

**JOINT ANNUAL REVIEW ON
COMMUNITY SELF-RELIANCE CENTRE (CSRC)'S
PERFORMANCE IN 2010/11**

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ACRONYMS

AAN	ActionAid Nepal
ADB	Asian Development Bank
AWAB	Annual Work Plan and Budget
CA	Constituent Assembly
CBO	Community Based Organizations
CCO	Canadian Cooperation Office
CSRC	Community Self Reliance Center
EC	Executive Committee
FGD	Focus Group Discussions
HLLRC	High Level Land Reform Commission
HR	Human Resource
HUGOU	Human Rights and Good Governance Advisory Unit
IGG	Institutional Good Governance
ILC	International Land Coalition
JRT	Joint Review Team
LDF	Local Development Facility
LPSC	Landless Problem Solving Committee
M & E	Monitoring and Evaluation
MLR & M	Ministry of Land Reform and Management
NGO	Non Government Organization
NLRF	National Land Rights Forum
NPR	Nepalese rupees
PAP	Process Action Plan
RC	Resource Centers
RO	Resource Organization
SP	Strategic Partnership
SPs	Strategic Partners
StOP	Strategic and Operational Plan
ToR	Terms of Reference
VDC	Village Development Committee
WB	World Bank
WTO	World Trade Organization

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Mohan Mardan Thapa
Team Leader

EXECUTIVE SUMMARY

Danida Human Rights and Good Governance Advisory Unit (DanidaHUGOU), ActionAid Nepal (AAN), Canadian Cooperation Office, Care Nepal, MS Nepal and Oxfam GB entered into a “strategic partnership” to jointly support Community Self Reliance Centre's (CSRC) Strategic and Operational Plan (StOP), 2009-2013 through a common co-ordination and management mechanism, which includes, among others, common: i) bank account; ii) annual review and reflection; iii) annual progress report and financial statement; and iv) a Joint Annual Review (JAR) of CSRC in the form of a combined effort of the strategic partners" (SPs).

This JAR focuses on the performance of CSRC in the year 2010/11. It draws on two main sources of information, namely document study and field visits. The field visits included interviews at the central level along with interviews and focus group discussions (FGD) at the local level. Six districts (Baitadi, Dadeldhura, Kailali, Bardiya, Dang and Nawalparasi) representing a variety of land rights issues, conditions and situations in Nepal were visited for observation of activities and conditions, and to obtain first-hand accounts from the rights holders and key informants.

During the review period, the National Land Rights Forum (NLRF) has been further strengthened and mobilized to lead the land rights movement at the local and national levels. Trained leadership and activists of the NLRF have been able to organize, mobilize, sensitize and motivate rights holders to own and actively participate in mass movements and campaigns at the district and national levels. As a consequence: i) tenant and landless families have been successful in warding off eviction by the public authorities, landlords and local elites from the land they have occupied to reside in; ii) persuading and pressurizing the Constituent Assembly (CA) to include land rights in the upcoming new Constitution; iii) pressurizing the Government to take positive decisions towards pursuing land reform on behalf of land deprived people; and iv) enabling some rights holders to actually obtain land title deeds.

Land rights activists and collaborating partners have enhanced their knowledge on land reforms and some of them can cite international experiences on this issue. The CSRC and its collaborating partners gave priority and continuity to its efforts on ensuring that the report of the HLLRC is made public and implemented. They also gave emphasis to active participation of and interaction with rights holders, especially local land rights activists who have the capacity to cascade their knowledge in formal and informal community level discourses on: i) alternative land reforms models based on national and international experiences; and ii) scientific management of land to increase productivity. These initiatives have resulted in: i) the formation of a seven member task force (headed by the Minister of Land Reform and Management) to publicize the report of the HLLRC and to recommend an action plan to implement land reforms; and ii) drafting of the *Haliya and Haruwa* (plougher and cattle herder) Draft Bill and land use plan.

Participatory processes enabled community based women and men to analyze local context and formulate simple annual plans. This has helped improve ground level agricultural practices enabling some rights holders to move beyond subsistence farming towards occupational farming. It also inculcated saving and credit habits in their groups and solved community level problems (such as evictions threats, collective farming in barren land acquired with the support of local authorities and political leaders, irrigation, improved seeds etc.) through interactions, dialogues and collective actions of the group.

However, the focus on utilizing unused public land for agricultural production has not been accorded due priority as these initiations are piloted in a few areas only.

CSRC was further enriched as a resource centre as its knowledge base has been supplemented by additional facts, data and field based findings that were used by policy makers, strategic partners and activists and leaders of the NLRF. Knowledge based materials, in tandem with the radio program on land rights have contributed in bringing land issues into discussion at the community level and linked them to policy discussions at the district and central levels. Besides, the radio broadcasts have: i) encouraged people's organizations at the community level to advocate for land issues; ii) provided an extensive outreach based forum for rights holders to bring to fore their grievances; and iii) provided valuable insight on land rights issues to activists.

The active participation of women in land rights movement and their involvement in occupational farming is increasing. Women have also been utilizing credit from their saving and credit groups and cooperatives for occupational farming. During the review period, CSRC gave priority to women's access and control over land as an important agenda in the land and agrarian rights movement.

However, there are challenges that need to be overcome in the coming days to make the land rights movement more effective to bring the desired outcomes. During the review period, the CSRC was not able to make much headway in the direction of critically engaging non-state stakeholders (such as the IMF, World Bank, Asian Development Bank and multinational companies), who, being major aid contributors to the Government's development budget, are key actors that influence Government decisions. Co-ordination between partner NGOs of the SPs, CSRC's partner NGOs/resource centres and district/VDC chapters of NLRF lacks a clear cut strategic direction. The NLRF and the CSRC has not been able to provide a concerted effort and resources to specific district issue (Eg. village block land, guthi tenants, reopening of tenancy rights claims etc.) which have high probability of being solved and can demonstrate achievement of tangible benefits through advocacy, working together with Government agencies, and provision of some additional resources.

Tangible benefits derived from the movement are overshadowed by the existence of a huge number of poor tenants and landless people who are still being denied their rights. Rampant corruption and faulty processes and system in the identification/listing of landless people as well as in the distribution of land by the LPSC and low commitment of political parties to i) implement and enact land reforms; and ii) implement past accords with the NLRF along with poor economic conditions of rights holders have impeded the process of land and agrarian reforms.

With the land rights movement spreading rapidly to fifty districts, it is difficult for the NLRF to monitor and coordinate the movement without a sound membership base and an appropriate institutional structure. Mobilization of adequate number of competent and committed community based activists to manage movements and campaigns from the grassroots to the national level is another critical issue. Activists and rights holders, who rely on daily wages, have livelihood needs to fulfill and find it very difficult to sustain their participation in the movement for a considerable stretch of time.

There is also the challenge of duly establishing an accurate official record of squatters and land-less rights holders which is owned by all key stakeholders. Fighting the vested

interest groups that are engaged in misleading poor people to occupy public land is another serious concern. Land and agrarian reforms is not possible without political consensus on land reforms. Effective implementation of decisions and policy is another tricky issue that can take a long time to materialize. In the past, implementation of past accords and understandings with the government has been stalled due to lack of will to implement and act on the part of politicians and the bureaucracy. The same is likely to happen in the execution of the commitment of the government to implement land reforms. Meeting high expectations of the rights holders (primarily in terms of acquisition of land title deeds and fulfillment of livelihood needs) and maintaining their interest in the land rights movement can pose sustainability problems for the movement which is likely to continue for a protracted period with outcomes taking a long time to materialize.

Further, at this point of time some critical questions related to the "strategic partnership" also arise. These include: i) In what terms is the partnership strategic? ii) Is it a commitment of all SPs for the entire StOP period? iii) Are all the SPs pooling in their concerted effort for policy advocacy and are they lending strategic support (excluding funding) to the lands rights movement? iv) Are SPs using their institutional strength and networks to support rights holders' legitimate demand? v) What position do land rights issue hold in their long term institutional strategy? and Are disbursements and funding commitments harmonized with the national calendar?

Thus, in the upcoming year, priority should be accorded to:

1. Institutionalizing rights holders' organizations;
2. Formalizing the creation of an accurate list of actual landless people and creating pressure on the LPSC to work behalf of landless people;
3. Specific district based issues (one district one visible movement) that have high potential of yielding tangible benefits to rights holders;
4. Coordinating movement and advocacy approach from district to national levels for making public the Report of the HLLRC and implementing its recommendation;
5. Enhancing the livelihood of rights holders' by promoting replicable initiatives;
6. Deepening the knowledge base and sensitization of popular education centers;
7. Deepening dialogues with district, regional and national level stakeholders with critical engagement with the government focusing on national land policy and the new Land Reform Act;
8. Making clear NLRF's position on land rights through a position paper;
9. Focusing on dialogue with and pressurizing the government to formulate a policy and program on women access to land;
10. Making a firm commitment by all "strategic partners" towards and the extent of strategic partnership support through an agreement to: i) extend financial support for the entire strategic period; ii) pool concerted effort for policy advocacy; and iii) harmonize disbursements and funding commitments with the national calendar.

1.0 BACKGROUND AND INTRODUCTION

1.01 BACKGROUND, OBJECTIVE AND SCOPE OF THE REVIEW

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 Community Self Reliance Centre (CSRC) in a framework of “strategic partnership (SP)”. The framework involves a multi-donor partnership to jointly fund CSRC through a common co-ordination and management mechanism, which includes, among others, common: i) bank account; ii) annual review and reflection; iii) annual progress report and financial statement.

The framework also envisages the completion of a Joint Annual Review (JAR), which is a combined effort of the CSRC and participating International Partners¹. The JAR constitutes an important monitoring mechanism under the SP and primarily focuses on the performance of CSRC for the fiscal year (FY) 2010/11 vis-a-vis the corresponding activities and annual targets set out in the Annual Work Plan and Budget (AWAB). The central focus of the JAR is to assess whether CSRC's annual performance is geared to contributing significantly to the outputs and objectives established by the StOP.

Accordingly, the JAR was completed with the following inter-related general objectives:

- To review the results achieved by CSRC: i) in light of the Monitoring and Evaluation (M & E) Framework and AWAB-targets (benchmarks), ii) in terms of cost-effectiveness, and iii) from the perspective of gender and social inclusion;
- To analyse strengths, weaknesses and challenges in the implementation of activities;
- To analyse the priorities and activities of CSRC in light of the changing context in Nepal;
- To assess the progress of CSRC in terms of: i) development of its constituency, ii) strengthening its internal accountability mechanisms, iii) addressing institutional capacity building needs, and iv) working closely with other partners as part of synergy building;
- To see if CSRC work has produced any unintended effects, and, if it has, suggest measures to address them;
- 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 areas that CSRC should pay more, or less, attention to in the light of their comparative advantages or disadvantages, and/or new needs of the CSRC, and suggest modifications, if any, to StOP;
- To review the follow-up of recommendations made by JAR 2009/2010;
- To collect opinion on strengths and weaknesses of the strategic partnership framework from both CSRC and its International Partners and suggest modifications, if any, of the strategic framework; and
- To review financial management system of CSRC and suggest changes if required.

The scope of work of the Joint Review Team (JRT) comprised the following three tasks:

a. The Preparatory Phase comprised: i) start-up meeting amongst the JRT, CSRC and Strategic Partners (SPs); ii) review of relevant documents; iii) initial discussion and interaction

¹ The joint review was carried out by a team of three members comprising: i) a nominee of CSRC; ii) a representative nominated by Strategic Partners; and iii) an independent consultant (team leader) selected by CSRC and its international strategic partners.

with the management and central team of CSRC; and iv) the design and finalisation of field plans and tools for information collection.

b. Field Visits were made to six program districts² of CSRC to interact with rights-holders and related stakeholders at the sub-national level.

c. Data Analysis and Consolidation of Findings primarily comprised analysis of information collected through: i) literature review; ii) interviews; and iii) field work.

1.02 INTRODUCTION TO THE COMMUNITY SELF RELIANCE CENTRE (CSRC)

The CSRC is a membership based non government organization (NGO)³ which has, for over sixteen years, been working for empowering land poor and landless women and men to claim and exercise their basic rights particularly right to land resources. Its core values comprise: i) promotion and protection of all rights for all without discrimination on any grounds; ii) respect for plurality and diversity; iii) social inclusion; iv) promotion of non-violence; v) institutional good governance (IGG); vi) democratic decision making and implementation; and vii) strict promotion of equality between women and men.

The CSRC, which implements programs in favor of its rights holders (land poor and landless women and men), has 30 general members⁴ comprising grassroots social activists, academics, development experts and human rights defenders. The General Assembly of members (the apex body in CSRC's organization structure) approves policies, annual program and budgets recommended by the Executive Committee (EC). The EC is supported by a management team comprising an executive director, program manager and the administration and finance coordinator, twelve officers, two assistants and four supporting staff comprising twenty one staff members in total.

The CSRC has expanded the land and agrarian rights movement from its initiation in Sindhupalchowk district to a national movement (50 districts) promoting land reform and management as means to secure the rights of the land-poor and landless people. In recent times (since the last six years), CSRC has assumed the role of a resource center and the coordinator of the land and agrarian rights movements which is facilitated by a coalition of NGOs and community based organizations (CBOs) and led by the National Land Rights Forum (NLRF) - the organization of the land poor people. The CSRC and its coalition partners, supported by the SPs, provide financial, institutional and technical inputs to the NLRF and its organizations at the local levels (district, VDC and the community) to further strengthen and enable them to design and launch movements and campaigns from the grassroots to the national level.

1.03 MAIN ACTIVITIES, BUDGETS AND DONORS OF CSRC

The CSRC has developed an AWAB - 2010/11 in alignment with its StOP. The AWAB, besides specifying activities to be implemented during the year, also sets program-specific priorities, organizational development needs and annual targets to be achieved through the implementation of the activities which are primarily focused on: i) organising, strengthening and mobilizing rights holders to claim and exercise their rights; ii) ensuring that clarity and consensus on land reform policy and frameworks suitable to the needs and realities of Nepal is

² The six districts visited were: Baitadi, Dadeldhura, Kailali, Bardiya, Dang and Nawalparasi.

³ CSRC was registered at the District Administration Office, Sindhupalchok district, Nepal under the Society Registration Act, 1978.

⁴ CSRC's membership comprises 40 percent women, 20 percent Janajatis, and 15 percent Dalits.

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established among key stakeholders and implemented effectively; iii) critically engaging non-state stakeholders (such as International Monetary Fund, World Bank, Asian Development Bank and multinational companies) involved in land and agricultural issues; iv) assimilating and disseminating learning generated from ground level actions and practices; and v) ensuring women rights on land through the introduction new supportive policies.

The CSRC earmarked a budget of 48,268,110/- Nepalese rupees (NPR) for the FY 2010/11. This comprised: i) program budget of NPR 40,266,910/- (83%); and ii) management/operation cost of NPR 8,001,200/- (17%). The SPs, who committed funds/signed memorandum of understanding to support the earmarked budget for the FY 2010/11 include: ActionAid Nepal (AAN), Care Nepal, DanidaHUGOU, MSNepal and Oxfam GB. Canadian Cooperation Office (CCO), UNMC, and the International Land Coalition (ILC) are other strategic partners who have lend support to the land rights movement.

1.04 METHODOLOGY

The review draws on two main sources of information, namely document study and field visits. The list of document reviewed is available in Annex – 1. The field visits included: i) interviews at the central level; and ii) interviews and focus group discussions (FGD) at the district and village level. Semi-structured interview technique, supported by question guides, was applied in the interviews.

At the central level, key CSRC staff members, representatives of the SPs and government officials were interviewed. The JRT visited six districts, representing a variety of land rights issues, conditions and situations in Nepal, to observe activities, conditions, and obtain first-hand accounts from the rights holders and key informants. The list of persons interviewed is available in Annex – 2.

1.05 OVERVIEW OF THE REPORT STRUCTURE

The Report is organized into four chapters. The first, the introductory chapter, presents the objectives and scope of the review, introduction to the CSRC and the review methodology. The second chapter provides findings and analysis. Chapter three presents the conclusion and recommendations. The fourth chapter deals with the CSRC's Process Action Plan (PAP) for the upcoming FY 2011/12.

2.0 ANALYSIS AND FINDINGS

2.01 ACHIEVEMENT OF RESULTS AGAINST TARGETS (AWAB 2010/11)

Achievement of results against the AWAB, as at the end of third quarter of the current fiscal year (first nine months) is in line with the targets set at the output level, excluding Output 3: Critically engaging non-state stakeholders. The achievement of the CSRC and its implementing partners (collaborating NGOs and the NLRf), at the activities and the output level, is summarized below.

Output 1: Organizing, strengthening and mobilizing rights holders to claim and exercise their rights.

During the review period, the NLRF has been further strengthened and mobilized to lead the land rights movement at the local and national levels. By the end of the third quarter of the current fiscal year, the NLRF is active in thirty three districts as against the target of thirty districts. This was primarily due to: i) extension of NLRF in three additional districts; ii) institutional strengthening of the NLRF at the national and district level by recruiting staff to perform basic institutional functional requirement (account and administration) ii) capacity building of NLRF and DLRF staff and activists in the areas of advocacy, paralegal skills, and networking and alliance building; and iii) mainstreaming of the action-reflection-action model of popular education in land rights movement. Besides, adhoc committees and contact points have been established in additional nine and eight districts respectively. As a consequence, 118 new village land rights forums (VLRG) were formed. To facilitate the movement which has mobilized 140,771 tenants and landless families, 93 additional activists (including 49 women and 30 dalits), against the target of 80, were trained and mobilized. The coverage of popular education was expanded to cover 166 land learning centers with 5,258 participants as against the target of 80.

Trained leadership and activists of land rights forum at the national, district and the VDC levels have strengthened their capacity to: i) analyze the current context and situation; ii) assess the strengths and weaknesses of their organizations; iii) facilitate interactions and trainings in their organizations; iv) develop and implement annual work plans (NLRF and 30 district chapters have formulated annual plans); and v) review and reflect on their achievement at a regular interval (quarterly review). This, along with regular sensitization through expansion of popular education centers, has enabled them to organize, mobilize and motivate rights holders to own and actively participate in mass movements and campaigns at the district and national levels. As a consequence: i) tenant and landless families have been successful in warding off eviction by the public authorities, landlords and local elites from the land they have occupied to reside in; ii) persuading and pressurizing the Constituent Assembly (CA) to include land rights of the poor tillers and landless people in the upcoming new Constitution; iii) pressurizing the Government to take positive decisions towards pursuing land reform on behalf of land deprived people; and iv) enabling rights holders (albeit a small number when compared to the large number of landless and poor tillers who have been denied their rights) to actually obtain land title deeds following a protracted struggle. Some notable achievements, during the period of review, are presented in the table below:

<p>Land rights campaign at the national level: Land-poor tenants and landless squatters' confidence and commitment to sustain their campaign and movement to secure their rights were evident during the field visit of the JRT. The NLRF, in conjunction with their district and VDC level organizations and supported by the CSRC, successfully organized a 'sit-in' campaign (participated by more than one thousand women from all across the country) in front of the offices of major political parties, CA building, and Singh Durbar demanding timely drafting of the new Constitution and enactment of land reform that is genuine and favors the landless and land poor tillers. This required enormous logistic support, judicious planning and coordination, and substantial financial and human resources. The rights holders were at the forefront in planning and execution of the campaign sustained through financial and material resources (food stuffs) largely raised and managed by the rights holders and their organizations⁵. The campaign succeeded in compelling the government to make a pledge to publicize the report submitted by the High Level Land Reform Commission (HLLRC) accompanied by an action plan to implement land reforms. To execute this commitment, the government has formed a seven</p>

⁵ The NLRF generated materials, including flour, lentils, dehydrated vegetables, green vegetables, valued at NPR 389,310 (US\$ 5,562), and NPR 746,940 (US\$ 10,671) in cash from community based rights holders. In addition, the local primary groups have collected total NPR 1,316,465 (US\$ 18,542) as a movement fund to strengthen the land rights campaign and local initiatives
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member task force -headed by the Minister of Land Reforms and Management (MLR & M)) comprising equal representatives from the NLRF and government of Nepal, which has also been endorsed by the Council of Ministers.

Land entitlements: The most tangible outcome the land rights movement was able to materialize is that some 3,975 landless and tenant families received land certificate (around 394 hectares of land worth approximately 459.60 million rupees) from the Landless Problem Solving Committee (LPSC), landlords and favorable decisions by the courts. In addition, 149 Birta land tillers, comprising 36 women and 113 men, of Rasuwa district received land certificate (65 hectares).

However, achievements have been overshadowed by alleged charges of rampant corruption and faulty processes and system in the identification/listing of landless people as well as in the distribution of land. As a consequence, despite the claim of the LPSC that around 25,000 landless families received land certificates, most of the poor and needy landless people did not benefit. CSRC's statistic, collected through the rights holders organizations, shows about 16% of the land recipients being actual rights holders. This was also corroborated by stakeholders; including district based leaders of political parties, representatives of the civil society organizations, and executive members and activists of the district chapters of the NLRF as well as conceded by the former members of the district chapters of the LPSC; who interacted with the JRT. This has resulted in many landless agriculture workers, who joined the movement with high expectations, to become frustrated due to the delay in policy formulation and the functioning of the LPSC who appear to be highly influenced by partisan political interests.

Evictions: About 1,327 tenant and landless families have warded off evictions which has been possible though collective struggles at the local level.

Cooperatives and agriculture productivity: The land rights movement has also been building on its effort to enhance the livelihood rights of poor tiller and landless people. Five new cooperatives, which have mobilized 548 women members, have been formed to extend credit for livelihood opportunities. To a small extent, experimental support (irrigation and improved seed and farming techniques) has been successfully piloted in five districts. This has enhanced agriculture productivity, infused enthusiasm, and motivated rights holders. Likewise, identification and acquisition of barren public land for collective farming with the support of local bodies and politicians has increased. However, the process is slow and is impeded by lack of financial resources and technical know-how.

Output 2: Establishing clarity and consensus about land reform, policy and frameworks

With the drafting of the new Constitution being delayed and the tenure of the CA extended by a year initially and the hesitancy of the Government to publicize the HLLRC's report and implement pro-poor land reforms, the CSRC and its partners gave priority to keep on with its efforts on ensuring that: i) the land rights of tillers are embedded in the new Constitution; and ii) the report of the HLLRC is made public and implemented to positively impact the lives of and fulfill the aspirations of poor tillers.

To realize these objectives, CSRC and its collaborating partners have given emphasis to active participation of and interaction with rights holders, especially local land rights activists who have the capacity to cascade their knowledge in formal and informal community level discourses, on: i) alternative land reforms models based on national and international experiences; and ii) scientific management of land to increase productivity. These initiatives were augmented by: iii) nation-wide campaigns organized for institutional reform of land administration and management to ensure democratic governance in the area of land administration and

management; ii) dissemination of collected and collated land reform and management information to stakeholders at the national and district levels through publications and interaction programs; iii) establishing and strengthening links with five national and international alliances/networks; iv) organizing lobbying and advocating for the creation of micro-macro linkages for policy changes or development of alternative policies/programs; and v) strengthening national and international linkages⁶ and coordination for learning and technical support.

These initiatives have resulted in i) formation of a seven member task force (headed by the MLR & M) to publicize the report of the HLLRC and to recommend an action plan to implement land reforms (Details are available in the section pertaining to Output 1 under the heading "Land rights campaign at the national level.); and ii) drafting of the *Haliya and Haruwa* (plougher and cattle header) Draft Bill and land use plan by the MLR & M. These positive actions were possible largely due to valuable inputs provided by the CSRC and the NLRF. The formulation of land use policy is expected to address the emerging issue of commercial plotting of agricultural land for the development of new settlements while the implementation of land reforms and *Haliya and Haruwa* Draft Bill is expected to address issues raised by land poor and landless rights holders.

Output 3: Critically engaging non-state stakeholders

CSRC organized bilateral meetings and exchanged mutual sharing about land and agrarian rights/work policies and practices with DFID, ADB, SAARC, FAO and UN Women. Besides providing CSRC an opportunity to share its initiatives and the civil society's perspective on land and agrarian rights, this helped CSRC to map out the actors involved in land and agrarian issues and study their policies.

During the review period, the CSRC has not been able to make much headway in the direction of critically engaging non-state stakeholders (such as the IMF, World Bank, Asian Development Bank and multinational companies), who, being major foreign aid contributors to the Government's development budget, are key actors that influence Government decisions. Though external consultants were hired for reviewing and analyzing the policies and programs of these organizations to assess how they can be utilized to support scientific land reforms and management for the benefit of poor tillers and landless people, the task was dropped by the consultants themselves as they were unable to gather information that would lend support to land rights movement. It is apparent that CSRC lacks a strategic direction and concrete action plan on how it is to critically engage influential non-state stakeholders for the benefit of its rights holders.

Output 4: Generating learning and disseminating knowledge at all levels

The CSRC gave continuity to the facilitation of land reforms through a bottom up approach. Land rights activists and collaborating partners have enhanced their knowledge on land reforms and a few of them can cite international experiences on this issue. During the review period, 123 facilitators were trained to facilitate popular education in land learning centers at the community level. Similarly, 1,454 frontline leaders were trained on group mobilization and land rights campaign facilitation.

⁶ Collaboration and networking has been established, among others, with Forum Asia Thailand, ILC Rome, ANGOCC Philippines, Ektaparishad India, Leitner Centre, USA and SAPA Asia.

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Participatory processes that enables community based women and men to analyze local context and formulate simple annual plans have not only improved ground level agricultural practices enabling some rights holders to move beyond subsistence farming towards occupational farming but also inculcated saving and credit habits in their groups and solved community level problems (such as evictions threats, collective farming in barren land acquired with the support of local authorities and political leaders, irrigation, improved seeds etc.) through interactions, dialogues and collective actions of the group.

This was apparent to JRT in Gangaparaspur, Takiyapur - 9, Dang district, where the community people, having been informed about the quality of land and their rights, convinced local authorities and political parties to support them in collective farming in a plot of barren public land. Besides Gangaparaspur (Dang), community-led land reform practice has been ongoing in four other VDCs in Laxmimiya (Mahottari), Hardiya (Saptari), Hansposha (Sunsari) and Ramche (Sindhupalchok) where 5,745 families have been involved. However, the focus on utilizing unused public land for agricultural production has not been accorded priority as these initiations are piloted in a few areas only. Absence of irrigation facility is the main hurdle impeding productivity.

Likewise, landless squatters and land-poor people of Kalika Land Rights Forum in Belaitipur VDC of Kailali district have been able to mobilize local resources to undertake actions to mitigate some critical problems faced by them. This included: i) construction of a river-embankment to protect the squatter settlement; ii) installation of hand-pumps to irrigate land for vegetable farming; and iii) drawing attention of political parties and human rights organizations by padlocking the VDC office as a pressure tactic for an impartial identification of genuine squatters to be registered by the district chapter of the LPSC.

During the review period, CSRC has been further enriched as a resource center as its knowledge base has been supplemented by additional facts, data and field based findings that were used by policy makers, strategic partners and activists and leaders of the NLRF. The CSRC supported evidence based advocacy in favor of rights holders through research and studies, which are published and shared with stakeholders to inform them about the land rights movement and enhance their knowledge base. Achievements at the output level include: i) Quarterly Land Rights Bulletin; ii) books on Land Reform and Management in Nepal, Women's Movement for Land Rights, and Economics of land and agriculture; iii) periodical reports (annual Reflection Report 2010, semiannual and quarterly reports); iv) report on food security; v) case study on land plotting submitted to the ANGOC; vi) quarterly land rights bulletin; vii) social audit report; and viii) airing of periodical radio program on land rights from Nepal FM (Kathmandu), Sungava FM (Mahottari), Shuklaphata FM and Krishnasar FM 94 (Kanchanpur). These knowledge based materials, in tandem with the radio program, have contributed in bringing land issues into discussion at the community level and linked them to policy discussions at the district and central levels. Besides, the radio broadcasts have: i) encouraged people's organizations at the community level to advocate for land issues; ii) provided an extensive outreach based forum for rights holders to bring to fore their grievances; and iii) provided valuable insight on land rights issues to activists.

However, though some progress has been made in the collection of local data by district based NLRF chapters in collaboration with resource centers, the findings of the JAR 2010 about resource centres not being able to collect sufficient local data and information that can be

utilized by local tillers and activists as well as national level stakeholders and researchers still holds true.

Output 5: Ensuring women's rights on land

Lately, the active participation of women in land rights movement and their involvement in occupational farming is increasing. Women have also been utilizing credit from their saving and credit groups and cooperatives for occupational farming. During the review period, CSRC gave priority to women's access and control over land as an important agenda in the land and agrarian rights movement. Interaction, lobbying, campaigns and movements were organized to sensitize and build pressures on key actors (CA members, policy makers and leaders of political parties) to promote women's access to land. This culminated in a national level movement (participated by more than 1,000 poor women and more than 100 men from 50 districts encompassing all development and ecological regions) spearheaded by the NLRF in the capital from 15th to 22nd March 2011 to: i) draw the attention of the government, and the political parties towards timely writing of the new constitution; ii) ensure women's right to land; and iii) implement the recommendations submitted by the HLLRC.

2.02 STRENGTHS, WEAKNESSES AND CHALLENGES IN PROGRAM IMPLEMENTATION

Strengths

- **Promotion and building rights holders' ownership of the land rights movement** by providing support to the NLRF to strengthen and expand the formation of land-poor people's organizations at the grassroots level and enabling them to plan, organize and implement land rights movements from the local to the national level
- **Developing the capacity of community based organizations of rights holders to engage with key stakeholders** in dialogues, debates and building multi-stakeholders' support for land rights movements.
- **Strengthening local capacities** (capacity development of land rights activists and institutional support to rights holders' organization) **to produce tangible results** such as: registration of land in the names of landless tenants, improvement in land productivity, and formation of poor farmers' cooperative.
- **Adoption of a balanced approach of movement and advocacy** has been successful in materializing tangible benefits to for rights holders (birtha land tenants, some village block farmers and some landless squatters).
- **Land rights issues are extensively discussed** (from the local to the national levels) and brought to the attention of key stakeholders, more prominently with political parties at the local to national levels. As a consequence, all key stakeholders acknowledge that land reform is a critical issue that needs to be addressed without delay. During the JRT's field visit in Kailali, Baitadi, Dang and Bardia districts, stakeholders (representatives of civil society organizations, political parties, ex members of the LPSC and officials of line agencies) clearly indicated that land-poor tenants and landless squatters have not only made their voices heard but also made it mandatory for local authorities and politicians to commit their support and show solidarity with the land rights movement.
- **High level of commitment of land rights activists:** Despite low level of pay, activists have been constantly engaged in facilitating and leading land rights movements and campaigns from the local to the national level. Retention of activists has been high as only a few have left in the current fiscal year.

Weakness

- **Lack of coordination between partner NGOs of the SPs, CSRC's partner NGOs/resource centers and district/VDC chapters of NLRF** was cited by all concerned as a critical area that needs to be looked into. Coordination, which is primarily event based, lacks a clear cut strategic direction. District based partner NGOs of the strategic partners do not appear to be included in the strategic loop.
- **Lack of adequate focus on specific district issues that can be bring tangible benefits.** The NLRF and the CSRC has not been able to provide a concerted effort and resources to specific district issue (Eg. village block land, guthi tenants, reopening of tenancy rights claims etc.). These issues have high probability of being solved and can demonstrate achievement of tangible benefits through advocacy, working together with Government agencies, and provision of some additional resources.
- Though some commendable efforts have been made in terms of **improving the economic rights** of the rights holders, this **is inadequate** despite the huge demand emanating from the grassroots level. The linkage of the rights holders to other donor supported programs on economic rights and agrarian reforms has not been taken seriously.

Challenges

- **The land rights movement has spread very rapidly encompassing more than fifty districts.** Monitoring movements and program becomes difficult and requires a system that works in close coordination with resource centers, partners and the NLRF. Hence, this makes it difficult to document good practices, learning and achievement of expected results.
- **Expanding membership base and renewal of membership of the NLRF.** According to the NLRF, some 90,000 membership forms were made available for distribution out of which about 50,000 have been distributed (though this cannot be ascertained) to members. NLRF estimates a renewal of about 30% which would be around 15,000 members. This process of renewal and distribution of membership is not systematic and poses a challenge for NLRF.
- Although the formation and mobilization of people's organization has produced some results in favor of squatters and land-less farmers, it was not able to ensure that the LPSC at the district level established **accurate record of squatters and land-less people.** The problem of fake squatters taking advantage is quite pervasive and has prevented large majority of genuine squatters and land-less farmers from being included in the land-distribution list. On an average, only about ten to fifteen percent of genuine landless squatters have managed to obtain land distributed by the government.
- **Fighting the vested interest groups that are engaged in misleading poor people to occupy public land** is a serious challenge. Such interest groups illegally extort money from the squatters as the payments against the piece of land they are allowed to occupy. These groups are often under the protection of political parties. The influx of new squatters, often due to the instigation of vested interest groups, in old settlements results in the uprooting of the long-time squatters. Resolving this problem is yet another challenge for the local land rights forums.
- **Building a political consensus on land reforms and its effective implementation** can be a tricky issue that can take a long time to materialize. In the past, implementation of past accords and understandings with the government has been stalled due to lack of will to implement by the politicians and the bureaucracy. The same is likely to happen in the execution of the commitment of the government to implement land reforms.
- **Meeting high expectations of the rights holders and maintaining their interest in the land rights movement** can pose sustainability problems for the land rights movement which

will be a long and protracted struggle where outcomes take a long time to materialize. Rights holders, who rely on daily wages, have livelihood needs to fulfill and find it very difficult to sustain their participation in the movement for a considerable stretch of time.

2.03 GOOD PRACTICES AND LEARNING POINTS

Good Practices:

- **Focus on capacity development of activists** (land poor or land landless tillers) has laid a strong foundation for social movements to claim land rights. Activists have been the primary change agents and drivers of mass sensitization and land rights movement.
- **Establishment of Land Rights Movement Fund (cash and kind) through contribution from rights holders and the local community:** The rights holders and the local communities have made significant contributions for conducting local and national level movements and campaigns, which, according to CSRC officials, had higher monetary value than the contribution made by the CSRC. This has ensured high level of commitment to and ownership of the movement by rights holders. A format to capture district-wise monetary value of local contribution has been distributed and this data is expected to be presented by the annual report for the current fiscal year.
- **Documentation of movement and trainings/workshops:** To enhance institutional memory, learning of the land rights movement and trainings/workshops were documented and widely disseminated to rights holders' organizations and to relevant development agencies.
- **Linkage to agriculture offices and local bodies:** In many places rights holders' groups have been able to engage in dialogue with local bodies and convinced them to approve the use of barren land for collective farming. Likewise, local agriculture offices have also provided improved seeds and trainings to rights holders which have helped them to increase productivity.
- **Inculcation of participatory planning and review at all levels:** CSRC and its collaborating partners (NGOs, various structures of NLRP and community groups) have institutionalized the participatory and review processes that provide space to all participants to express their views.

Learning:

- **Collaboration and orientation to local chapters of political parties is important** in the process of providing support for land reforms as they are the key players whose judgment and recommendations will eventually be utilized to finalize the categorization of rights holders into *ex-kamaiya's*, *haliyas*, non-registered tenants and the landless.
- **The capacity and understanding of local facilitators is the key element** that contributes to strengthen the land rights movement and land reform initiatives at the local level. They are the primary vehicle for sensitizing, mobilizing, and motivating rights holders to actively participate in the LRs movement and developing their capacity to: i) analyze local conditions and context; ii) identify local resources; iii) enhance advocacy, lobby and dialogue skills; and iv) formulate plans and execute them for their benefit.
- **Good documentation enhances institutional memory and also facilitates easy replication and follow-up of programs and activities** even in the absence of the persons who orchestrated the implementation of these programs and activities. Besides it provides valuable lessons that enhance quality and effectiveness of follow-up programs and replication in new areas.

- **Allocation of responsibilities to activists should primarily focus on aligning it with their inherent and developed capacity.** This should be result based with realistic targets dealing with local issues that are achievable and provide tangible benefits to rights holders. As facilitators are overburdened with too many groups lose their effectiveness, the number of groups allocated to each facilitator should be judiciously fixed.
- Besides sensitizing rights holders about their rights and other important elements of the local conditions, context and analysis, **popular education centers should be more focused (with shorter sessions) primarily concentrating on coming up with solutions** (with actions plans) for solving local issues and providing benefits to rights holders.
- **Partnership with local NGOs should give equal importance to institutional capacity assessments (including of the human resource leading the organizations),** especially when partners have to work with other community based organizations. The proposal and action plans can be very good but the institutional and the human resources' capacity is instrumental in effective implementation, monitoring and evaluation and judicious selection and use of inputs and refinement of implementation processes and schedules.
- **Institutional strengthening of NLRF** (such as introduction of administrative and financial systems and capacity development of executive members, facilitators, and activists through training, exposure tours, and forums for practical applications of acquired skills) **along with regular facilitation and mentoring inputs** has brought good results particularly in the form of better institutional management, more organized and ownership of movements and campaigns, and better analytical skills of local context and issues. In areas where the NLRF district chapters have been given clear cut responsibilities and allocated a well defined budget directly from CSRC, the dependency is reduced with more effective implementation of programs at the local level. This is not as effective when a three tier approach has been used with local resource organizations (NGOs) being used as intermediaries.

2.04 PRIORITIES MADE IN LIGHT OF THE CHANGING CONTEXT

In line with the StOP, CSRC continued to give priority to: i) organizing, strengthening and mobilizing rights holders for the land rights movement; ii) advocating, lobbying and campaigning for favorable policy reforms especially to guarantee equal land rights to women; iii) disseminating learning generated from ground level actions and practices; and iv) promoting occupational farming and improving land productivity. Priorities accorded in the current fiscal year mainly comprised:

- Institutional development of rights holders' organizations: This included focusing on capacity development inputs of leaders and activists, formulation of action plans, strengthening accounting and administrative systems. NLRF and thirty district chapters are carrying out the land and agrarian rights campaign in their respective districts based on their annual action plans. The continuous and regular input in accounting system enabled DLRF and NLRF to start double entry accounting system. As a consequence, reports are submitted on time.
- Organizing movements (district, regional and national level) for favorable policies/enactments for the land poor and landless people including making the HLRCC public and implementing its recommendations on land reforms. This comprised quarterly events at the district, semi-annual events at the regional (two events: one in the east and the other in the west) and one event at the national levels.
- Collaborative engagements with government agencies as a facilitator to find solutions to critical issues in favor of rights holders rather than just engaging critically which was often interpreted as a confrontational approach.

- Strengthening replicable pilot schemes to promote scientific farming techniques that are supported by community owned financial resource mobilized through agriculture cooperatives of the rights holders.

2.05 ORGANISATIONAL DEVELOPMENT: EFFORTS INITIATED AND PLANNED

Organizations development efforts during the current fiscal year focused on strengthening institutional capacity of the CSRC at the center and regional levels (resource centers). This was primarily in line with the recommendations of the Joint Annual Review for 2009/10. These efforts are presented in the table below:

- The EC members are more actively involved in monitoring programs through increased level of field visits and partnership meetings with resource organizations.
- An Audit Committee, comprising two EC members, a general member and the external auditor, has been formed to expedite the audit process as well as make it more transparent.
- ED is now more of an institutional driver and a resource person and mainly focuses on: i) relationship with SPs; ii) overall management; iii) national level advocacy; and iv) international linkages.
- The overall program management function is now under the direct supervision of the program manager.
- Monitoring and Documentation Officer has been recruited to strengthen monitoring and documentation in CSRC. Annual targets have been set for each district and regions including for the NLRP in 30 districts. Likewise, regional as well district monitoring plan are also formulated and applied to monitor progress.
- Three weeks English language training was imparted to six staff members and two board members to build their capacity to speak and write English.
- Decentralization of authority to regional resource centers was initiated. Annual budgets, with corresponding activities and expense heads, are proposed by regional centers themselves. Following the approval by the central office, account keeping and approval of expenses are done by the coordinators. Three years targets have been set and monitoring is done on the basis of these targets.

2.06 COST EFFECTIVENESS

Cost effectiveness has been assessed: i) by comparing percentage of budget allocation to program and management cost to percentage of actual expenditures on these headings; and ii) completion of targeted outputs within the budgeted limit. If the percentage of actual expenditure is within the percentage allotted in the budget and the target outputs are achieved within the budgetary limit, the initiatives can be considered cost effective. The findings on these bases are as follows:

- As the accomplishment of all the outputs, excluding Output 3, has been achieved with expenses being within the budgetary limit, the initiatives undertaken by the CSRC can be considered as cost effective for the 2010/11 (up to the end of the third quarter). The details are available below:

Budget and Expenses by Outputs and other Costs Heads

Output	Budget (9 months)	% of budget	Expenses (9 months)	% of Exp.	Degree of	Achievement
					Utilizn. %	as per AWAB*
Output 1	13,746,100.00	44.45	10,262,701.00	45.71	74.66	over 100%

Output 2	6,995,750.00	22.62	3,922,994.00	17.47	56.08	100%
Output 3	625,000.00	2.02	150,245.00	0.67	24.04	30%
Output 4	8,352,150.00	27.01	7,232,367.00	32.21	86.59	100%
Output 5	1,206,500.00	3.90	885,681.00	3.94	73.41	100%
Total Program Cost	30,925,500.00	100	22,453,988.00	100	72.61	
Staff Costs (Salary, Benefits & Travel)	4,36,543.00	72.72	3,871,101.00	72.13	87.25	
Office running cost	1,059,650.00	17.37	942,636.00	17.56	88.96	
M & E and Audit Cost	145,000.00	2.38	138,028.00	2.57	95.19	
Capital cost	460,000.00	7.54	415,292.00	7.74	90.28	
Total Office Cost	6,101,193.00	100	5,367,057.00	100	87.97	
Total Cost	37,026,693.00	100	27,821,045.00	100	75.14	

- When the overall expenditure and the activities accomplished by the CSRC, the SP can be considered to be cost effective as the achievement of outputs are primarily in line with the annual plan while expenditure at the activities level have been less than the budgeted amount (72%).
- Rights holders have also contributed to the movement fund which has been spent judiciously and in a cost effective way. The recently concluded national movement was made possible by: i) contributions (rice and potatoes) made by 40 district chapters of NLRN worth NPR 746,940/-; and ii) contributions from individuals worth NPR 312,150/-.

Planned and actual disbursements made by donors were inline with the expected amount and schedule up to the end of the second quarter but has not been maintained in the third quarter. The disbursement gap was made up to an extent by DanidaHUGOU which disbursed double the planned amount but still the total disbursement in the third quarter fell short by about 27 percent. This is likely to impact the completion of activities in the fourth quarter in which CSRC anticipates a deficit of NPR 1.1 million. This is likely to grow in the upcoming fiscal year, with uncertainty of MS Nepal contribution and higher outlay in terms of salary at the lower levels (whole timer activists) to meet the minimum wage set by the government. Details of disbursement are presented in the table below:

Disbursement of Funds: Plan vs. Actual				
Planned Disbursement in First Quarter in F/Y 2010/11				
Name of Donor	Amount expected as per AWAB	Amount Received	Date Expected	Date Received
DanidaHUGOU	6,000,000	6,000,000	August 2010	03/09/2010
MS Nepal	800,000	800,000	August 2010	20/09/2010
ActionAid Nepal	787,500	787,500	August 2010	20/09/2010
Care Nepal	850,000	900,000	August 2010	05/08/2010
Oxfam GB	554,000	554,000	July 2010	30/07/2010
CCO/CIDA	0	0	No Plan & Disbursement	
Sub-total	8,991,500	9,041,500		
Planned Disbursement in Second Quarter in F/Y 2010/11				
Name of Donor	Amount expected	Amount Received	Date Expected	Date Received
DanidaHUGOU	10,500,000	10,500,000	November 2010	26/11/2010
MS Nepal	800,000	800,000	November 2010	16/11/2010

ActionAid Nepal	787,500	787,500	November 2010	16/11/2010
Care Nepal	850,000	800,000	November 2010	16/11/2010
Oxfam GB	0	0	No Plan & Disbursement	
CCO/CIDA	0	0	No Plan & Disbursement	
Sub-total	12,937,500	12,887,500		
Planned Disbursement in Third Quarter in F/Y 2010/11				
Name of Donor	Amount expected	Amount Received	Date Expected	Date Received
DanidaHUGOU	1,845,144	3,690,000	March 2011	24/03/2011
MS Nepal	0	0	No Plan & Disbursement	
ActionAid Nepal	1,650,000	800,000	March 2011	24/03/2011
Care Nepal	1,500,000	625,000	March 2011	11/04/2011
Oxfam GB	500,000	0	No Third Disbursement	
*CCO/CIDA	1,500,000	0	No Third Disbursement	
Sub-total	6,995,144	5,115,000		
Grand Total	28,924,144	27,044,000		

*The CSRC, at the time of formulation and approval of AWAB by the EC, anticipated funding support from CCO/CIDA though this was not actually confirmed.

2.07 MID TERM REVIEW OF STRATEGIC OPERATIONAL PLAN (StOP)

Almost mid way through its period, the StOP remains highly relevant and valid and the outputs generated (excluding Output 3) are in line to deliver the anticipated results⁷ by the end of the period during which the StOP is applicable. However, non-state stakeholders (such as IMF, World Bank, Asian Development Bank and relevant UN agencies) who can be quite influential in shaping Government policies have not accorded land rights much priority. CSRC and the SP's critical engagement with them in relation to land and agricultural issues have not taken off. The attempts made by CSRC in this direction have not been effective and will most likely remain so without the concerted effort and support from the SPs. In this context, the relevance of Output 3 as it stands now - with the envisaged focus being to counter detrimental policies of the corporate sector and bi-lateral and multi-lateral agencies by strengthening civil society and critical engagement with these actors - is not likely to bring in significant benefit to the land rights movement. The engagement with these non-stakeholders can also explore new areas (such as improving community based cooperative farming, framing policies on more efficient use of barren land in favour of poor tenants and landless farmers etc.) besides countering detrimental policies of these organizations. The CSRC had formulated an action plan for this but it was not implemented. There is also an option of merging Output 3 with Output 2 and 4 to make it more effective.

2.08 FOLLOW UP ON RECOMMENDATION OF JAR 2010/11

The JRT found that, barring a few, the recommendations of the JAR 2009/10 has been implemented and/or initiated by the CSRC. The current status of the follow up on recommendations of the JAR 2010/11 is presented in the table below:

S.N.	Recommendations	Status
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⁷ The five results comprise: i) rights holders organized, strengthened and mobilized to claim and exercise their rights; ii) clarity and consensus about land reform established, and land reform policy and frameworks, suitable to the needs and realities of Nepal developed and implemented; iii) critical engagement established with non-state stakeholders involved in land and agricultural issues; iv) learning from ground level actions and practices generated and disseminated at all levels; and v) new land policies guaranteeing women and men equal rights to own land

01.	Simple annual plans be institutionalized to the lowest level (i.e. the community based groups)	Implemented at the district level & implementation at the VDC and groups levels also initiated
02.	Develop the capacity of the leadership of the NLRF at the center, district and VDC levels in managing organizations, planning and monitoring, and designing participatory processes.	Being implemented
03.	Two pronged movement and advocacy approach from all stakeholders at all levels to make public the Report of the HLLRC and implement its recommendation	Implemented
04.	Coordination should be extended to post movement follow-up and supportive activities that help realize movement induced agreements.	Partially implemented but not as anticipated due to caretaker government
05.	NLRF needs to formally register new members and renew membership of registered members	Being implemented and to be completed by the upcoming general convention
06.	CSRC in consultation with the strategic partner prepare an action plan to critically engage non-state stakeholders (such as IMF, World Bank, Asian Development Bank and multinational companies).	Prepared but not followed
07.	Priority given to scale up and deepen the process of popular education among rights holders by strengthening and systematizing the popular education centers	Focused more on deepening
08.	Give continuity to its model of land reform from below and expand its application to cover more districts	Being implemented in the same five districts but more agro-initiative coming up in other districts
09.	Give priority to advocacy and lobby to ensure that policy reforms to promote women ownership on land forwarded for approval by the Minister and Secretary of LR & M are actually included in the budget speech	Priority accorded
10.	Strengthen coordination between its district based resource organizations (partner NGOs) and district and VDC chapters of the NLRF (team building exercise and clearly defining their roles and functions to support each other).	Team building exercise completed
11.	Ensure that the district based partner NGOs of the strategic partners are included in the strategic loop	This has improved in comparison to last year (not in Kapilvastu)
12.	Linkage of the rights holders to other donor supported programs on economic rights and agrarian reforms and focus on utilizing unused and/or barren public land for communal farming and the use community based forests	Linkage to donor programs not done but linkage to Government program & utilization of barren land is increasing.
13.	Develop middle level leadership having organizational management and develop institutional recognition in lieu of being	

	<p>recognized more on a personal level.</p> <p>i) capacity development need assessment of executive committee members and senior staff and imparting relevant capacity development programs;</p> <p>ii) developing the executive director as a manager, an institutional driver and a resource person on land rights by: a) limiting field based engagements; b) providing academic opportunities to specialize on land and agrarian reforms; and c) ensuring that is confined to organizational management, national level advocacy and engagements with strategic partners and key actors and international linkages;</p> <p>iii) all program management functions along with national level advocacy under the direct supervision of the program manager.</p> <p>iv) recruiting two senior level staff in the positions of a) program monitoring and evaluation and documentation specialists; and b) field coordinator; and</p> <p>v) focusing on capacity development of regional resource centers and decentralization of authority to the regional level for enabling resource centers to: a) become regional level resource centers in reality; and ii) have the authority to deal with local issues and decide on local level activities</p>	<p>Need assessment done on the basis of annual performance appraisal of staff. Training initiated and to be an ongoing process.</p> <p>In line with recommendation except for (b)</p> <p>In line with recommendation</p> <p>Recruited (a) & (b) not done</p> <p>Initiated in line with recommendation</p>
14.	Long term commitment of funds by each SP covering the entire strategic period.	Not done
15.	Incentive package to activists and the period of engagement be revised	Implemented

2.09 STRENGTHS AND WEAKNESSES OF THE STRATEGIC PARTNERSHIP

The "strategic partnership" as it stands now appears like more like a basket fund arrangement. Besides DanidaHUGOU and MS Nepal, which have committed a specific amount for the entire StOP period and up to 2011 respectively, the other SPs make commitments on a year to year basis. Due to the unpredictability of annual funding commitments (its continuity as well as the amount), it has become difficult for CSRC to accurately formulate its AWAB. Further, some critical questions related to the SP that currently arise include:

- How strategic is the partnership and in what terms is it strategic?
- Are all the SPs pooling in their concerted effort for policy advocacy and are they lending strategic support (excluding funding) to the lands rights movement?
- Are they using their institutional strength and networks to support rights holders' legitimate demand?
- What position do land rights issue hold in their long term institutional strategy and how is the StOP aligned to their strategies?
- Are disbursements and funding commitments harmonized with the national calendar?

The strengths and weakness of the strategic partnership has been presented as follows:

Strengths	Weaknesses
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<ul style="list-style-type: none"> • Availability of basket fund funding CSRC's StOP - i.e. funding the land rights movement in totality and not just a project • Strong review and reflection process (review of quarterly financial reports , semi-annual and annual progress reports, AWAB, joint annual review and institutional audit and strategic partnership meetings) • Inter-partner networking for joint advocacy and peer capacity building • Capacity building and technical assistance (including training in Denmark, review and updating of the accounting system, M & E framework and synergy workshops) 	<ul style="list-style-type: none"> • Unpredictability of funding support • Inadequate linkage with other programs of SPs • Lack of harmonization of disbursements and funding commitments with Nepali calendar.
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3.0 CONCLUSION AND RECOMMENDATIONS

3.01 CONCLUSIONS

Conclusion

The land and agrarian rights movement, which promotes land reform and management as means to secure the rights of the land-poor and landless people, has become a national movement (50 districts). It is led by the NLRF - the organization of the land poor people and facilitated by a coalition of NGOs and community based organizations (CBOs). The CSRC and its coalition partners, supported by the SPs, provide financial, institutional and technical inputs to the NLRF and its organizations at the local and national levels.

Due to the institutional development of the NLRF and the enhancement of the capacity of its frontline leaders and activists, the NLRF can plan, implement and manage movements from the local to the national levels. Rights holders are committed and motivated to actively participate in the movement. Their ownership of the movement is strong at this point of time and can be sustained for a period of time. However, it is very difficult to predict for how long this enthusiasm can be sustained in the absence of tangible benefits in the form land entitlements and improvement in their livelihood.

The land rights movement, campaign and advocacy efforts has been successful in making all key actors (including major political parties, the bureaucracy, donors, the media and the civil society) recognize land and agrarian rights as an important issue that need to be addressed. Though there have been commendable achievements in the current fiscal year, tangible benefits derived from the movement are overshadowed by the existence of a huge number of poor tenants and landless people who are still being denied their rights. Rampant corruption and faulty processes and system in the identification/listing of landless people as well as in the distribution of land by the LPSC, low commitment of political parties to: i) actually implement and enact land reforms; and ii) implement past accords with NLRF along with poor economic conditions of rights holders have impeded process of land and agrarian reforms.

The land rights movement has spread very rapidly encompassing fifty districts. It is going to be extremely difficult for the NLRF to monitor and coordinate the movement without sound membership base and an appropriate institutional structure with competent activists to manage movements and campaigns from the grassroots to the national level. There is also the

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challenge of duly establishing an accurate official record of squatters and land-less people which is owned by all key stakeholders. Fighting the vested interest groups that are engaged in misleading poor people to occupy public land is another serious concern. Land and agrarian reforms will not be possible without political consensus on land reforms. Effective implementation of decisions and policy is another tricky issue that can take a long time to materialize. In the past, implementation of past accords and understandings with the government has been stalled due to lack of will to implement and act by the politicians and the bureaucracy. The same is likely to happen in the execution of the commitment of the government to implement land reforms. Meeting high expectations of the rights holders and maintaining their interest in the land rights movement can pose sustainability problems for the land rights movement which will be a long and protracted struggle where outcomes take a long time to materialize. Rights holders, who rely on daily wages, have livelihood needs to fulfill and find it very difficult to sustain their participation in the movement for a considerable stretch of time.

Despite these challenges, the land rights movement is in the right direction and in a position to compel the Government to enact land reforms in the coming year. This will largely be contingent on political will to: ii) publicize the report submitted by the HLLRC; ii) enactment of land reforms in line with recommendations of the HLLRC; iii) formulation of an action plan to implement land reforms; and vi) implement land reforms within the stipulated time frame. In this respect, concerted advocacy efforts by CSRC, SPs and the NLRF, which are backed by a massive movement from the grassroots to the national level, gain prime significance.

3.02 RECOMMENDATIONS

- 01.** It is recommended that in the upcoming year, institutionalization of NLRF starting from the community level should be given priority. Thus, there is a need for the renovation of community based people's organizations. This calls for:
 - re-identification of community based groups and distribution of membership and/or renewal of membership;
 - orientation to all frontline leaders of community groups;
 - setting targets and institutionalizing work plans;
 - arranging exposure learning to other groups and community based agricultures schemes in other areas; and
 - POs strengthening manual to be developed through team work between CSRC and NLRF.
- 02.** It is recommended that priority be given towards: i) formalizing the creation of an accurate list of actual landless people that is agreeable to all stakeholders (Government, political parties, the NLRF); and ii) create pressure on the Landless Commission to work behalf of landless people. The district chapter of NLRF should take the lead to dialogue with local bodies, relevant line agencies and representatives to form a task force (at the local level) with the mandate to finalize the list of landless households.
- 03.** The essence of focusing on district specific issue appears to have taken a back seat in recent times with national issues taking precedence. Thus, besides giving continuity to engaging in national and other cross cutting issues, the land rights movement also needs to give priority to specific district based issues that have high potential of yielding tangible benefits to rights holders. Thus, it is recommended that the concept of "One District One Visible Movement" be practiced in the 30 districts were the NLRF has established district level executive committees.

04. There is a need for a coordinated two pronged of movement and advocacy approach at the district, regional and national levels to make public the Report of the HLLRC and implement its recommendation by enacting land reforms. This should be a built-up from the district, moving on to the regional level (two places one in the east and the other in the mid-west) and culminating at the national level. The movement should focus in demonstrating in front of the offices of main political parties.
05. To enhance the livelihood of rights holders' replicable initiatives such as agro-based entrepreneurship and community based farming should also be promoted in a wider scale and these initiatives should be linked to cooperatives where rights holders have become members. Cooperatives, targeting the most marginalized groups of rights holders' groups should also be promoted. This could be initiated by targeting Haruwacharuwa and Haliyas.
06. It is recommended that the knowledge base and sensitization of popular education centers should be deepened in lieu of expansion. The centers, besides focusing on sensitization of rights holders about their rights, should give priority on finding solutions to community issues.
07. Dialogues with district, regional and national level stakeholders (political party leaders, government officials, CA members, civil society leaders, experts and media people) should be an ongoing process to be conducted on a quarterly basis. Dialogue with Government and critical engagement with the government on policy and program should primarily focus on national land policy and the new Land Reform Act.
08. The NLRF should also make its position clear, through a position paper/document, on land rights and the movement it will take part in.
09. The CSRC and the NLRF should give priority to documentation and dissemination of land rights violation cases and use them to highlight cases of abuse and to promote the land rights of the landless and land poor people.
10. Collaboration and alliances building among the SPs partner NGOs, resource organizations and the CSRC should be given priority. This needs to be done through regular semi-annual review and sharing meeting.
11. CSRC should focus on dialogue with and pressurizing the government to formulate a policy and program on women access to land.
12. The strategic partners need to make a firm commitment towards and the extent of their support by:
 - committing through an agreement to extend financial support for the entire strategic period;
 - pooling in their concerted effort for policy advocacy and lending strategic support to the lands rights movement; and
 - harmonizing disbursements and funding commitments with the national calendar.

4.0 PROCESS ACTION PLAN

CSRC's Process Action Plan for Fiscal Year 2011/12 is presented in the table below:

Output/Activity	Timing/deadline	Unit responsible	Status (Available/to be prepared)
<u>Output: 1 - Rights holders (land-poor women and men) organized, strengthened and mobilized to claim and exercise their rights</u>			

(i) Community and organization re-identification	To be completed by the first quarter	RO/RC/NLRF &DLRF	Detail action plan drafted
(ii) Special orientation for all frontline leaders (1=1)	To be completed by the second quarter	CSRC/RO/NLRF	Special courses (stage 1-2-3) to be prepared
(iii) Exposure learning visit	To commence in the second quarter and be completed by the third quarter	CSRC/RO	In line with AWAB
(iv) POs strengthening manual	To be completed first month of the first quarter	CSRC and NLRF	To be prepared through team work
v) Create pressure on the landless commission to work behalf of landless people to	Throughout the year	DLRF/NLRF	To be prepared detail campaign plan
vi) One districts one visible movement (30 districts)	Throughout the year	DLRF	Action plan to be finalized by DLRF before Shrawan
vii) National movement for implementation of the action plan, members gathers at district level and demonstrate in front of political parties districts and Kathmandu	To be completed by second quarter	NLRF/CSRC/RO/DLRF	Action plan to be finalized through participatory meeting.
viii) Agrobased entrepreneurship (10 places)	Throughout the year	CSRC/RO/DLRF	Plan to be approved based on the proposal from DLRF
ix) Cooperatives (Haruwacharuwa and Haliya - 5 nos.)	Start right from the beginning of the year to completed by the third quarter	CSRC/RO	In line with AWAB
x) Deepening popular education centre - 120 centres	Throughout the year	CSRC/RO/DLRF	In line with AWAB
Output: 2 - <u>Clarity and consensus about land reform established, and land reform policy and frameworks suitable to the needs and realities of Nepal developed and implemented</u>			
*i) Dialogue with district	Every quarter	DLRF	In line with AWAB

level stakeholders 1*4			
ii) Dialogue with regional level stakeholders 1*4	Every quarter	ROs/RCs	In line with AWAB
iii) Dialogue with national level stakeholders 1*4 <i>(Political party leaders, government officials, CA members, civil society leaders, experts and media people)</i>	Every quarter	CSRC/NLRF	In line with AWAB
iv) Dialogue with government and critical engagement of government policy and program specially on national land policy, new land reform act.	Throughout the year	CSRC, NLRF and strategic partners	In line with the AWAB
v) Declaration/position book of land movement	Commence on first quarter and ongoing throughout the year	NLRF/CSRC	Organize series of discussion before finalization of declaration.
<u>Output: 3 - <i>Critical engagement established with non-state stakeholders (such as IMF, World Bank, Asian Development Bank and multinational companies) involved in land and agricultural issues</i></u>			
i) Study on land policy of non-state actors (WB, ADB, WTO), bi-lateral organizations	To be completed by first quarter	CSRC and strategic partners	In line with AWAB
ii) Policy dialogue with non-state actors (WB, ADB, WTO), bi-lateral & multi-laterals	To commence in the second quarter and be completed by the last quarter	CSRC, NLRF and strategic partners	In line with the AWAB

<p>Output: 4 - <u>Learning generated from ground level actions and practices, and disseminated the knowledge at all levels</u></p> <p>i) Documentation and dissemination of land rights violation cases</p> <p>ii) Collaboration and alliances building among the NGOs who are partners of SPs</p> <p>iii) Semi annual review and sharing meeting</p>	<p>Throughout the year</p> <p>Throughout the year</p> <p>Second and fourth quarter</p>	<p>CSRC</p> <p>CSRC/ROs/RCs</p> <p>CSRC/SP</p>	<p>In line with the Institutional Development Plan</p> <p>In line with the Institutional Development plan</p> <p>In line with the AWAB</p>
<p>Output: 5 - <u>New land policies introduced guaranteeing women and man equal rights to own land.</u></p> <p>i) Dialogue and pressurize to the government to make policy and program on women access to land.</p> <p>ii) Regional conference of women leader and activist</p>	<p>Commence on first quarter and ongoing throughout the year</p> <p>Commence and be completed by the third quarter</p>	<p>NLRF, ROs/RCs and CSRC</p> <p>NLRF and ROs/RCs</p>	<p>In line with AWAB</p> <p>In line with AWAB</p>

List of Documents Reviewed

01. Strategic and Operation Plan of Land Rights Movement, 2009 - 2013,
02. Institutional Assessment Report, Community Self Reliance Centre, Commissioned by DanidaHUGOU, March 2009
03. Land tenure and Agrarian Reforms in Nepal, CSRC
04. Land and Agrarian Reform Campaign, Semi-Annual Progress Report, Shrawan – Poush 2067, (17 July 2010 – 14 January 2011)
05. Land and Agrarian Reform Campaign, Quarterly Progress Report, Magha - Chaitra, 2068 (January 15 - April 13, 2011)
06. Annual Work Plan and Budget, 2010/11
07. Joint annual review on Community Self-Reliance Centre's (CSRC) Performance in 2009/10
08. DanidaHUGOU Contribution to Strategic Partnership with CSRC

Terms of Reference (ToR)

Annex - 2

List of Persons Consulted

Name	Designation/Organization
Baitadi	
Mr. Murari Prasad Sharma	Chief District Officer, District Administration Office
Mr. Kumar Khadka	Local Development Officer, DDC
Mr. Nara Bahadur Chand	District Chair, Nepali Congress
Mr. Ganesh Singh Aierai	Executive Officer, Dasharath Chand Municipality
Mr. Bhupal Singh Karki	Officer, District Land Revenue Office
Mr. Gopal Chand	District Secretary, CPN Maoist
Mr. Sher Singh Bishta	CARE Nepal
Mr. Mahesh Chandra Joshi	Officer, District Agriculture Office
Mr. Liladhar Poudyal	National Investigation Bureau
Mr. Bharat Khatri	Saugat FM
Mr. Mahesh Badu	National Land right Forum, Baitadi
Mr. Suresh Nepali	Treasure, National Land right Forum, Baitadi
Mr. Laxman Dutta Bhatta	CPN (UML)
Mr. Geeta Khanal	Office Secretary, Land Right Forum, Baitadi
Mr. Rana Bahadur Chand	District member, Rastriya Janamorcha Party
Mr. Devram Lohar	NNSDWO
Mr. Ramesh Koli	Civil Society
Mr. Gopal Lohar	Civil Society
Mr. Man Dhoj Nepali	Civil Society
Mr. Bhimsen Goli	Civil Society
Mr. Bhuvan Bishwakarma	Civil Society
Mr. Suresh Nepali	Civil Society
Kailali District	
Mr. Chiranjivi Prasad Ghimire	Officer, district Administration Office
Mr. Hirendra BK	Team Leader RDN Nepal
Mr. Devi Khanal	Project Officer, YAC Nepal
Mr. Ghanashyam Bhattarai	
Mr. Ghambhir Singh	Vice chair, District BAR Association
Mr. Yagya Raj Bastola	District member, CPN-UML
Mr. Mohan Chand Thakuri	Officer, District Land Survey Office
Mr. Raj Bahadur Singh	District member, Rastriya Janashakti Party,
Mr. Ram Dev Sharma	District chairperson, Nepal Sadbhavana Party
Mr. Ambika Bishta	District member, CPN (ML)
Mr. Prakash Bahadur	Nepali Congress
Mr. Prem BK	Activist, Dhangadi Municipality-03
Mr. Kush Dhoj KC	Chief officer, District Land Revenue Office
Mr. Khadka Raj Joshi	Coordinator, INSEC
Mr. Puran Nepali	Activist
Ms. Hansa BK	Activist
Ms. Padma Saud	Activist
Bardia District (Interaction with Stakeholders & Representatives of NLRF - District Chapter)	
Mr. Kesh Bahadur B.K.	NLRF Bardia
Mr. Tilak Sharma Himat	Unified Communist Party of Nepal (Maoist)
Mr. Kashiram Tharu	Madhesi Janadhikar Forum

Ms. Sharada Singh	Rastriya Prajatantra Party
Mr. Krishna Murari Pant	Chief, Survey Department, Bardiya
Mr. Pratap Kumar GAutam	Journalist
Mr. Bal Krishna Wali	Civil Society
Mr. Homendra Thapa	NLRF Bardia
Mr. Laxmi Gupta	Nepal Sadbhawana Party
Mr. Indra Bhandari	NLRF Bardia
Mr. Yakcha Lal Mandal	Nepal Sadbhawana Party
Mr. Basodi Khatik	Activist, Mahamadpur
Mr. Dulara	Activist, Mahamadpur
Mr. Ram Prakash Loniya	Activist, Mahamadpur
Mr. Sukharam Raidas	Activist, Mahamadpur
Ms. Parbati B.K.	Activist, Mahamadpur
Mr. Yam Nath Acharya	Activist, Mahamadpur
Mr. Madan Khatri	Activist, Mahamadpur
Mr. Bharat Chandra Adhikari	Officer, Land Revenue Office, Bardiya
Mr. Krishna Thapa	Land Reform Ministry
Mr. Tritha Bahadur Chanda	Communist Party of Nepal (Marxist-Leninist)
Mr. Khadananda Poudyel	Rastriya Janamorcha Party
Mr. Dilip Barm	Madesh Janadhikar Forum
Mr. Pal Bahadr Thapa	Activist
Mr. Pabitra Aryal	Activist
Lamahi, Dang District (Interaction with Society Welfare Action Nepal - SWAN & NLRF - District Chapter)	
Mr. Bhagiram Chaudhary	Program Director (SWAN)
Mr. Jagbir Chaudhary	Activist (SWAN)
Mr. Prayag Narayan Chaudhary	Accountant (SWAN)
Mr. Hari Narayan Chaudhary	Secretary (Dang Manch)
Mr. Kul Bahadur Chaudhary	Member (Dang Manch)
Mr. Megh Bahadur B.C.	Member (Dang Manch)
Mr. Balkrishna Chaudhary	Office Secretary (Dang Manch)
Ms. Sumitra Thapa	Activist (SWAN)
Mr. Sarad Chaudhary	Activist (SWAN)
Ms. Sunita Pariyar	vice-Chairman (Dang Manch)
Mr. Ganga Prasad Chaudhary	Chairman (Dang Manch)
Mr. Rajendra Khadka	Member (SWAN)
Ms. Nita Chaudhary	Secretary (SWAN)
Mr. Jugmani Chaudhary	Activist (SWAN)
Mr. Dhaniram Chaudhary	Focal Person (SWAN)
Mr. Dhurba Prasad Chaudhary	
Butwal, Rupandehi, (Interaction with Activists and NGO Representatives)	
Mr. Nariram Lohar	Resource Center 1, Co-ordinator
Ms. Mamata Auji	Activist
Mr. Tika Bohora	Activist
Mr. Bishnu Pokhrel	Co-ordinator
Mr. Banilal Tharu	District Co-ordinator
Ms. Hima Sunar	District Co-ordinator, Bardia
Mr. Purna Sunar	District Co-ordinator, Surkhet
Mr. Lalmani Bhandari	Regional Program Officer
Mr. Asharam Chaudhary	Resource Organization Co-ordinator
Mr. Sunil Chaudhary	Activist
Ms. Rita Chaudhary	District Co-ordinator

Mr. Suvraj Chaudhary	Resource Center Co-ordinator
Mr. Om Prakash Tripathi	Activist's Co-ordinator
Mr. Kalpana Karki	Regional Program Officer, CSRC
Mr. Madhusudhan Sapkota	Activist
Mr. Madhav Dhakal	Activist
Ms. Sushma Neupane	Office Secretary
Mr. Ramji Bajgain	District Co-ordinator, Mahottari
Ms. Gita Chalise	District Co-ordinator Sarlahi
Ms. Menuka Bhattarai	
Mr. Ganesh Prasad Ram	Co-ordinator
Ms. Manju B.k.	Activist
Mr. Pawan Sada	Activist
Mr. Subash Gautam	Co-ordinator, Sunsari
Mr. Tika Mangrati	District Co-ordinator
Ms. Anju Dahal (Bhandari)	Abhiyan Nepal
Ms. Saraswati Subba	NLRF
Mr. Som Karki	NLRF
Ms. Jyoti Baidya	Monitoring & Documentation Officer
Mr. Jagat Deuja	Program Manager
Mr. Puskar Acharya	Administration & Finance Co-Ordinator
Nawalparasi District (Interaction with AAN Partners and NLRF - District Chapter)	
Mr. Atma Ram Khanal	Chair, Indreni Learning & Research Center
Mr. Kuldip Acharya	ED, Indreni Learning & Research Center
Ms. Shara Acharya	Indreni Learning & Research Center
Mr. Narayan Ghimire	Indreni Learning & Research Center
Mr. Shiv Pd. Pandey	Indreni Learning & Research Center
Mr. Badri Subedi	Indreni Learning & Research Center
Mr. Bam Dev Adhikari	Indreni Learning & Research Center
Mr. Bir Bahadur Sapkota	VDRC
Mr. Ganesh Man Bote	MMBKSS
Mr. Purna K. Bohra	Chair, NLRF District Chapter
Ms. Baijukant	Vice Chair, NLRF District Chapter
Interaction in CSRC (Management Team & Staff)	
Mr. Jagat Basnet	Executive Director
Mr. Jagat Deuja	Program Manager
Mr. Puskar Acharya	Administration & Finance Coordinator
Ms. Kalpana Karki	Program Officer (Central Region)
Ms. Geeta Pandit	Administration and Finance Officer
Ms. Jyoti Baidya	Monitoring and Documentation Officer
Ms. Sarita Luitel	Logistic Associate
Ms. Radha Chapagain	Finance Officer
Mr. Kumar Thapa	Communication Officer
Mr. Lalmani Bhandari	Program Officer
Mr. Suvraj Chaudhary	Regional Program Coordinator
Ms. Jyoti Sashankar	Receptionist
Interaction with National Land Rights Forum (NLRF)	
Mr. Som Prasad Pandit	General Secretary
Mr. Ramesh Prasad Sapkota	Member

Focus Group Discussions with Rights Holders

S.N.	Date	Location	No. of Participants
01.	17 April 2011	Kalika Land Rights Forum, Belaitipur, VDC, Kailali District	22 Women & 5 Men
02.	19 April 2011	Dham Chamadia (Krishi Nagar), Srikot VDC, Baitadi District	14 Women & 24 Men
03	21 April 2011	Gangaparaspur, Takiyapur - 9, Dang District (Discussion and observation of community farm)	8 Women & 6 Men

Annex: ToR

Standard Draft Terms of Reference

24 Feb 2011

ANNUAL REVIEW OF CSRC'S PERFORMANCE IN 2010/2011

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), 2010/11 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 2010/11 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 (2010/11). 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.⁸
- 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.

⁸ 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 benefiting from the programme implemented by the organization

- 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.

The review will have the following specific objectives suggested by CSRC: (Please suggest if there are specific issues CSRC would like the review team to look into).

- XXXXXXXXXXXX
- XXXXXXXXXXXX
- XXXXXXXXXXXX

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, 2010/11;
- Quarterly Update and Semi-annual Progress Report; and
- Review of recommendations from Institutional Capacity Assessment.
- Report of Joint Annual Review 2009/2010.

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', stake-holder 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 2010/11,
 - in terms of cost-effectiveness (please see *Annex 1*),
 - from the perspective of gender and social inclusion,
 - from actions initiated to respond to 2009/2010 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

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

S. No.	TITLE/SUBTITLE	PAGE
1.	Abbreviations	0
2.	Executive Summary - Main points drawn from all relevant sections from the body of the report	3
3.	Background and Introduction 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 2010/11 of the organization) d. Methodology (introduce the methods used to collect, analyze and interpret data) e. Overview of the Report structure	3
4.	Analysis and Findings Present the <i>analysis</i> and <i>findings</i> focusing on: a. achievement of results against targets (AWAB 20010/11) 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 2009/10 <i>Refer to “Section C” (Data Analysis and Consolidation of Findings) of the ToR for further reference.</i>	6
5.	Conclusion and Recommendations 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.	Process Action Plan 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,	1

	Timing/deadline, Unit responsible, Status (Available/to be prepared)]	
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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 2009/10 (To be prepared by SP and included in the report).

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

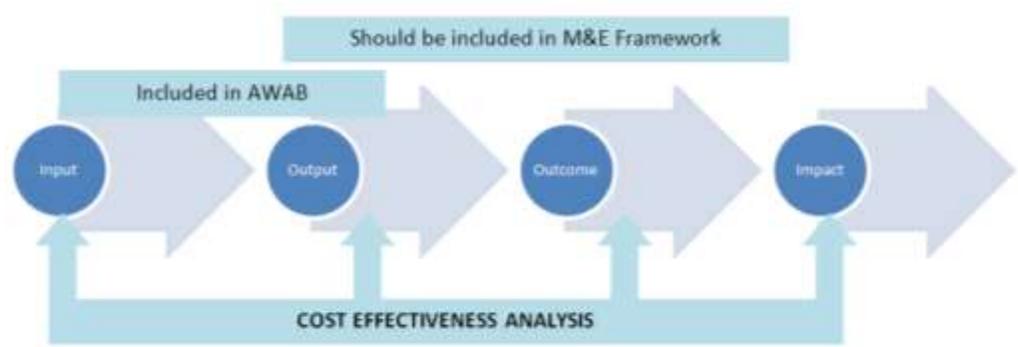
Level 1 and 2 are usually specified in the AWAB of the organisation, and data should be readily available, either from the AWAB or the reporting.

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:

Output/Activity	Budget	% of budget	Expenses	% of expenses	Degree of utilization % (*)	Achievement as per AWAB
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%
Total Programme Cost	17,300,000	100.0	12,880,000	100	74.5	
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	
Total Office Cost	21,700,000	100	22,050,000	100.0	101.6	
Total	39,000,000	100	34,930,000	100	63.2	

(*) 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.

