



Be the change

FY 15 IRMI QUARTERLY REPORT
January- March 2015

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Acronyms and Abbreviations

ADR	Alternative Disputes Resolution
AFO	Area Forest Office
BASE	Backward Society Education
CA	Constituent Assembly
CDO	Chief District Officer
CFUG	Community Forest User Group
DDA	District Development Assembly
DDC	District Development Committee
DEO	District Education Officer
DFO	District Forest Officer
DPAC	District Project Advisory Committee
FECOFUN	Federation of Community Forestry Users
FGD	Focus Group Discussion
FNRM	Forum for Natural Resource Management
INGO	International Non-Governmental Organization
IRMI	Inclusive Resource Management Initiative
KII	Key Informant Interview
LGCDP	Local Governance and Community Development Program
MC	Mercy Corps
NRM	Natural Resource Management
NRMF	Natural Resource Management Forum (NRMF)
SS	Sahakarmi Samaj
SWC	Social Welfare Council
TAF	The Asia Foundation
USAID	United States Agency for International Development
VDC	Village Development Committee
WCO	Women and Children's Office

I. Program Overview/Activities

Mercy Corps and its two local partners – Backward Society Education (BASE) and Saharkarmi Samaj (SS)– are in the final three months of implementing the USAID-funded two-year **“Inclusive Resource Management Initiative (IRMI)”** program designed to support Nepal’s transition to a more peaceful, equitable society. The overarching goal remains to enhance stability through natural resource conflict resolution and inclusive natural resource management to implement program activities targeting 20 Village Development Committees (VDCs) and 20 Community Forest User Groups (CFUGs) in four districts of the western Terai: Kailali, Bardiya, Banke and Dang Districts. The program is expected to reach approximately 237,000 people living in the target areas. During this quarter, the program reached some 2,318 beneficiaries of these, 1,189 female and 1,129 male in the activities implemented as mentioned earlier in the achievement section.

This natural resource-based conflict mitigation and resolution program has been premised upon a holistic and people-to-people approach, which:

- Facilitates the resolution of resource-based conflicts;
- Promotes inclusive decision-making related to natural resource use and management; and
- Reduces natural resource competition through joint environmental and economic initiatives.

The IRMI program has been based on two fundamental context-specific theories of change:

- *If local decision-making related to natural resource use and management is more inclusive, then resource-related conflicts will decrease; and*
- *If Nepalis work together to reduce pressure on natural resources, then conflict over these resources will decline and dispute resolution agreements will be more sustainable.*

Program Major Activities:

Since June 2013, the IRMI program has facilitated natural resource-based conflict resolution, promoting inclusive management strengthening local governance practices, tangible economic and natural resource management initiatives and transparency of Community Forest User Groups (CFUG) in a bid to reduce dependency on natural resources. The overall program activities over the program period include:

- Mapping natural resource conflicts;
- Conducting joint training for key stakeholders in conflict analysis, negotiation, mediation and multi-stakeholders’ dialogue skills;
- Facilitating the development of conflict resolution agreements;
- Strengthening community user groups’ internal governance;
- Raising awareness on natural resources rights and responsibilities;
- Supporting community participation in local government decision making;
- Facilitating community peace building forums;
- Holding advocacy workshops with the relevant government bodies;
- Creating joint natural resource management initiatives; and
- Supporting environmentally sustainable economic initiatives.

II. Highlights of this quarter achievements:

During this reporting period, Mercy Corps and its partners achieved the following:

- Finalized community grant proposals for 20 environmentally sustainable economic and 20 natural resource management initiatives in all 20 target CFUGs. Out of these, 17 environmental economic activities and 15 natural resource management initiatives have received funding and implementation is in progress.
- Conducted 27 education sessions in 17 CFUGs targeting 2,072 participants (998 male and 1,074 female.)
- Partners conducted three-day good governance and advocacy training sessions for a selected 56 (M 27, F 29) CFUG members at district level in Dang and Bardiya districts.
- FM radio stations produced and broadcasted 36 episodes of NRM awareness programs in four districts.
- IRMI Peace Forums (NRMFs) held 12 conflict facilitation sessions. They resolved 7 new cases of NRM disputes and developed agreements.
- Conducted a third round of partners' capacity building training for training of trainers (ToT) on multi-stakeholder dialogue and interest-based negotiation skills for 22 staff (8 female and 14 male) from 16- 21 March 2015.
- 168 members from target CFUGs (90 male and 78 female) participated in cross learning visits in three districts at district level.

III. Program update by objectives

Objective 1: Strengthen the ability of key stakeholders to resolve community-level natural resource conflicts in an inclusive, sustainable manner.

Activity 1.1: Map natural resource conflicts.

Status: This activity was completed from December 2013 to February 2014. However, as the program identifies new NRM conflicts in the target communities, we begin the process by mapping the context, dynamics and structure of those conflicts before going into facilitation support.

Activity 1.2: Conduct joint training for key stakeholders in conflict analysis and resolution.

Status: The 421 (236 male and 185 female) key stakeholders have met in their respective VDCs to intervene and resolve some of the identified natural resource-related

conflicts/disputes with the skills and knowledge acquired in different trainings and mentoring sessions conducted by the IRMI program. They have thus far received training on community mediation and negotiation skills, multi-stakeholders' dialogue and refresher sessions on mediation. In their regular meetings and

mentoring sessions, they have found that dialogue skills are directly and effectively applicable to resolving NRM-related conflicts. Therefore, IRMI further conducted a five-day capacity building training for partner staff on dialogue and interest-based negotiation from 16-21 March 2015. They are expected to transfer those skills to key stakeholders during trainings in the communities in April 2015.



IRMI Partners staff Capacity Building Training in Pokhara

Update: IRMI conducted a five-day ToT on multi-stakeholder dialogue and interest-based negotiation Skills on 16-21 March 2015 to 22 (14 male and 8 female) participants. Among them, 17 were IRMI staff, 3 from the partner's executive committee and 2 from a sister program SAFERWORLD (USAID's CMM partner). An experienced trainer on dialogue skills and practitioner, Dr. Dinesh Prasain, facilitated the training. The main topics covered during the training were as follows:

- Reflections and lessons learned on the applications of September 2014 training on dialogue skills relating to NRM conflicts in the community.
- Reflections on the conceptual framework and key components of dialogue and negotiations within a problem-solving framework.
- Basic skills related to dialogue and negotiation facilitation skills.
- Design a framework for community-level training on dialogue and negotiation.
- Practiced key sessions for dialogue and negotiations training at the community level.

Following this training, the partners' staff/ToT participants prepared a three-day training curriculum for key stakeholders in all 20-target communities. In addition, they are planning to address some of the challenging conflicts with the acquired skills and knowledge in the training.

Hold forums to disseminate information at VDC level:

Seven meetings at VDC level were conducted to share program progress among all the stakeholders. In the meeting, information was shared on resolved cases on natural resource based disputes facilitated by the trained key stakeholders. The VDC secretary requested the submission of the IRMI work plan to the executive body of the VDC council as a way of mitigating duplication of efforts and improving more on coordination with like-minded organizations in the area. The IRMI team shared the program activities from the initial phase to current implementation of economic and NRM initiatives with the 20 CFUGs. The forum discussed a joint project monitoring

mechanism at VDC level and collaboration in some of the community level initiatives as well. A total of 348 (258 male and 90 female) VDC level stakeholders participated in the meeting.

Activity 1.3 Facilitate the development of conflict resolution agreements by key stakeholders.

Status: The 421 trained IRMI stakeholders are using their enhanced skills and knowledge to facilitate the resolution of NRM conflicts and related disputes in their respective communities. They are using mediation, dialogue and communication skills to facilitate wider, productive, inclusive and effective communication in the conflicts. They have managed a “Natural Resource Management Forum (NRMF)” as a safe place for conflict mitigation interventions in all 20 CFUGs. The targeted CFUGs have provisioned for a peacebuilding sub-committee in their constitutions, which will support conflict management and mitigation interventions long after IRMI. This is a big achievement for IRMI that ensures sustainability and good practices for resolving local level conflicts *before* they escalate into violent confrontations. However, the human resources involved require capacity building support. It was a challenge for the community and even the District Forest Office (DFO) members to understand how IRMI's conflict mitigation processes work. Before the program intervention, officials were hesitant to intervene and address some of the conflicts because they feared physical assaults from the community. Through the active intervention of the IRMI Natural Resource Management Forums, relationships between DFO officials and some of the CFUGs are improving on a daily basis.

About the VDC Level Dissemination Workshop

Daya Ram Gautam, President, Rastriya Janamorcha Purandhara Dang, said, “Most organizations don't want to work in such a remote area. It is IRMI working in such remote areas. IRMI is including us in each and every program activity. Most importantly, IRMI requested this meeting through the VDC. This has helped the VDC leaders to be aware of IRMI activities and how it is benefiting some of the poorest users. We are committed to supporting the program.”

Durga Prasad Joshi, Secretary of Attariya Municipality Wada Office, Beladevipur, Kailali said, “The IRMI program is supporting people inclusively, which is the positive aspect of the program. They are working on the very important issues to balance the climate change effects by preserving community forests.”

Update: After IRMI interventions in the target communities, people have a good understanding about the program’s conflict mitigation methodologies. Initially, some DFO officials viewed the IRMI program as an adversary, now they appreciate the program as they see that they are now able to tackle some of the long-standing conflicts between community forest user groups and between family members. Since then, the District Forest Officers can now visit affected communities and help educate people and support conflict resolution. During this reporting period, the trained stakeholders in the communities mitigated and resolved seven natural resource-related conflicts. These are conflicts caused by illegal extraction of the forest resources, forestland encroachments, and obstruction of forest demarcation, to name a few. Some of the conflicts identified are in the process of getting resolved, though this may take time. Most include conflicts related to governance, boundaries, land encroachments, and sharing of forest products.

Mentoring of community leaders/stakeholders:

IRMI’s partners BASE and SS conducted 27 mentoring sessions during this quarter. A total of 449 (275 male and 174 female) key stakeholders participated actively to discuss the progression of conflict resolution facilitations so far. They also used it as an opportunity to refresh the participants on the contents of the training they received, share experiences and lessons learned. Through these discussions, they are better informed on the best practices that have worked in their respective communities relating to mitigating and resolving disputes. They also draft and share conflict facilitation plans among each other in order to remain coordinated in their efforts.



Mentoring session among stakeholders at Shreenur, Kailali

About the Mentoring Sessions:

Girdhari Pokharel, Peace Facilitator of Mainapokhar, Bardiya, said, “Regular meetings for peace facilitators are very useful where we can share best practices, challenges faced and a way forward for dispute resolution.”

Sunita Rana, Peace facilitator, Dand district, said, “The level of confidence has been built for mediation. Contact and coordination with other organizations has been increased. People are approaching us for mediation for any types of disputes in our communities.”

Jagannatha Rana, Peace facilitator, Kailali district, said, “I have knowledge of mediation and dialogue, those skills have helped me a lot to facilitate the disputes. Certainly more than before.”

Objective 2: Increase inclusive and participatory resource-related decision-making among community and government bodies.

Activity 2.1: Strengthen internal governance of community user groups.

Status: During program start-up, the team conducted rigorous participatory self-assessments of the target CFUGs in April 2014. The assessment was focused on five main indicators: **1. Resource**

availability, 2.Organizational capacity of CFUGs, 3.Inclusion of the poor and the excluded communities, 4.Forest management, 5.Coordination and collaboration between groups/bodies. The purpose of these assessments was for the Community Forest User Groups to start to own and address their obligations as users. It was also used as a tool to plan with them on how to start addressing their deficiencies. The community devoted a whole day for capacity assessments without any hesitations and their active participation was outstanding. During these sessions, the user groups identified their gaps. Examples include: *lack of transparency, low participation of group members in meetings, exclusion of marginalized groups, internal leadership and coordination issues with and between like-minded organization/bodies, no financial accountability system in place, and poor service delivery*. Based on the gaps identified, the CFUGs developed their capacity development plans with facilitation support from the IRMI team. IRMI and CFUGs continue to design capacity building programs for each user group, implemented by BASE and Sahakarmi Samaj with oversight by Mercy Corps. To address some of those issues, implementing partners conducted governance and advocacy training sessions for stakeholders and CFUG members. The IRMI team is working with CFUGs who have been mired in deep-rooted conflicts for years. Although the CFUGs have identified their community-endorsed projects, implementation only commenced in late January and early February 2015.

The internal capacity of the CFUGs, whose support is crucial in ensuring the sustainability of the activities, still requires strengthening as their challenges were significant and as new, more representative members step into positions of authority, they seek the skills they need to develop their groups. The majority of CFUGs lack transparent and accountable management systems, fixed meeting places and both systems and capacity for record keeping and information sharing between and amongst members. Mercy Corps and partners require more time to support CFUGS and key stakeholders to implement and manage these initiatives and continue with governance and conflict resolution capacity building to better achieve sustainable impact. This will also support a gradual phase-out process and complement the time lost during program start-up.

Update: During this quarter, the IRMI team conducted 27 education sessions, regular coaching and 27 mentoring sessions related to office management, financial management, and ensuring participation in order to follow their own and government policies. In a bid to reinforce the education sessions, 36 episodes/programs were aired through local FM radios in all four-target districts in this reporting period. The program included the experts'/stakeholders' voices and community people's best practices and issues to strengthen the CFUG governance systems.

During the NRM and economic initiatives implementation, the team-helped people realize their existing status. One of the strategies used by IRMI was for each CFUG to complete the following documents/tasks before funds for the initiatives could be available for NRM and economic initiatives. These include:

- *Complete community grant proposal document (using sample form developed by Mercy Corps)*
- *Copy of minutes taken by CFUGs for all meetings to be submitted with the proposal*
- *CFUG registration certificate, including renewal letter*
- *No objection letter from DFO/national park*
- *Recent audit report*
- *A copy of consent letter, if receiving matching support from any other organizations*
- *Well functioning bank account*

- *Recently conducted participatory well-being ranking report*

Similarly, they were required to provide some documents, including installment requests, supporting bills/receipts, documents used for purchasing procedures, minutes of such meetings, public audits, and so on. Some of these documents were lacking, but Mercy Corps and partners invested time and effort in helping CFUGs make sure they were serious about recognizing and resolving their organizational deficiencies, and we can now see that they are indeed collectively addressing them. The internal restructuring of the groups helped people learn about some of the best practices of proper service delivery and good governance practices on a daily basis.

Local partners continue to conduct weekly/monthly meetings with CFUGs to discuss some of the gaps that exist between them and provide follow-up mentoring to the groups. The team is working with them to regulate their monthly meetings. Similarly, all of the 20 CFUGs have started conducting financial audits, since before IRMI's intervention, the groups were extremely disorganized. Before the intervention, 13 CFUGs faced difficulties handing over CFUG responsibilities to a new executive committee. Now, out of the thirteen, only one CFUG is struggling with this problem. Before IRMI, only two of the target CFUGs had transparent budget practices and expenditures. Now, all but one CFUG practice these transparency steps. None of the CFUGs practiced participatory well-being rankings before IRMI, and now all of them conduct the rankings. Five CFUGs have renewed their five-year operational plan and constitutions during this period. Others are also taking serious steps to correct their management systems.

Training to key community stakeholders on good governance and advocacy:

To strengthen the good governance and advocacy capacities among the CFUG members, the team conducted three-day trainings in two districts. The district level trainings conducted targeted 56 (27 male and 29 female) members in total. The team selected some active representatives from each of the target CFUGs in the two districts to enhance the advanced level understanding on governance and advocacy. Those representatives participated actively in the trainings. They analyzed their own context/capacities and developed strategies and action points to mitigate those issues. The training topics covered in the sessions are as follows:

- ✓ *Introduction to governance*
- ✓ *Four pillars of governance*

About the Good Governance and Advocacy Training:

Sun Kumari Chaudhary, Treasurer of Kotahi Mahila CFUG, Bardiya, said, "The three-day good governance and advocacy training developed the capacity for CFUG governance, governance assessments and process of advocacy."

Lokendra Bhandari, user of Satpokhariburum Panchakule Dang, said, "I realized that governance is the first step of development of an organization. For example, participation, transparency, accountability and predictability are the most important elements. We used to blame the executive committee. We users also need to be responsible for those things. We have to support the executive committee for the overall improvement."

- ✓ Governance capacity assessment
- ✓ Inclusion and provision of the poor and marginalized in guidelines for community forestry development program in Nepal 2065
- ✓ Rights-based approach and its development
- ✓ Social structure
- ✓ Power analysis
- ✓ Advocacy and different strategies for advocacy
- ✓ Identifying the issues
- ✓ Identifying the stakeholders and their roles
- ✓ Process and tools of advocacy
- ✓ Action plan for advocacy

Activity 2.2: Raise awareness of rights and responsibilities related to natural resources

Status: According to the baseline KAP survey, the level of awareness was low on proper use and distribution of natural resources. Based on this knowledge, IRMI designed the program to execute different types of activities to make people aware of their rights and responsibilities. The team developed three types of posters to raise awareness and gathered information, education and communication (IEC) materials from organizations to raise awareness at the community level. The team is also supplying the recent government circulars and decisions related to community forests. In order to effectively educate the community, the team designed education sessions with the DFOs and executed them at the community level. FM radio programs continued to be used and are used (on a weekly/bi-monthly basis) to raise awareness in all the target districts about natural resource management and conflict mitigation.

The IRMI team, in consultation with like-minded organizations such as the DFOs, DDC, FECOFUN amongst others at district level, identified issues that need to be taken forward using advocacy. The first round of the district level workshop was conducted in Kailali district and it informed stakeholders on some of the crucial challenges facing the CFUGs that require the urgent attention of the DFOs. The remaining workshops will also be organized in other districts in close coordination and collaboration with the stakeholders.

Update:

FM radio programs: IRMI worked with local FM radio stations to create programs to raise awareness regarding natural resource use and management and to promote peacebuilding to a wider audience. The FM radio programs, named '**Hamro Ban Ramro Ban,**' ("**Our Forest, Good Forest**") are developed by the



About the Ra

Som Lal Tharu, user of Kotahi Mahila CFUG Baruiya, said, "The radio program is very interesting because it airs CFUG voices directly. It also airs the information about CFUG activities and effective forest management on the radio."

Mina Nepali, user of Jarayotakuri CFUG Dang, said, "It is interesting and informative to all of us, because it takes interviews with community people and airs them on the FM radio. It also broadcasts messages on the control of illegal thefts, encroachment of forest areas, dispute resolutions, forest conservation, and so on."

Tek Bahadur Sarumagar, Treasurer of Suryodaya Community Forest, Shreepur Kailali, said, "Hamro Ban Ramro Ban radio program has incorporated voices of common users of community forests. This is motivating us to face challenges and to initiate income generating activities to uplift our livelihoods."

respective FM stations in close coordination with the program team and are broadcasted regularly on a weekly/bi-monthly basis. In the first episode, they introduced IRMI and its importance to the people in simple local languages. Follow-up episodes are developed based on the community needs, which include reporting from the field with the community people's voices on their issues/concerns/solutions/knowledge/practice, etc. and interaction with the experts. They were also mobilized to make the NRM and economic initiatives more systematic and sustainable. The FM stations now broadcast forest related acts and important bills, rules and regulations to educate to communities. During this reporting period, 19 FM programs were aired.

Natural Resource Education Sessions: According to the needs identified by the IRMI team and DFO/NP (national park), a series of extended education sessions were designed. The objectives of the sessions are to make people aware of the user's roles and responsibilities to manage CFUGs and to promote community participation in all decisions associated with them, especially related to NRM. The experts within the CFUG area conducted the sessions for two-and-a-half to three hours in each CFUG. DFOs and senior officers in communities facilitated most of the sessions.



Education session in Pawannager, Dang

In this reporting period, 27 education sessions in 17 CFUGs were carried out in four districts. Altogether, 2,072 people (998 male and 1,074 female) participated in the natural resource-related education sessions. The education sessions conducted in this period focused on the following main topics:

- ✓ *Review of the previous sessions conducted*
- ✓ *Current challenges and opportunities in Community Forestry (local and national level)*
- ✓ *How to manage these emerging challenges (both by CFUGs and government)*
- ✓ *Selection of the plant breeds (local and hybrid plants)*
- ✓ *Roles and responsibilities of executive committees and users*
- ✓ *How to increase forest products and protect them*
- ✓ *Sustainable resolution of resource-based conflicts and management of natural resources (focus on ownership and sustainability among them). Legal provisions applicable to CFUGs*

Activity 2.3: Support community participation in government decision-making processes.

Status: The IRMI team has come to understand that the majority of community members is not aware of the 14-Step planning process that the government uses. Therefore, the IRMI team conducted orientation sessions with the target community people on that government planning process to empower them to participate in the process in order for their issues and projects to be included in the VDC and DDC plans. In addition, the annual planning process carried out by the

DFO for the forest-related development planning begins at the Area Forest Office (AFO) level and ends at the DFO district levels.

Updates: Three to four people from IRMI target communities participated in the planning process carried out by the DFO at the AFO levels. Similarly, chairpersons from CFUGs participated in the district level planning process. The CFUG members have also shared their issues in their respective forums. The partner organizations (BASE and SS) have also participated in the planning meeting carried out at the district levels.

***Major Advocacy Issues Identified
According to Priority***

- 1. Internal consumption of forest products as per the approved operational plans*
- 2. On time renewal of operational plan and constitution*
- 3. Forest encroachment by ex-Kamaiya and landless*

Advocacy Workshop: IRMI program partner, Backward Society Education (BASE) in collaboration with FECOFUN Bardiya, CARE's Hariyo Ban Program and Federations of Journalists, conducted two rounds of advocacy preparation meetings in Bardiya districts during this quarter. In the second round meeting, roles and responsibilities were divided amongst the teams for further

preparation for the subsequent meetings. The issues were already identified. Some of the tasks were completed, such as identification and prioritization, budget planning and visual and voice recording from Bhahohi Mahila CFUG. The team is conducting additional field research to gather information about the issues identified. The meeting is scheduled early in the next quarter.

Objective 3: Enhance the sustainability of negotiated agreements by engaging communities in joint environmental and economic development initiatives.

Activity 3.1: Community peace building forums.

Status: Shortly after stakeholder training sessions in May/June 2014, trained members started convening a series of forums in each target site to disseminate information about the conflict resolution agreements and to discuss how the agreement can be supported through changes in natural resource use and management. This activity is ongoing since July 2014 and will be continued. The IRMI team facilitated target CFUGs to help ensure that the conflict mitigation initiatives are sustainable after IRMI. The target CFUGs amended their constitutions and provisioned for the peacebuilding sub-committees, which will give them the mandate to intervene in NRM conflicts in their communities. They have also placed signboards to better make people aware of the services available in the '***Natural Resource Management Forums (NRMF)***'.

Updates: NRMFs established in each of the target CFUGs are considered safe places to discuss, mitigate and resolve natural resource related conflicts. These forums were established in the CFUG offices in the target communities and are provided with the necessary stationery and reader-friendly posters around NRM issues, in addition, of course, to trained stakeholders. They have displayed their organizational structure, including names of the people involved in each committee and sub-committee. They have also displayed the names and the photographs of all the trained key stakeholders in the NRMF offices. These were made and are used to ease disputing parties' access to facilitators from the list. The pools of the selected facilitators analyze the conflict (in the cases of

group/multi-stakeholder conflicts) and prepare a detailed plan to facilitate the conflict(s) before they intervene. The process/tool used in conflict/dispute facilitations varies according to the context, dynamics and structure of the conflict. However, the mitigation sessions between the conflicting parties involve only a few representatives in a safe place in the cases of group/multi-stakeholder conflicts. A series of formal/informal sessions/meetings need to be organized to facilitate conflicts depending on the nature of those conflicts.

To date, 12 conflict facilitation sessions (excluding informal meetings) were conducted to facilitate a single conflict. During this reporting period, seven NRM-related conflicts were mitigated by the NRMFs. They sometimes extend invitations to the DFO officers and other government officers in the conflict facilitation sessions depending on the nature of the conflicts. The teams of the NRMFs participated in 27 mentoring sessions in this reporting period to discuss the conflicts and mitigation process. They also discuss the challenges faced and update each other on some of the important topics of conflict mitigation processes. During the sessions, stakeholders shared their experience about the dispute mitigation progress and informed participants about the agreements reached. In the same forums, trainers further explained to key stakeholders about the tools and techniques of dispute resolution. They also discussed the emerging issues of the CFUGs, including the annual General Assembly, financial transactions, audits, implementation of annual work plans, renewal process, etc. They also discussed the effective implementations of NRM and economic initiatives to mitigate/prevent NRM conflicts and strengthen the natural resource bases in the target communities.

Activity 3.2: Joint natural resource management initiatives.

Status: The activities related to conserving, managing and utilizing natural resources will continue until the end of the program. During the summer session, despite the different types of community conflicts, community members were jointly involved in planting forestlands. Joint natural resource management initiatives are intended to help reduce resource demand, limit environmental degradation, promote cooperation and settle/prevent the NRM conflicts in the target communities. Therefore, the IRMI team identified those initiatives taking the conflict sensitivities into consideration. All 20 NRM initiatives were identified through rigorous consultations/meetings with communities and stakeholders. The detailed proposals were also developed to ensure the systematic implementation of the identified projects and to ensure sustainable implementation. While implementing these initiatives, the target CFUGs are also practicing good governance facilitated by the IEC. These initiatives are implemented with formal approvals from the concerned DFO/National Parks officials in order to be within the policies relating to the implementation of such NRM activities.

Updates: USAID's Democracy and Governance Office Director, Mrs. Maria Elena Barron and the Election, Legislative and Political Process Specialist, Mr. Ramesh Adhikari, recently visited Jana Ekata CFUG to see their recently completed project. Jana Ekata Community Forest in Banke District is one



USAID Nepal's DGO Director Maria Barron visiting fencing at Jana Ekata CFUG, Rajhena, Banke



Bamboo Check dam at Kopila CFUG, Naulapur VDC, Bardiya

of the most contested and encroached upon forests in which the IRMI program operates. Among the 20 joint natural resource management initiatives, IRMI released first installments to 15 initiatives. Among them, three initiatives completed implementation. Jana Ekata CFUG in Rajhena VDC in Banke district completed barbed-wire fencing. At the same time, the CFUG stakeholders settled the encroachment conflict and enclosed the encroached upon area with fencing as well. Similarly, trench digging at the border line of the Shivashakti CFUG, Ratanpur VDC, Kailali has been completed. The key stakeholders first facilitated and resolved the forest land encroachment conflict in that CFUG before jointly agreeing to implement the trench digging project. Now, they have clearly demarcated the forest lands from individuals' land and boundary with the adjoining CFUG. Kopila CFUG and Naulapur VDC in Bardiya District completed the bamboo checkdam developments project. That initiative is intended to prevent river cutting, which causes serious damage to their forest lands and displaces households. This particular initiative is still waiting for the proper season for plantation to complete the intended project. The community and CFUGs have contributed to these initiatives. The remaining projects, which include nursery management, fencing, trench digging, bamboo piling, plantations, and others are approximately 50% complete, while others, like the nursery projects, are awaiting the appropriate planting season to complete. The rest of the five NRM initiatives have signed Memoranda of Understanding (MoUs) and will commence implementation soon. The District Soil Conservation Office is joining the IRMI program to assist with bioengineering-based check dams in Sahid Shangari Bhim Dutta Pant CFUG in Kailali to prevent river cuttings. They have also provided a commitment letter to the partner organisation.

Activity 3.3: Support environmentally sustainable economic initiatives.

Status: As mentioned earlier, the IRMI teams spent several months working with the CFUGs in a bid to finalize the environmentally sustainable initiatives. The program devoted more time to this due to the fact that if such economic initiatives are not well planned and carefully identified, they could instead *trigger* conflict rather than promoting peace in communities. The team consulted the community widely and inclusively, including poor users and concerned stakeholders, particularly and purposely including the DFO, National Parks Offices, and other governmental offices. These initiatives were finalized by analyzing the market together with the community and the program team. After a series of rigorous consultation meetings and market analysis, the IRMI team finalized 20 environmentally sustainable economic initiatives in the entire target CFUGs. The initiatives began implementation after the concerned DFO/National Park offices sent their approval letters to avoid any conflict with these government bodies. The main objectives for the economic initiative projects are to mitigate and/or prevent NRM-related conflicts. The initiatives provide alternative income generating activities that will help divert the poorest users from over-using forest resources, especially those that depend heavily on forest resources for their livelihoods. These initiatives are targeted to the ultra-poor users of the community. The ultra-poor users are identified by participatory well-being rankings conducted in all target communities, recently with the facilitation support of the program team.

Update: Out of the 20 environmentally sustainable economic initiatives identified, funds for first installment were released for 17 initiatives in this quarter. MoUs were signed for the remaining three initiatives, which have since begun implementation. The team is working hard with the communities to implement the first batch of 17 initiatives effectively. Some of the initiatives include: *leaf*



plate making, commercial nursery management, pig farming, bamboo craft production, goat rearing, poultry farming and vegetable Farming. The initial preparatory work of getting quotations to purchase goods and services, developing agreements with individuals, finding a market to purchase the project items, etc. are progressing. The program team developed a monitoring tool to track progress and to take corrective measures as needed as the implementation progresses. The program finance team conducted orientation sessions for members from all target CFUGs about financial management and compliance issues during the course of their implementation. The communities and CFUGs are contributing at least 25% of the total cost as matching funds for the income generation activities. The team analyzed the context to avoid any unintended negative impact in the communities and to promote community ownership and sustainability at all levels. All the CFUGs developed a system to keep funds moving for the same purpose, which will continue even after the IRMI program.

Community/District-level Cross Visit at CFUG level: A one-day cross learning visit was organized for 15 target CFUG members from Bhadohi Mahila to learn from other similar CFUGs' experiences. The program team consulted with the DFO about the visit within the district, so that they can learn within the IRMI context. Altogether, 168 (90 male and 78 female) CFUG members got the opportunity to participate in the visit and learn new skills and ideas to replicate in their CFUG. Officers from the DFO accompanied the team during the visits. The participants observed the income generation activities and NRM initiatives initiated and implemented by the Community Forest User Groups in the sites visited. Some of them have observed leaf plate making, goat rearing, pig farming, nursery management and vegetable farming during the visits. Exposure to these practices has turned into practical knowledge and encouragement for the participants to start their own initiatives.

IV. Other Activities:

District Project Committee Advisory Committee (DPAC) meeting:

According to the mandatory provision of the Social Welfare Council (SWC), the District Project Advisory Committee meeting should be organized in each program district on a bi-annual basis. In this reporting period, a DPAC meeting was organized in Dang and Bardiya districts. In addition, the concerned stakeholders also provided necessary feedback to the program team on implemented

The Cross Learning Visit:

Bharat Kumar Gurung, Secretary Ekata Samaj CFUG Bardiya, said, "Real field observation learning is better than listening from others. We will apply this learning of nursery management during our own commercial nursery management."

Goma BK, user of Jarayotakuri Dang, said, "I have never been far away to Ghorahi market of Dang district. This is an opportunity for me to see Kalika and Kalapani CFUGs in Deukhuri. The users have played active and good roles in managing their forests. I learned how to include the ultra-poor users in the CFUG activities. Now, I have realized that there are so many things to improve in our CFUG. This visit has inspired me to move ahead in the days to come."

Rampati Chaudhary, Secretary of Kamalpokhari CFUG, Kailali, said, "This cross-visit has provided us a guideline to preserve and manage our community forest more effectively. Now, we have learned about the importance of community forests. In addition, we learned that community forest resources could also be used for income generating activities if we are dedicated and act upon it."

activities thus far. The District Development Committee representatives and representatives from the District Forest Office, Local Peace Committee, FECOFUN and members of the DPAC team chaired both meetings. In Dang, there were five (all male) participants and, in Bardiya, there were seven (6 male and 1 female) participants in the meeting.

V. Background/Contextual Update

In 2008, a Constituent Assembly (CA) was established and, during that same year, the CA resolved to end the 239-year old monarchy, declaring Nepal a federal democratic republic. The CA is responsible for electing the President (the head of state) and the Prime Minister (head of government). In 2010, almost a third of the members of the CA were women and a record number of *Dalits* and other marginalized groups were elected. The CPN Maoists were the largest party in the CA, but they were unable to pass a constitution due to disagreements with other major political parties. When the first CA failed to deliver the constitution, the Assembly was dissolved and new elections were held in November 2013. The makeup of the second CA was vastly different than the first one. The Maoist party lost its advantage and was relegated to the third largest party within the CA.

The major point of contention among the political parties is how the country should be divided into different states. The previous model of five development regions, where power was concentrated in Kathmandu, Nepal's capital, was not effective. Each political party has come up with its own model of delineation of states. Some are demanding 13 states, while some think that only three states will be economically feasible for the country. The parties demanding more states are doing so because Nepal is such an ethnically diverse country that they believe the states should be divided along ethnic lines, where each major ethnic group will get its own state. The parties demanding fewer states believe that dividing the country along ethnic lines will lead to more divisions within the country and potential instability. There were many dialogue sessions held to reach a consensus on some of the important issues, including state restructure, ruling modalities and many others; however, they were unsuccessful. The ruling coalition is in favor of a federal system that is premised on economic viability, while the opposition alliance is in favor of an identity-based federalism that it sees as crucial to overcoming Nepal's historically exclusivist state. After failing to come to a consensus with the opposing parties, the ruling coalition is pushing ahead for majority voting on the issues. Two opposition alliances halted the CA proceedings and announced the series of protest activities for April 2015 to stop the voting process and begin the consensus process in the drafting of the constitution. A series of talks was held after the announcement of protest programs, but they could not reach a consensus.

A 2006 Comprehensive Peace Agreement (CPA) deal between the rebels and the government included a commitment to investigate abuses within six months of the war's end. But attempts by successive governments have thus far failed to set up truth and reconciliation panels due to political infighting. The Truth and Reconciliation Commission (TRC) and Commission on Investigation of Disappeared Persons (CIDP) formed on 10 Feb 2015, but have not been able to start their work. Responding to the appeal filed by 234 conflict victims in June 2014, the Supreme Court (SC) issued a verdict curtailing the discretionary powers of the TRC and the CIPD to grant amnesty and end fears that perpetrators could be acquitted without trial. Earlier, the commissions could recommend amnesty for alleged perpetrators if deemed "reasonable", except in cases of rape and significant

rights violations. For less serious crimes where amnesty is permissible, the court made it mandatory to take the consent of the victims. The decision has barred the commissions from initiating reconciliation on their own without the victims' consent. In addition, the SC decision has further fueled the existing conflict, while the opposition coalition is also opposed to the decision, arguing that it is against the CPA. Thus, this national level political conflict has made the IRMI program's initiatives extremely relevant and necessary, wherein there exist possibilities to expand these more micro-level initiatives to the macro-level over time.

VI. Challenges and Lessons Learned

Challenges

- IRMI officially began on June 1, 2013 and immediately faced various political transitional challenges and cultural festivals, thus stalling all program activities. These were held in conjunction with a change of Program Manager, which impeded program progress for six months. Mercy Corps is requesting a program extension to effectively complete the delayed activities.
- Economic and natural resource management initiatives are in high demand by the CFUGs. The CFUGs and stakeholders have requested the expansion of these initiatives.
- The IRMI program is expected to end on June 02, 2015; however, some program activities started only in January and early February 2015, thus would require more time to ensure maximum program impact.
- Some of the NRM-related conflicts being addressed by the stakeholders take weeks to be resolved. The IRMI team is aware of the conflict sensitivity of implementing economic and NRM initiatives. All measures are being taken to carefully identify and implement these projects. Therefore, the implementation of some of the pending NRM and economic initiative are delayed due to some unresolved community disputes associated with the projects or which they might inadvertently exacerbate.

Lessons Learned

- ✚ With implementation of IRMI's economic initiatives, it is becoming clearer that economic activity could be the entry point with the communities affected by NRM-related conflicts. While conservation education must also be initiated from the start, economic benefits win the trust and respect of community members and get them interested in resource management issues faster.
- ✚ International NGOs such as USAID's CMM partners have a catalytic role to play in community based resource management, but local and national level institutions such as CFUGs, DFOs and DDCs need to be integrated into the process from the start for long-term sustainability of the activities and replication.
- ✚ The IRMI team and key stakeholders (peace facilitators) have realized that mediation skills

are not enough to mitigate NRM conflicts in the target communities. The team piloted dialogue skills in NRM-related conflicts, which is proving more effective. Therefore, the team decided to provide the advanced skills training on multi-stakeholders' dialogue and negotiation to ensure sustainable interventions in NRM conflicts.

- ✚ Forums that bring together the government, NGOs, private sector and community groups are essential to open dialogue and effective feedback on policy implementation strategies.
- ✚ Communities must also have access to technical, management and marketing expertise to effectively manage their natural resources.

VII. Coordination/Review Meetings

- This quarter, the IRMI team participated in a meeting organized by USAID/Sajhedari Bikaas on April 3, 2015 to discuss opportunities for coordination and collaboration between other USAID-funded programs in Nepalgunj. This followed a March 31 meeting hosted by USAID's Democracy and Governance Office (DGO).
- Mercy Corps' IRMI Program Manager attended USAID's Mission Director's field coordination meeting in Dang District.
- The IRMI team also hosted USAID's Democracy and Governance Office (DGO)'s team in some of the program areas in Banke District/CFUGs, headed by the Director Maria Barron.
- IRMI is regularly participating in DGO monthly meetings followed by program-specific monthly meetings with USAID's AOR.
- 21 IRMI program staff participated in a two-day IRMI team quarterly meeting in Nepalgunj. The meeting discussed and shared the progress, pending activities, TraiNet data management, No Cost/Cost Extension and other emerging issues.
- Mercy Corps participated in USAID's CMM partners coordination meeting held in Janakpur in February 2015.

VIII. Monitoring and Evaluation

As a learning organization, Mercy Corps has invested significant resources in developing indicators and data collection tools to measure program impact, with particular attention to the challenges of collecting data in conflict-affected environments and evaluating peacebuilding programs in particular.¹ As outlined in the PMP, indicators include both output and impact indicators, measure specific results, and are disaggregated by a range of demographic characteristics. As per USAID Nepal policy, the indicators mentioned in the PMP are disaggregated by sex, age and caste/ethnicity. The caste/ethnicity disaggregation will follow the six main categories: Dalit, Muslim, Brahmin/Chhetri, Newar and Janajati. The age disaggregation will also follow the agreed upon age groupings: 15-19, 20-24, 25-29, 30-34, 34-39, 44-50 and above 60. These will be reported on a quarterly and annual basis. Impact indicators are directly linked to the program's two theories of change, providing the opportunity to test the validity of these theories through the program evaluation. Monitoring and evaluation activities will include a baseline and end line survey, and ongoing monitoring of dispute resolution processes, in addition to an organizational capacity self-assessment conducted by BASE and Sahakarmi Samaj with the target CFUGs. The program team

¹ Mercy Corps. *Conflict & Economics: Lessons Learned on Measuring Impact*. 2011.

will also conduct regular consultations with stakeholders to identify and address emerging concerns.

VIV. Conclusion

In spite of the initial delay in the program start-up in June 2013, Mercy Corps accelerated IRMI activities through close collaboration with partners and trained key stakeholders. During this reporting period, the IRMI team finalized proposals for 20 environmentally sustainable economic initiatives and 20 natural resource management initiatives. Those initiatives were identified and screened with active participation from the target people and in regular consultation with the DFO/National Park Office to ensure sustainability. Of the completed proposals, 17 economic and 15 NRM initiatives have received funding following their satisfactory meeting of all the requirements/check lists for each project. These initiatives are meant to support the most vulnerable users and the mitigation of negotiated/resolved NRM conflicts between and amongst community residents.

As indicated in the previous report, resolving outstanding NRM conflicts between and amongst Community Forest User Groups requires a series of processes, which demand significant time and energy to bridge relationships among and between the conflicting parties. The 421 trained key stakeholders are working voluntarily in the *Natural Resource Management Forums (NRMFs)* to facilitate the resolution of different types of conflicts related to natural resources. Being accountable towards the communities, they are also dealing with other conflicts that come within their jurisdictions. These community volunteers are happy with three rounds of capacity building trainings thus far provided and will receive at least one additional round in the near future. The needs-based trainings supplied are very helpful in facilitating the mitigation of conflicts in the communities. Their motivation is quite encouraging. To ensure community ownership and sustainability of their roles in mitigating local conflicts, the CFUGs have provisioned for Peacebuilding/Conflict Management sub-committees within their respective constitutions.

The findings of the mid-term KAP survey conducted in September 2014 in Bardiya, Banke, Dang and Kailali districts have stressed the need to expand and embrace integrated IRMI/DRR initiatives. The NRM initiatives being implemented in the current program could be expanded to address some of the mitigation needs of severely flood- and disaster-affected communities, especially those along riverbanks or situated in or near flood zones. The findings show the need for the integration of natural resource management, DRR and income generation/market development activities. Under natural resource initiatives, three of our target CFUGs finalized the development of bioengineering check dams to prevent river cuttings and to protect forestlands and users' homes.

The natural resource education sessions conducted in 17 CFUGS have been making headlines in the target districts, especially when the district technical leaders on NRM issues have begun spearheading such meetings. The communities are getting the opportunity to learn directly from the district level Forest Officers about their relevant NRM issues. In addition, they get the opportunity to query officials about their issues directly and do not hesitate to approach government offices for the necessary support, now that they are aware these exist and what their responsibilities are. At the same time, and of equal importance, government officials are now more aware of the issues that exist in these communities and, with these increased face-to-face meetings, are more compelled to at least make the attempt to help address their issues. These events have opened direct communication between community and district authorities. FM radio-based mobilizations in all four districts are

also found effective, reaching a wide range of populations. They have helped to spread the grassroots issues, concerns, news, voices, successes, challenges and possible solutions in public so that other CFUGs can benefit from the information and authorities can get better informed. The FM radio-based interaction programs with the experts are disseminating messages related to effective natural resource management and use to a much larger catchment of roughly 45,000 individuals and households than is contained in the target areas.

The IRMI team at the field level is pushing CFUGs to implement their capacity development plans in accordance with the agreed upon timeframe, resulting in 19 of the target CFUGs having completed their audits, conducted annual general assemblies and submitted progress reports following their annual work plans to the DFO on time. CFUGs are now holding regular meetings and are exercising the practice of endorsement and approval from their members of their activities before they draft their plans. The 'inclusive nature' of the program, although time consuming, is also the beauty of this type of peacebuilding initiative. At the same time, the process-focused program demands sufficient time and engagement, so that it can leave a lasting, positive impact in the communities. The achievements so far and the communities' interest in the program are very encouraging.

X. Upcoming activities

Program activities for the next quarter will include the following:

1. Implement joint natural resource management initiatives in the target CFUGs;
2. Request program Cost Extension from USAID for the period June 03, 2015 to June 02, 2016;
3. Support and implement environmentally sustainable economic initiatives;
4. Incorporate some DRR activities into current IRMI activities;
5. Support community participation in government decision-making processes;
6. Continue to strengthen internal governance of CFUGs;
7. Monitor dispute resolution agreements;
8. Organize advocacy workshops at district levels.

XI. Impact Stories:

CFUG's barbed wire-fence helping to conserve contested forests

Jana Ekata Community Forest in Banke District is one of the most contested and encroached upon forests in which the IRMI program operates. Before the official handing over of this area to the community on 30 March 2006, the forest was considered a no-man's-land. The decade-long armed conflict led to the displacement of large numbers of people from the hill and mountain regions of Mugu, Jumla, Dailekh, Jajarkot, Salyan and Surkhet districts, who settled in the area seeking respite. As a result of the mass influx of these disparate landless migrants, the poorly managed forest area was encroached



USAID's DGO Director, Maria Elena Barron with Jana Ekata CFUGs

upon with no system of integrating the new arrivals or managing the community forestland. Over the course of several years, the area was subjected to uncontrolled grazing, large-scale deforestation, and the unregulated carving out of inland road networks, becoming increasingly divided and degraded. Violent confrontations broke out between the local populations and the new migrants over rights and use of the limited forest resources.

When Mercy Corps and Sahakarmi Samaj (SS) started Inclusive Resource Management Initiative (IRMI) activities with the Community Forest User Groups, their priority was to protect their forest from illegal logging, open grazing and illegal encroachment, but in such a way as to identify the root causes of the ongoing conflicts, find common ground, and work toward peaceful solutions that could both protect and strengthen the area's natural resource base.

With financial support from USAID, Mercy Corps and Sahakarmi Samaj supported the CFUGs of the Jana Ekata Community Forest to identify and work through the many issues that had for so long divided their communities causing conflict, work towards mutually beneficial agreements on the resolution of those conflicts and together fence in a considerable portion of their forest with contributions from the CFUGs themselves.

USAID's Democracy and Governance Office Director, Mrs. Maria Elena Barron and the Election, Legislative and Political Process Specialist, Mr. Ramesh Adhikari, recently visited the CFUGs to see their recently completed project.

IRMI and the CFUGs themselves believe that this process, culminating in the mutually agreed upon fencing work, which is part of IRMI's natural resource management initiatives, will help all the stakeholders involved in the process to better protect their forest from further degradation and, through better, more transparent and responsive management, actually strengthen the forest area to benefit not only the CFUGs, but the whole community and children yet to come.

Mercy Corps continues to support the resolution of localized natural resource-related conflicts through the Community Forest User Groups (CFUGs) based on the theory of change that: ***"If Nepalis work together to reduce pressure on natural resources, then conflict over these resources will decline and dispute resolution agreements will be more sustainable."***

XI. Annexes:

Annex: I

Capacity Building Training for IRMI Staff 16-21 March 2015

SN	Name	Group / Organization	Position	Address	Age	M/F	Caste/ ethnicity (B/C, Dalit, Janajati, Madhesi, Others)	Disability (Please state if you have any)
1.	LaxmanChaudhary	BASE	PC	Dang	36	M	Janajati (Tharu)	NA
2.	TilakChaudhary	BASE	I&D Officer	Dang	36	M	Janajati (Tharu)	NA
3.	ShantaChaudhary	BASE	DFO	Dang	37	F	Janajati (Tharu)	NA
4.	LokjanChaudhary	BASE	DFO	Kailali	49	M	Janajati (Tharu)	NA
5.	Manoj Kumar Tharu	BASE	DFO	Bardiya	30	M	Janajati (Tharu)	NA
6.	RenukaChaudhary	BASE	SM	Dang	30	F	Janajati (Tharu)	NA
7.	TakBahadurChaudhary	BASE	SM	Dang	42	M	Janajati (Tharu)	NA
8.	Rama Chaudhary	BASE	SM	Bardiya	23	F	Janajati (Tharu)	NA
9.	LaxmiBhandari	BASE	SM	Bardiya	26	F	Brahmin	NA
10.	NarendraChaudhary	BASE	SM	Kailali	27	M	Janajati (Tharu)	NA
11.	JagdishChaudhary	BASE	SM	Kailali	33	M	Janajati (Tharu)	NA
12.	BrihaspatiChaudhary	BASE	DCM	Bardiya	28	M	Janajati (Tharu)	NA
13.	Rup LalChaudhary	BASE	DCM	Dang	43	M	Janajati (Tharu)	NA
14.	Man Bir Nepali	Sahakarmi Samaj	Team Leader	Banke	41	M	Dalit	NA
15.	Tank Bahadur Pun	Sahakarmi Samaj	CF	Banke	27	M	Janajati (Magar)	NA
16.	PratimaRana (Gharti)	Sahakarmi Samaj	CF	Banke	38	F	Janajati (Magar)	NA
17.	GeetaBudha	Sahakarmi Samaj	CF	Banke	24	F	Chhetri	NA
18.	BinitaChaudhary	Sahakarmi Samaj	CF	Banke	22	F	Janajati (Tharu)	NA
19.	Hem Raj Bhatta	Sahakarmi Samaj	CF	Banke	27	M	Brahmin	NA
20.	Rajaram Gupta	Sahakarmi Samaj	SODF	Banke	44	M	Madhesi	NA
21.	Subhechhya Subedi	CWIN	PO	Surkhet	27	F	Chhetri	NA
22.	Narayan Subedi	INSEC	PC	Banke	35	M	Brahmin	NA

Annex: II**CFUG's Economic Initiative Implementation Status:**

S/N	DISTRICT	VDC	NAME OF CFUG	NAME OF ECONOMIC INITIATIVES	COMMENTS	STATUS
1	Bardiya	Neulapur	Kopila	Dunatapari (Leaf plate making)	Quotations collected, order placed with vendor for purchase, and machine will be set up by April 2015.	Project on course
2	Bardiya	Motipur	Ekatam Samaj	Commercial Nursery Management	Seed purchased, prepared seed bed for sowing seeds, soil preparation for poly bags filling is going on, preparing materials for fencing and roofing / thatching, water pump managed for irrigation and seeding.	Project on course
3	Bardiya	Dhodhari	Kotahi Mahila	Commercial Nursery Management	Prepared land, manure, bricks, fencing and roofing materials for nursery establishment. Quotations collected for seed and other materials purchase.	Project on course
4	Bardiya	Bagnaha	Jharsaluwa	Goat and Pig Raising	Fund was distributed to 30 users (for goat- 6 and pig – 24) through revolving fund with all official processes and documents, preparing report and other financial documents for second installment.	Project on course
5	Bardiya	Mainapokhar	Bhadohi Mahila	Pig Raising	Shed making in progress, market survey carried out for pig purchasing.	Project on course
6	Kailali	Hasuliya	Kamal Pokhari	Bamboo Craft Production	15 days bamboo craft making and life skill development training to the 7 beneficiaries is going on, funds distribution through revolving fund in progress.	Project on course
7	Kailali	Ratanpur	Shivashakti	Goat and Pig Raising	Prepared shed for goat and pig rearing, collected rate list to purchase goats and pigs in the nearby market.	Project on course
8	Kailali	Attariya Municipality (Shreepur VDC)	Suryodaya	Poultry Farming and Vegetable Farming	Prepared shed for poultry farming and getting ready for vegetable farming.	Project on course
9	Kailali	Attariya Municipality (Bela VDC)	Sita Ram	Pig Raising and Poultry Farming	Prepared shed for poultry farming and pig raising, funds distribution through revolving fund in progress.	Project on course
10	Kailali	Attariya Municipality (Geta VDC)	Shahid Sanghari Bhimdatta Pant	Vegetable Farming	Prepared land for vegetable farming, funds distribution through revolving fund in progress.	Project on course

11	Dang	Purandhara	Devidanda	Goat Raising	Prepared shed and getting ready for goat rearing.	Project on course
12	Dang	Panchakule	Satpokharihuru m	Goat Raising	Prepared shed and getting ready for goat rearing.	Project on course
13	Dang	Shantinager	Srijana	Goat and Pig Raising	Shed making process going on.	Project on course
14	Dang	Tulsipur Municipality (Halwar VDC)	Jarayotakuri	Goat Raising and Mushroom Farming	Shed making process going on, meeting for goat purchasing done. Identified trainer for mushroom farming training.	Project on course
15	Dang	Pawananager	Viedharsonpur	Goat and Pig Raising	Signed MoU recently and 1 st installment fund release is in progress.	Project on course
16	Banke	Rajhena	Jana Ekata	Goat Raising	Visited different suppliers and quotations collected, selected first round beneficiaries, application collection from users is ongoing with CFUG for funding consideration.	Project on course
17	Banke	Kohalpur	Miteri	Goat Raising	Visited different suppliers collecting quotations, selected first round beneficiaries, purchasing the goats in progress, application collection from beneficiaries is ongoing.	Project on course
18	Banke	Manikapur	Jaya Saraswoti	Nursery Management	Site selected for nursery and all necessary preparation going on, orientation on nursery management carried out on 25 February 2015, formation of sub-committee to manage commercial nursery business completed.	Project on course
19	Banke	Naubasta	Sungava	Pig Raising	Visited different suppliers and collecting quotations, selected first round beneficiaries, process in purchasing of pigs, and application collection from beneficiaries ongoing.	Project on course
20	Banke	Hirminiya	Hajrat	Nursery Management	Site selected for nursery establishment, orientation on nursery management complete. Collected quotations to purchase seed.	Project on course

Annex III: CFUG's Natural Resource Management Initiatives Status

S/N	District	VDC	Name of CFUG	Name of NRM Initiatives	Comments	Status
1	Bardiya	Neulapur	Kopila	Bio-engineering	Bamboo piling work completed. Slopes maintained and plantation work is remaining.	Project on course
2	Bardiya	Motipur	Ekatam Samaj	Trench Digging	Not yet started due to delaying of dispute resolution.	Project on course
3	Bardiya	Dhodhari	Kotahi Mahila	Be/ Conservation	Coordinated with District Forest Office, Technical person from District Forest Office oriented about process of Be/ tree management and as per orientation CF users started cutting and cleaning of unnecessary plants around the Bel tree.	Project on course
4	Bardiya	Bagnaha	Jharsaluwa	Bio-engineering	Quotations collected for bamboo, Bamboo piling work will start by early April 2015,	Project on course
5	Bardiya	Mainapokhar	Bhadohi Mahila	Trench Digging	Meeting held and agreed for trench digging, which will start by April 2015	Project on course
6	Kailali	Hasuliya	Kamal Pokhari	Nursery Production and Plantation	Fencing completed corresponded with DFO for seed and technical support for seeding.	Project on course
7	Kailali	Ratanpur	Shivashakti	Trench Digging and Plantation	Trench digging completed, plantation will be done in June-July 2015	Project on course
8	Kailali	Attariya Municipality (Shreepur VDC)	Suryodaya	Fence	Pillars installed, quotations collected to purchase barbed wire. 800 meters fencing has been completed to replace old barbed wire.	Project on course
9	Kailali	Attariya Municipality (Bela VDC)	Sita Ram	Fence	Formed sub-committee for area demarcation for trench digging, awaiting recommendation letter for renewal of operational plan and initiative implementation from DFO.	Project on course
10	Kailali	Attariya Municipality (Geta VDC)	Shahid Sanghari Bhimdatta Pant	Bio-engineering	Demarcation of area is done for works, awaiting commitment letter from District Soil Conservation Office for gabion wire of 30 pieces. Received recommendation letter from Ilaka and District Forest Office for activity implementation.	Project on course
11	Dang	Purandhara	Devidanda	Trench	Demarcation of area identified for trench digging	Project on course
12	Dang	Panchakule	Satpokharihurum	Plantation	Identified area for plantation, quotation collection is in progress.	Project on course
13	Dang	Shantinager	Srijana	Fence	MoU signed recently and 1 st installment fund release is in process.	Project on course
14	Dang	Tulsipur Municipality (Halwar VDC)	Jarayotakuri	Fence	Prepared pillars for fencing, barbed wire purchased and 50% works completed.	Project on course
15	Dang	Pawananager	Viedharsonpur	Fence	MoU signed recently and 1 st installment fund release is in process.	Project on course
16	Banke	Rajhena	Jana Ekata CFUG	Fence	Completed.	Project on course
17	Banke	Kohalpur	Miteri CFUG	Fence	Meeting held with adjoining CFUG and DFO for area demarcation is going on;	Project on

					pillars and other settings for fencing are completed, purchased barbed wire from vender.	course
18	Banke	Manikapur	Jaya Saraswoti CFUG	Fence	Meeting held with adjoining CFUG and DFO for area demarcation going on, pillars and other settings for fencing are completed, quotations collected, barbed wires purchase from vender in process.	Project on course
19	Banke	Naubasta	Sungava CFUG	Trench digging	Meeting held with adjoining CFUG and DFO for area demarcation, orientation on financial management to CFUG done, purchasing of necessary tools / equipment up to first week of April 2015.	Project on course
20	Banke	Hirminiya	Hajrat CFUG	Fence	Meeting held with adjoining CFUG and DFO for area demarcation, quotations collected, pillars and other settings for fencing are prepared.	Project on course

Annex IV: FY15 Q1 (PMP) Achievements

Result	Performance Indicator and Disaggregates	Type	Data Source	Frequency	Targets	YR1 Achievement	FY15 Q1
Goal: Enhance stability through natural resource conflict resolution and inclusive natural resource management.							
Reduced tensions over the use and management of natural resources	(G1) % change in the number of people report conflict over natural resources in community. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Community Survey, Key Informant Interviews	Program start/end	Baseline -20%		
More inclusive and equitable natural resource management	(G2) % change in # of people who report that natural resource use and management is equitable, transparent, and inclusive. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Community Survey, Key Informant Interviews	Program start/end	Baseline +25%		
Objective 1: Strengthen the ability of key stakeholders to resolve community-level natural resource conflicts in an inclusive, sustainable manner							
20 natural resource-based conflicts identified	(1.1) # of natural resource-based conflicts identified.	MC	Key Informant Interviews, Community Consultations	Program start	20	58	58
400 key stakeholders strengthen their conflict resolution skills	(1.2) # of people trained in conflict mitigation/resolution skills with USG assistance. Disaggregate by age, gender, ethnicity, caste, and religion.	USAID	Program records	Quarterly	400	421	421

Result	Performance Indicator and Disaggregates	Type	Data Source	Frequency	Targets	YR1 Achievement	FY15 Q1
	(1.3) % change in program participants demonstrating increased confidence and willingness to use consensus-building/negotiation approaches to resolve conflicts. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Stakeholder Survey	Program start/end	Baseline +20%		
20 natural resource-based conflicts resolved	(1.4) # of natural resource-based conflicts resolved	MC	Dispute Resolution Agreement Form	Quarterly	20	23	7
	(1.5) % change in ability of community members to access natural resources. Disaggregate by age, gender, ethnicity, caste, religion, and type of resource.	MC	Community Survey	Program start/end	Baseline +50%		
Collaborative relationships between key stakeholders enhanced	(1.6) % change in collaboration among key stakeholders around natural resource management and resource-based conflict resolution	MC	Stakeholder Survey	Program start/end	Baseline +20%		
Implementing local partners increase organizational capacity	(1.7) % change in organizational capacity scores	MC	Organizational Assessment	Program Start/end	Baseline +50%		
Objective 2: Increase inclusive and participatory resource-related decision among community and government bodies							
20 user groups exhibit more inclusive internal governance practices	(2.1) % of targeted user groups demonstrating more inclusive internal decision-making practices	MC	Organizational assessment	Program start/end	Baseline +50%		

Result	Performance Indicator and Disaggregates	Type	Data Source	Frequency	Targets	YR1 Achievement	FY15 Q1
	(2.2) % change in perceptions of community members that they can influence local natural resource management decisions. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Community Survey	Program start/end	Baseline +25%		
Increased community awareness of rights and responsibilities related to natural resource use and management	(2.3) # of outreach activities to raise awareness of government policies related to natural resource use and management.	MC	Program records	Quarterly	80	19	27
	(2.4) % change in awareness among community members about their rights and responsibilities related to natural resource use and management. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Community Survey	Program start/end	Baseline +25%		
Increased community participation in government decision-making related to natural resource use and management	(2.5) # of community members attending government fora, meetings, or planning sessions. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Program records	Quarterly	600	421	56

Result	Performance Indicator and Disaggregates	Type	Data Source	Frequency	Targets	YR1 Achievement	FY15 Q1
	(2.6) % change in perceptions of community members that they can influence government planning and decision-making related to natural resource use and management. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Community Survey	Program start/end	Baseline +25%		
Objective 3: Enhance the sustainability of negotiated agreements by engaging communities in joint environmental and economic development initiatives							
1440 women and girls and 960 young men develop strategies for expanding their participation in peace building and natural resource management	(3.1) # Of people attending USG-assisted facilitated events that are geared toward strengthening understanding and mitigating conflict between groups. Disaggregate by age, gender, ethnicity, caste, and religion.	USAID	Program records	Quarterly	2400	1,096	2,072
	(3.2) % change in perceptions of women and youth that they can influence decision-making processes related to natural resource management and community relationship-building. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Community Survey	Program start/end	Baseline +25%		
20 communities improve inclusive natural resource management and rebuild degraded resources	(3.3) # Of natural resource initiatives implemented. Disaggregate by type of project, # of people benefitted, and location.	MC	Program records	Quarterly	20	0	15
20 communities strengthen environmentally sustainable	(3.4) # Of sustainable economic initiatives implemented. Disaggregate by	MC	Program records	Quarterly	20	0	17

Result	Performance Indicator and Disaggregates	Type	Data Source	Frequency	Targets	YR1 Achievement	FY15 Q1
economic activities	type of project, # of beneficiaries, and location.						
	(3.5) % Change in self-reported economic well being among participating community members. Disaggregate by age, gender, ethnicity, caste and religion.	MC	Community Survey	Program start/end	Baseline +20%		
Cooperative relationships between conflicting communities built	(3.6) % Change in number of people who believe that there is a tangible benefit to cooperation. Disaggregate by age, gender, ethnicity, caste, and religion.	MC	Community Survey	Program start/end	Baseline +25%		