthening and mobilizing rights holders to claim and exercise their rights? Probe on the organizational membership, land rights campaign at the national level, land entitlements, evictions, co-operatives and agricultural productivity.

2. How is learning generated and knowledge disseminated at all levels? Probe the specific examples.
3. How are women's rights ensured on land? Probe the specific examples.

### **Partnership in the Land Rights Campaign:**

1. How is the collaborative partnership done with other civil society organizations for joint action on key advocacy issues both at national and local level?
2. What have been the benefits of collaborative partnership?
3. What have been the concerns (if any) on collaborative partnership issue? How can they be addressed?

### **Strengths, Weaknesses, and Challenges vis-à-vis Program Implementation**

1. What are the strengths of program implementation at local, district and national level?
2. What are the weaknesses of program implementation at local, district and national level?
3. What are the challenges of program implementation at local, district and national level?

### **Unintended Effects of the Campaign**

1. What have been the unintended effects of campaign (if any)?
2. Why these unintended effects came into being?
3. How can these unintended effects be reduced?

### **View on Good Practices and Learning**

1. What are the good practices of program implementation in one year's time?
2. What are the major learnings from the program implementation?

### **Leadership and Governance Issues:**

1. How does the leadership work at the local, district and national level?
2. How are democratic practices of decision-making maintained at all levels? How is transparency and accountability maintained by the leadership?
3. Are there any problems in the leadership? If yes, what are these? How can they be solved?

### **Views on Sustainability**

1. What is NLRF's view on the sustainability of the overall campaign? Probe on the following:  
(i) dependency of the NLRF vis-a-vis the projectized mode of campaign, and  
(ii) its institutional initiative and status for local resource mobilization for sustaining the campaign.
2. What are the major problems for the sustainability of the campaign?

### **Recommendations to JAR:**

1. What recommendations would you offer to the joint annual review team on the output specific performance for the final year of StOP?

### **Way Forward**

1. What needs to be done to streamline the land rights campaign in the future?

### **3. Focus Group Discussion Checklist for the Rights- holders (at the local/district level)**

## **Issues of Discussion: Organizing, Strengthening and Mobilizing Rights-holders for Claiming and Exercising Rights**

- (i) How are you organized at the community/district level?
- (ii) How are training and exchange opportunities provided to build capacity of land rights activists/community leaders?
- (iii) How are popular education centers facilitated at community level? How are you benefitted from them ?
- (iv) How are “movement funds” established and mobilized at local and district levels?
- (v) How are advocacy and lobbying events organized at the community/district level?
- (vi) What is the status of the initiative for the establishment of joint ownership and control of land by women and men?
- (vii) How are local advocacy initiatives taken for promoting and protecting land rights?
- (viii) How are land rights movement linked with livelihood opportunities and co-operatives?
- (ix) What suggestions do you have to make the land rights movement sustainable?

### **4. Checklist for Strategic Partners**

#### **Strategic and Operational Plan (StOP)**

1. What is the institutional opinion on the relevancy and validity of StOP?
2. Is there any suggestion for the CSRC organization itself to pay attention to specific issues to fit the changing socio-political context under the StOP? If yes, what sort of suggestion?

#### **View on Strategic Partnership**

1. How strategic is ‘strategic partnership’?
2. What are the strengths of ‘strategic partnership’?
3. What are the weaknesses of ‘strategic partnership’?
4. How can the weaknesses be rectified?
5. What critical questions are to be addressed (if any?) on the issue of ‘strategic partnership’?

#### **View on Sustainability**

1. What is your institutional view on the sustainability of the overall campaign? Probe on the following:
  - (i) dependency of the NLRF vis-a-vis the projectized mode of campaign, and
  - (ii) its institutional initiative and status for local resource mobilization for sustaining the campaign.

#### **Recommendations to JAR:**

1. What recommendations would you offer to the joint annual review team on the output specific performance for the final year of StOP?

#### **Way-forward**

1. What needs to be done to streamline the CSRC’s campaign in the future?

### **5. Checklist for Collaborating Partner Organizations (from AAN/Care)**

### **Partnership in the Land Rights Campaign:**

1. How is the collaborative partnership done by NLRF with other civil society organizations for joint action on key advocacy issues both at national and local level?
2. What have been the concerns (if any) on collaborative partnership issue? How can they be addressed?

### **Strengths, Weaknesses, and Challenges vis-à-vis Program Implementation under Collaborative Partnership**

1. What are the strengths of program implementation at local, district and national level under collaborative partnership?
2. What are the weaknesses of program implementation at local, district and national level under collaborative partnership?
3. What are the challenges of program implementation at local, district and national level under collaborative partnership?

### **Unintended Effects of the Campaign under Collaborative Partnership**

1. What have been the unintended effects of campaign (if any) under collaborative partnership?
2. Why these unintended effects came into being collaborative partnership?
3. How can these unintended effects be reduced under collaborative partnership?

### **View on Good Practices and Learning under Collaborative Partnership**

1. What are the good practices of program implementation in one year's time under collaborative partnership?
2. What are the major learnings from the program implementation under collaborative partnership?

### **Views on Sustainability**

1. What is your institutional view on the sustainability of the overall campaign under collaborative partnership?
2. What are the major problems for the sustainability of the campaign?

### **Recommendations to JAR:**

1. What recommendations would you offer to the joint annual review team on the collaborative partnership for land rights campaign?

### **Way-forward**

1. What needs to be done to streamline the land rights campaign under collaborative partnership in the future?

### **6. Checklist for Landless Commission Officials**

1. How is the relationship between the NLRF (its district/local chapter) and the commission?
2. What has been the effect of the collective struggle of the land rights activists on the land entitlements to the landless people and their evictions from the squatted land?
3. What suggestions would you offer to the joint annual review team for the better relationship between NLRF and its local chapters in resolving the issue of landlessness?