



USAID | NEPAL
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NEPAL TRANSITION INITIATIVE

ANNUAL REPORT 2006-2007

Contract No. DOT-I-00-03-00005-00 Task Order No. 2

7 November 2007

This publication was produced for review by the United States Agency for International Development/Office of Transition Initiative. It was prepared by Chemonics International Inc.

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development/Office of Transition Initiative or the United States Government.

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CONTENTS

Acronym List	v
Program Description	1
Section I: Country Situation	2
Status of the Comprehensive Peace Agreement.....	2
Progress Towards Arms Management.....	2
CPA Violations and Maoist Misbehavior Continues Unabated	3
Madhesi Movement and Demands of Other Ethnic Minorities.....	3
Deteriorating Law and Order.....	3
Section II: OTI Highlights	5
OTI-Nepal Grant Activity Summary.....	5
OTI-Nepal Grant Activity Highlights	8
Indicators of Success	21
Section III: Summary of Activities, Challenges, and Solutions	25
Summary of Activity Implementation.....	25
Problems Encountered and Remedies Proposed	25
Annex A: OTI Program Sectors	27
Annex B: OTI Presence Per Objective	28
Annex C: OTI Program Intensity	29
Annex D: OTI Radio Programming	30

ACRONYMS

AMA	Arms Management Agreement
CA	Constituent Assembly
CPA	Comprehensive Peace Agreement
EC	Election Commission
GMS	Grants Management Specialist
IDP	Internally displaced person
IEC	Information, education, and communication
NGO	Nongovernmental organization
NMCC	National Monitoring Committee on the Code of Conduct for the Ceasefire
NNDSWO	Nepal National Dalit Social Welfare Organization
PDO	Program Development Officer
PSA	Public service announcement
TRC	Truth and Reconciliation Commission
UN	United Nations
UNMIN	United Nations Mission in Nepal
USAID/OTI	United States Agency for International Development, Office of Transition Initiatives
VDC	Village Development Committee

PROGRAM DESCRIPTION

In August 2006, USAID's Office of Transition Initiatives (OTI) inaugurated the Nepal Transition Initiative (NTI) program to help advance Nepal's transition to peace and democracy. Its objectives are to:

- Increase access to information and diversify public debate on issues critical to the political transition; and
- Increase effectiveness of political institutions key to the transition.

The program consists of a series of small grants and short-term technical assistance activities designed to further Nepal's transition process.

USAID/OTI began this program at the request of the Embassy and USAID Mission to Nepal and continues to coordinate closely with these offices. Its implementing partner in Nepal is Chemonics International Inc., which was selected through a competitive bidding process.

SECTION I: COUNTRY SITUATION

Status of the Comprehensive Peace Agreement

On November 21, 2006, the Government of Nepal — composed of the Seven Party Alliance — and the Communist Party of Nepal–Maoist signed a historic Comprehensive Peace Agreement (CPA) that brought an end to the country’s 11-year armed insurgency. The agreement established a timeline for the cantonment of Maoist combatants, the promulgation of an interim constitution, the formation of an interim parliament and cabinet, and the holding of Constituent Assembly elections. On January 15, 2007, a new interim Constitution was promulgated and an interim Parliament was formed with 83 of the 205 seats given to the Maoists. On the first day of the following April, a new government, which included the Maoists, was sworn in.

On September 18, 2007, after several months of increasing political polarization and lack of significant progress in implementation of the CPA, the Maoists resigned their five cabinet posts and quit the government. They have demanded a fully proportional electoral system and the abolition of the monarchy as preconditions to their participation in the scheduled polls. The Nepali Congress — the largest political party in Parliament — has rejected these demands. CA Elections, which were postponed once to November 2007, were again postponed indefinitely due to the inability of the parties to agree on the above terms.

Progress Towards Arms Management

On November 28, 2006, a tripartite deal on arms management was signed between the United Nations, the Government of Nepal, and the Maoists that finalized the modalities on arms management for both the Nepali Army and the People’s Liberation Army (the armed wing of the Communist Party of Nepal–Maoist). In accordance with the deal, the first phase of the registration of Maoist soldiers and the collection of their weapons (by the UN) was completed on February 23, 2007.

The second phase of the arms management process — which focuses on verifying combatants’ ages and combat history with the People’s Liberation Army — is underway after much obstruction from the Maoists. To date, verification has been completed in four of the seven major cantonment sites. It is estimated that as many as 30 percent of those in cantonment may be sent home from the camps as a result of the verification exercise. Negotiations are underway with the Maoists on this sensitive point.

Meanwhile, conditions in the camps have not improved significantly over the reporting period. A large number of Maoist combatants have reportedly left the camps due to their poor infrastructure, hygiene, and health care as well as their lack of income-generating opportunities. Talks between the Maoists and the government on security-sector reforms have stalled, which has also slowed the peace process. Maoists have also repeatedly left the camps to join political protests organized by the Communist Party of Nepal (Maoist).

CPA Violations and Maoist Misbehavior Continues Unabated

While the signing of the CPA and arms management deal made many Nepalese optimistic about the durability of peace in their country, Maoists reportedly continue to violate the terms of the CPA with complete impunity in many parts of Nepal. Maoist militias still carry weapons openly, extortion and abductions occur frequently, and threats and violence against other political factions, the media, and NGOs are routine. Perhaps most worrisome, the Youth Communist League has been mobilized to increase Maoist influence in urban communities by using a combination of public service drives and intimidation. Throughout the year, Maoists have enforced extrajudicial punishments, imposed fines for labor disputes, interfered with the publication of newspapers, threatened media houses and journalists, and obstructed the return of police to their posts. In at least two cases, the Youth Communist League raided newly established police posts and looted their weapons. However, the government still refuses to apply the rule of law to Maoists, and there have been few, if any, prosecutions to date.

Madhesi Movement and Demands of Other Ethnic Minorities

A serious challenge to the peace process has come from residents of Nepal's southern plains, known as the Madhesh or the Terai. Last January, activists from the Madhesi People's Rights Forum led a three-week demonstration demanding more equal representation in government. The protest shut down much of eastern Nepal, resulted in significant death and destruction, and marked the beginning of months of unrest in the Terai (the home of the Madhesi, Nepalis of Indian origin). It also sparked the proliferation of armed groups and similar demonstrations from various indigenous groups demanding political concessions from the government. These groups include the Nepal Federation of Indigenous Nationalities as well as other organizations representing ethnicities such as the Kirants, Tharus, and Tamangs.

After several rounds of negotiations, the government reached agreements with many of the protesting groups — including the Madhesi People's Rights Forum and the Nepal Federation of Indigenous Nationalities — though some have complained that the agreements have not been implemented. Nevertheless, many splinter groups continue their protests, and ethnic and political tensions remain high across the region. The most recent clashes between Muslims and Hindus in Kapilbastu (western Terai) last September — which followed the murder of a prominent Muslim leader — left an estimated 5,000 people displaced and some 17 people dead.

Deteriorating Law and Order

The central and eastern Terai has seen an ongoing deterioration in security. Several armed groups, including Maoist splinter groups and criminal gangs, have increased their activities in more than 10 districts. At the time of writing, it is estimated that at least 22 armed political groups are operating in the Terai, where an increased number of politically motivated murders, abductions, and threats have been reported. Strikes called by various political groups have crippled transportation and business, and the delivery of basic government services has been disrupted.

Many of the Pahadi (ethnic hill people) government employees living in the Terai have fled due to targeted abductions and murders, including those of village development committee secretaries. In Kathmandu, the Terai Army — a little-known Terai group — claimed responsibility for three simultaneous bomb blasts that killed three people in September 2007. The Nepal Police has classified eight Terai districts as highly sensitive and has deployed additional police forces to the area. While the Home Ministry has vowed to take stern action to improve security in the Terai and has increased the deployment of armed police, further deterioration could pose a threat to the viability of the peace process.

SECTION II: OTI HIGHLIGHTS

OTI-Nepal Grant Activity Summary

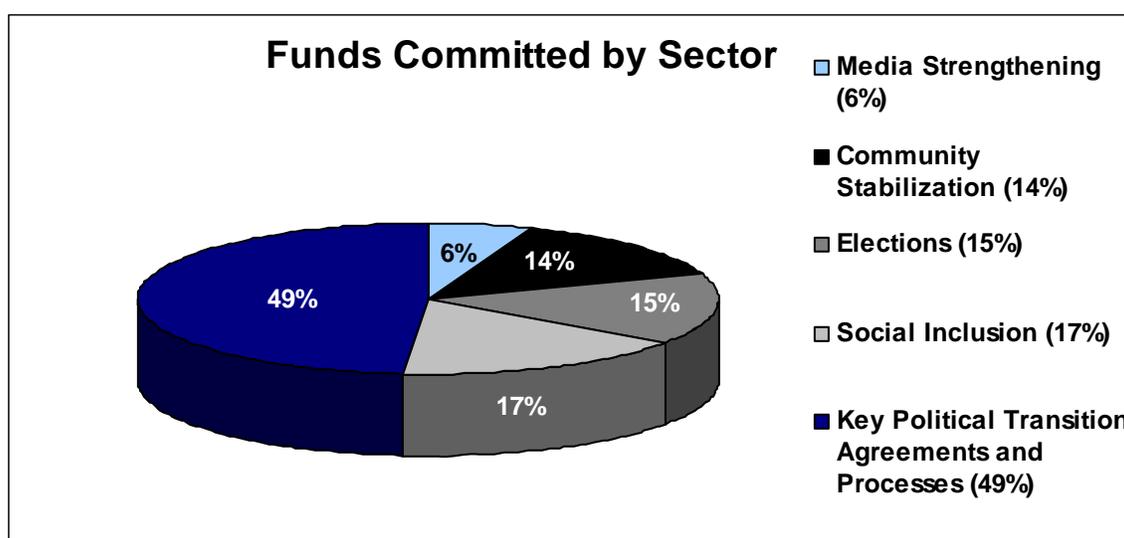
USAID/OTI began operations in Nepal in July 2006, with its implementing partner — Chemonics International — following suit in August 2006. Before August, USAID/OTI cleared four grants totaling \$25,587. Since the establishment of the USAID/OTI program, 101 grants have been cleared totaling \$4,079,250. As listed in the table/graphics below, USAID/OTI funds five main “sectors”: key political transition agreements and processes, elections, community stabilization, social inclusion, and media strengthening. Please see the annexes for maps on activity intensity per sector and presence per objective.

USAID/OTI started activities in Nepal by supporting the National Monitoring Committee on the Code of Conduct for the Ceasefire (NMCC), which at the time was the only body mandated to monitor the ceasefire with oversight by the Peace Secretariat. With the signing of the CPA, the NMCC was dissolved and the Peace Secretariat — now the Ministry of Peace and Reconstruction — took over responsibility for many transition processes. USAID/OTI has continued to support this key transitional institution. After the signing of the CPA (the cornerstone of the peace process), USAID/OTI programming has focused on disseminating information and raising awareness about the CPA as part of a group of key political transition and peace agreements. Similarly, USAID/OTI has responded to the crisis following the Madhesi protests by clearing several community stabilization activities designed to reduce tensions and promote social inclusion in critical places. With the Constituent Assembly elections scheduled for November 22, 2007, USAID/OTI supported the Election Commission (and other organizations), reflecting the importance of holding timely and successful elections. It has also focused on strengthening the media to inform more people about the country’s political transition.

Since January 2007, USAID/OTI has invested more resources in the eastern and central Terai given its increased significance in the peace process. To ensure USAID/OTI could play a critical role in the region, it opened a field office in the eastern Terai town of Itahari, Sunsari District, in July 2007. To date, the office has cleared seven grants totaling \$220,090. All activities have focused on eastern Terai’s four critical districts, with partners including a reputed human rights group, local NGOs, and local media.

Grant Approval Summary

Sector	Total Grants Cleared Since August 2006	Total Estimated Budget for Grants Cleared Since August 2006
Key political transition agreements and processes	49	\$1,546,326
Social Inclusion	17	\$543,688
Elections	15	\$1,023,556
Community stabilization	14	\$764,919
Media strengthening	6	\$200,760
Total	101	\$4,079,250

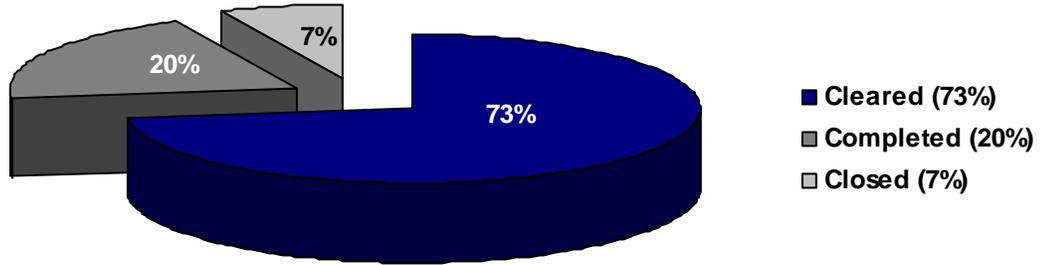


* Data as of September 30, 2007

Grants Cleared by Quarter

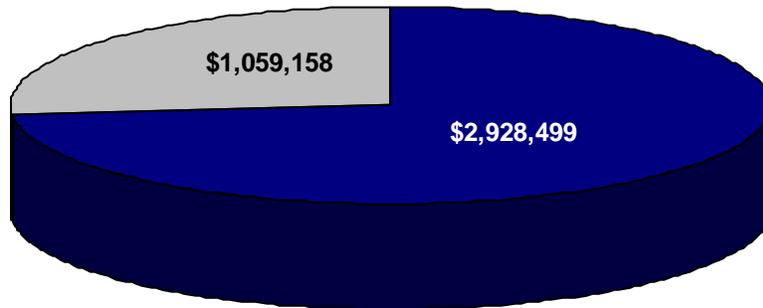
Nepal Office	Grants Cleared – 1st Quarter 10/06-12/06		Grants Cleared – 2nd Quarter 1/07-3/07		Grants Cleared – 3rd Quarter 4/07-6/07		Grants Cleared – 4th Quarter 7/07-9/07		Total Grants Cleared Since October 2006	
	Grants	Est. Amount	Grants	Est. Amount	Grants	Est. Amount	Grants	Est. Amount	Grants	Est. Amount
Kathmandu	9	\$335,993	23	\$1,038,643	20	\$776,549	33	\$1,589,211	85	\$3,740,396
Itahari	0	\$0	0	\$0	0	\$0	7	\$220,090	7	\$220,090
Total	9	\$335,993	23	\$1,038,643	20	\$776,549	40	\$1,809,301	92	\$3,960,486

Funds Committed by Status



* data as of September 30, 2007

Funds Committed by Objective



- Objective 1: Increase access to information and diversify public debate on issues critical to the political transition
- Objective 2: Increase effectiveness of political institutions key to the transition

OTI-Nepal Grant Activity Highlights

Key Political Transition Agreements and Processes

Informing Nepalese About the CPA and Other Key Transition Issues

The Comprehensive Peace Agreement (and associated agreements) lays the legal and political framework for Nepal's transition from a decade-long war that killed more than 13,000 people and that devastated parts of the country to the peace its citizens desire. The CPA is the roadmap to peace, but Nepal will only arrive at that destination if all parties can successfully take the steps it prescribes.

Nepal's successful transition to peace depends on public support for the steps it prescribes, including interim political bodies, demilitarization of militias, a new constitution, and elections. Since beginning its work in Nepal, USAID/OTI programming has focused heavily on informing people — both at a national and a grassroots level — about key political transition agreements and processes (49 activities totaling \$1,546,326 of cleared funds). For example, USAID/OTI funded the printing of documents like the Comprehensive Peace Agreement and the Arms Management Agreement and worked to publicize them. In addition, several grants have been developed to disseminate these materials at the grassroots level. The grant KAT009 funded the printing of various materials — such as CPA booklets, election materials, the Truth and Reconciliation Commission Charter, and related information — in response to the demands of the grantees. This allowed for quick printing when stakeholders, including the United Nations Mission in Nepal (UNMIN), requested additional copies. To date, more than 200,000 CPA booklets have been distributed throughout Nepal.

USAID/OTI was the only donor that supported the NMCC, the first government body charged with supporting the peace process. USAID/OTI provided the NMCC's seven monitoring teams with essential equipment, helped it increase public awareness of the ceasefire code of conduct, and translated key monitoring reports into English.

USAID/OTI also distributed more than 75,000 booklets containing information about agreements between the ruling Seven Party Alliance and the Communist Party of Nepal–Maoist, the Code of Conduct for the Ceasefire, and the process for reporting ceasefire violations. Additionally, 210,000 pamphlets summarizing the information in the booklets were printed and distributed to the public. Both the booklets and the pamphlets were distributed in all 75 districts in Nepal. Following the dissolution of the NMCC, USAID/OTI continued support for the Peace Secretariat and then the Ministry of Peace and Reconstruction.

Given Nepal's low literacy rate, the distribution of booklets alone could not achieve USAID/OTI's goal of informing Nepalese at the grassroots level. Thus, USAID/OTI supported several grants that capitalized on oral communication. Activities included staging street plays; training trainers and peace volunteers; holding orientations, workshops, and dialogues; organizing school activities (such as public speaking and quiz contests); and creating cultural programs (such as songs about the CPA). Furthermore, the organizations involved in these informational efforts were diverse in that they

included community-based organizations, local NGOs, forest user groups, and women's microcredit groups.

One activity in particular proved extremely successful. Nepal's largest network of forest user groups — the Federation of Community Forest Users, Nepal (FECOFUN) — conducted a grassroots CPA awareness-raising program in 40 districts after receiving USAID/OTI funds. FECOFUN used a wide range of tools in its efforts to inform Nepali people about the CPA, including public campaigns, social campaigns, educational/informational materials (posters and pamphlets), and street dramas. For example, FECOFUN's social campaign deployed different tiers of forest user groups to reach members at different administrative levels (district level, regional level, and range- post level assemblies). In addition, speech competitions were organized at schools, and songs about the CPA were sung during festivals. FECOFUN reported that 93 such campaigns were conducted, reaching approximately 343,000 people (167,500 men and 175,500 women). During this mass campaign, separate discussions on the CPA were conducted with community forest user groups and students at schools and colleges.



Girls sing a folk song about the CPA.

Another USAID/OTI grantee — the Rural Institution for Community Development (RICOD) — inspired efforts by other NGOs after holding its own successful information dissemination activity in rural parts of Lalitpur, a district neighboring Kathmandu. In July 2007, it met with six other NGOs in a five-day workshop to explore replicating its activities in other districts, particularly in the central and eastern Terai. As a result, five different grants with five organizations from the workshop for six central Terai districts (Makwanpur, Bara, Parsa, Rautahat, Mahottari, and Sarlahi) were developed. These grants were developed and completed within two weeks, and the Lalitpur activity will be replicated in six districts in the coming month. This model for replicating successful activities — engaging NGOs to carry out dissemination activities in their own localities — appears efficient and may be used to develop grants in the future. RICOD proved to be an excellent partner and will produce standardized IEC materials for use in all six districts to ensure consistency; it will also monitor the five grantees during activity implementation. Additionally, the field office in Itahari has already cleared two grants on awareness raising about the CPA in the eastern Terai using a similar model.

It is important for citizens to understand the provisions of the CPA in part because they can act as watchdogs with respect to violations of the agreement. Population Watch, a reputable human rights group monitoring violations of the CPA throughout the country with USAID/OTI assistance, has developed a FAQ booklet about the CPA that has been disseminated through other grants. The FAQ booklet, along with the CPA and booklets developed by the Election Commission, the CPA and FAQ booklets will be disseminated

through an extensive national network of female health workers reaching 50,000 women across the country.

USAID/OTI has also worked with Population Watch to monitor violations of the CPA. For example, they created the first nationwide independent monitoring mechanism of CPA violations, which produces monthly reports for each of the five development regions; these reports are released to the public through press conferences. Two press conferences were held in each region to publicize violations by the Maoists, the state, and other armed groups during July and August 2007. The reports show that the Maoists continue to violate the CPA, while violations by state actors have decreased significantly. However, the monitoring also reveals an increasing number of atrocities committed by armed groups that were not signatories to the CPA.

As part of the peace agreement, Maoist combatants agreed to move into 28 cantonment sites so that they and their weapons could be registered by UNMIN prior to the CA elections. However, once the combatants had entered the cantonment sites, many began to complain about the management of the camps. To investigate the truth of their claims, USAID/OTI trained members of a federation of environmental journalists to study the economic, sociological, cultural, and environmental impact of the establishment of the camps. Fourteen journalists were trained and deployed to cover the major cantonment sites. Each journalist wrote at least five stories, which were widely published in local/national newspapers and magazines (75 stories) and carried on FM radio stations and television. The program also engaged intellectuals in relevant fields to analyze the reports. This analysis, with all printed articles, was published in a book entitled *Cantonments Sites in the Eyes of the Mass Media*, which was released in July 2007.

Women and girls constitute 40 percent of Maoists combatants (according to the Maoists), and some complained that the cantonment sites were particularly bad for these groups. USAID/OTI helped a reputable women's rights group organize gender-based monitoring around two major cantonment sites in Kailali and Sindhuli districts. Twenty-eight monitors received seven days of training, the first four of which were dedicated to the Arms Management Agreement (AMA), United Nations Security Council Resolution 1325, and gender-based monitoring. During the last three days, they were trained in field-based monitoring techniques and learned how to conduct gender-sensitive AMA monitoring. The monitors were deployed (14 to each site) for 90 days. Their findings were compiled in a report and were presented — at a national workshop on July 23, 2007 — to more than 120 human right activists, NGO workers, journalists, intellectuals, lawyers, and students. A bulletin summarizing their findings was given to various stakeholders, including the government of Nepal, women's rights NGOs, and UNMIN.

Alongside educating Nepalese about key political agreements (and their impacts), USAID/OTI programming has also sought to inform Nepalese about key political processes. While the CPA creates the legal and political framework for the transition, Nepal's new constitution will be the legal and political framework for life in post-transitional Nepal. Clearly, developing a new constitution is an extremely delicate process, and it is very important that citizens understand the process, the different choices

drafters can make, and the implications of these choices. To educate Nepalese about this critical process and the proposed elections for the Constituent Assembly (CA) that will draft the new constitution, the Constitutional Lawyers' Forum organized regional, two-day, agenda-setting workshops on Nepal's constitutional process in each of the country's five development regions. Each workshop was attended by 40 people from different districts and backgrounds. In addition, almost all workshops enjoyed about 50 percent female participation as well as significant participation from Dalits, Madhesis, and other indigenous groups.

In each CLAF workshop, five papers covering different themes were presented, each with data specific to the region where the workshop was located. The workshops were held in Biratnagar, Chitwan, Pokhara, Dang, and Dhangadhi between June 22 and July 26, 2007. Furthermore, the Constitutional Lawyers' Forum also published the *Citizen's Handbook to Constitutional Education*, which explains what a constitution is, the different types of constitutions, how the CA will draft a new constitution, what the CA elections will be like, what human rights are, and what civic responsibilities citizens have during the drafting and implementation of a new constitution. The book was written in simple language in order to make it accessible to ordinary people. Five thousand copies were printed and distributed free of charge to workshop participants and other stakeholders, such as civil society and political leaders.

Another USAID/OTI grantee, the Nepal National Dalit Social Welfare Organization (NNDSWO), has been organizing an awareness campaign about the Constituent Assembly and Comprehensive Peace Agreement in the far-western region since March 2007. Their activities included 221 orientations on the CA and CPA for 6,630 people in five far-western districts and 48 dialogues among village development committees (VDCs). A total of 12,627 people directly benefited from their activities and more than 3,000 CPA booklets and posters were distributed. A major highlight of this program was strong engagement and participation from women.

These activities were conducted primarily by Dalits themselves, and one outcome has been increased inclusion of the Dalit community because people from other communities now approach them for information and materials about the CPA. NNDSWO is currently organizing the campaign under a second grant in 56 VDCs in the far- and mid-western regions, where such activities have not yet been conducted.

While its focus has been on the dissemination of information, USAID/OTI has also responded quickly to key political developments that threatened to disrupt the fragile peace process. For example, after the signing of the CPA and prior to the Maoist combatants' arrival at the cantonments, the Maoists had launched a drive to recruit new people with false promises, such as a monthly stipend. To combat these falsehoods, USAID/OTI supported a radio PSA campaign informing people that, according to the terms of the peace agreement, no one recruited after the signing of the CPA would receive the benefits that combatants would receive. Similarly, when the Election Commission set a very short timeframe for the voter registration process, many Nepalese were unaware of the exact dates or what the process involved. USAID/OTI launched

another radio PSA campaign to inform people about the voter registration drive. During the Madhesi movement (January and February of 2007), which threatened to split communities along ethnic lines, USAID/OTI encouraged political and civil society leaders to record 10 radio PSAs that were broadcast on local FM radio throughout the Terai emphasizing the need to maintain communal harmony and to fight for their rights peacefully.

USAID/OTI has consistently used PSAs to address various transition issues. PSAs (on both radio and television) will continue to be one of the program's most flexible mechanisms for disseminating information to large audiences. Currently, Nepali television and radio are running several PSAs and jingles created by MaHa, Nepal's leading comic duo. These pieces are informing people about voting procedures and the role of the CA elections in the transition. In addition, USAID/OTI and partner Communication Corner have developed six radio PSAs, presently being translated into 15 local languages for nationwide FM broadcast. Furthermore, Nepal's first 3D animated PSAs have been developed focusing on current transition issues. One of these PSAs was approved by the Ministry of Peace and Reconstruction and marked with a Government of Nepal logo, and the minister formally launched the PSA at a press event on September 17, 2007.

Working with the Media to Engage and Inform Nepalese

USAID/OTI has regularly engaged the media to inform people about current events and key political processes (including the media reports on cantonment conditions mentioned above). On January 1, 2007, with USAID/OTI assistance, the Antenna Foundation launched a national, toll-free, call-in radio show called Nepal Chautari (the first of its kind in the country), which provides Nepali citizens access to the people who are determining the future their country. The live one-hour show airs daily on 24 FM radio stations throughout the country. These radio stations have access to the show through broadband Internet and the Ujyalo satellite channel.



Bharat Mohan Adhikari — then Deputy Prime Minister, former Finance Minister, and UML leader — appears on Nepal Chautari.

On average, 70 listeners from around the country call in every day and 15-20 listeners get a chance to voice their opinions on the air. Guests include government officials, political leaders, civil society leaders, human rights activists, lawyers, journalists, intellectuals, and national planners. For example, UNMIN's Chief of Mission Ian Martin, Nepal's deputy prime minister, and election commissioners have all been guests on Nepal Chautari. The show offers listeners the opportunity to ask questions, share their opinions, or suggest solutions for issues under discussion. To date, such issues include the interim constitution, the CA elections, unrest in the Terai, democracy within political parties, and the meaning of inclusive democracy.

In another effort, a television show designed to engage youth in the transition process started broadcasting on June 3, 2007 on Nepal’s largest private channel, Kantipur television. Sixteen episodes of the show — entitled “Tatastha Tarka: Naya Nepal, Naya Awaz” (Neutral Debates: New Nepal, New Voice) — have already aired. The 30-minute program hosts a panel of two young people, two CA experts and/or Nepalese political/civil society personalities, and two Nepalese celebrities and/or youth icons who believe in a democratic, peaceful, and prosperous Nepal. They discuss, debate, and share information on different CA topics every week (9:00 PM Sundays). The show’s topics are chosen through two focus group discussions with college students and other youth. To date, guests have included influential student leaders, senior political leaders, civil society leaders, and celebrities.

USAID/OTI also helped launch a third media program designed to inform people about the transition and promote a peaceful process. The TV series features Nepal’s leading comic duo — Madan Krishna Shrestha and Hari Bansha Acharya (collectively known as MaHa) — who are renowned for their comic genius and respected for their democratic convictions. The show, entitled “Madan Bahadur / Hari Bahadur,” tells the story of a conniving villager’s relationship with his kind-hearted neighbor. It has focused on several transitional issues, such as the plight of internally displaced persons, social harmony, inclusiveness, incessant demonstrations/strikes, the CPA, arms management, women’s rights, landmine problems, human rights abuses, compensation for victims, and elections. Due to its popularity (seven million viewers estimated in Nepal and abroad), the show was extended from 12 to 15 episodes. MaHa was given funds for three additional shows and plans to continue the show independently in the near future. Viewers’ letters expressed gratitude to MaHa for bringing out issues relevant to them. The catchphrase of the show — “yaso gare kaso hola” (“what if we do this instead”) — was mimicked by people in daily language and became a ubiquitous title for editorials and cartoons.



A tragic scene from “Madan Bahadur/Hari Bahadur”

Elections

Elections have been an important sector for USAID/OTI programming with 15 activities cleared totaling \$1,023,556. USAID/OTI has supported the Election Commission (EC) by providing laptop computers, printers, software, office materials, research materials, and high-capacity servers. The speed and flexibility of its operations has allowed USAID/OTI to provide assistance at critical times. For



USAID/OTI’s Nepal Team and the Election Commission’s IT specialists inspect new equipment.

example, USAID/OTI quickly met the Election Commission's last minute request (January 22, 2007) for equipment to support the voter registration exercise. The EC requested 25 mid-capacity printers, 50 low-capacity printers, and 75 uninterruptible power supply systems, which, combined with the desktop computers provided by the Danish Embassy, would allow each district office to compile and print the new voter roll. In another example, USAID/OTI filled a critical weakness in the EC's computer systems. The new equipment USAID/OTI purchased to replace the outdated system improved the EC's ability to prepare the voter roll more quickly, increased its capacity to handle a large volume of data, and minimized the risk of data loss

In preparation for CA elections, USAID/OTI collaborated closely with the EC on several activities to promote free, fair, and peaceful elections. For example, USAID/OTI provided assistance to the EC to help it encourage voter turnout and educate voters about the election process. For example, USAID/OTI funds enabled the EC to send letters to each household inviting eligible voters to participate in the CA elections. USAID/OTI's Nepal team worked closely with the EC to develop several PSAs that bear their mark of approval. A minute-long PSA featuring film and television celebrities was produced to air in 250 film theaters across the country. Furthermore, USAID/OTI's Nepal collaborated with the EC to develop a 45-minute film featuring MaHa that describes voting procedures. USAID/OTI is also printing IEC materials, specifically FAQ booklets on voter education, developed by the EC for a campaign promoting peaceful elections. These materials include posters and booklets that will be disseminated through various organizations (including previous grantees). The campaign will target urban areas where inter-ethnic tensions could flare up during the elections. However, key partners will also distribute the materials to VDCs.

Since the inclusion of traditionally marginalized groups may become a touchstone of the legitimacy of the upcoming elections, USAID/OTI has provided assistance to help such groups get involved. For example, USAID/OTI has provided assistance to the Center for Women and Politics to encourage the participation of Madhesi women in the CA elections. It is also offering assistance to the Center for Woman and Politics in support of a Madhesi Women's Advocacy Forum, which will push for Madhesi women's equitable inclusion in the CA by organizing Madhesi women from all 21 Terai districts. In September 2007, a national steering committee meeting was held in Kathmandu to kick off activities. They will include district and national lobbying of groups and individuals who have supported the peace process and political inclusion for women. The Center and the Advocacy Forum will also pressure political parties to create more opportunities for Madhesi women in the political process, particularly since the political parties have not upheld their commitments to inclusion in the past. The Advocacy Forum will push for 50 percent of the candidates running for the Constituent Assembly in single-member constituencies (under a first-past-the-post electoral system) to be Madhesi women in the 21 Terai districts.¹

¹ Currently, the CA elections will use a mixed electoral system: half will be elected through party list proportional representation and half will be directly elected in single constituencies (under first-past-the-post rules).

In addition, USAID/OTI has provided assistance to the EC to set up 23 media monitoring stations throughout the country, including a central office in Kathmandu. These units will be responsible for monitoring compliance with the code of conduct released by the EC for the elections. USAID/OTI is providing equipment, facilities, and personnel training for the Press Council Nepal, which the EC has chosen to help enforce the code. The tools and skills the Press Council Nepal employ during the CA election, and the experience the EC gains, will provide a foundation for monitoring by the media in future elections (such as the local government elections and the national referendum on the new constitution to be drafted by the Constituent Assembly).

USAID/OTI has also supported activities with targeted groups to solicit their views and engage them in the upcoming CA elections. For example, one activity trained farmers about three important topics: (1) the process of forming the Constituent Assembly, (2) what the Constituent Assembly does, and (3) how to get the farming community involved in the CA process. An estimated 14,405 farmers directly benefited from the activity, and 2,881 in four districts were trained to involve other farmers in the CA process. Another activity conducted in the far-western region was designed to engage young people and inform them about the role they can play in the CA process, including in the elections. After completing regional training of trainers in Dhangadi, Kailali 26 trainers returned to their respective areas and conducted two-day trainings in 39 locales, which were attended by 1,058 participants (including 532 women). Participants included college students and representatives from youth clubs, student unions, and youth wings of political parties.

Media Strengthening

Since many of the activities funded by USAID/OTI tend to be information dissemination and PSAs, strengthening the capacity and reach of media is crucial to maximize their impact. Media activities have focused on improving journalists' professional capacity, increasing radio stations' technical capacities, and reaching areas with little or no radio presence. A total of six activities have been cleared totaling \$200,760.

To bring radio to remote areas to create a platform for information exchange among locals, Antenna Foundation Nepal created the doko radio: a complete mobile broadcast station contained in traditional bamboo baskets, called doko, and transported by foot to some of the most inaccessible areas of Nepal. The doko radio team was able to reach remote VDCs in five districts — Gorkha, Humla, Darchula, Solukhumbu, and Manang — between March 16 and June 3, 2007. Pre-recorded radio programs were broadcast to inform people of national political developments with recordings of the views of local people added in. These broadcasts reached approximately 12,540 households, or some 60,000 people. The response was



A woman is interviewed for a doko radio program.

overwhelmingly positive with active participation on issues such as the role of youth, political parties, and the CA in the peace process. While political transition and local issues were main topics, local people also shared their musical talents and expressed their grievances. In Humla district, a radio-blind area, people said that doko radio made it possible to bring local political leaders together for the first time in 10 years. Following the success of the activity, USAID/OTI cleared a grant that will provide training and equipment to five FM stations to increase their capacity for public outreach and will bring doko radio units to VDCs in 15 districts to foster dialogue on the peace process and transition issues.

In a similar effort, USAID/OTI has assisted in the construction of a permanent power supply for a FM station in remote Jumla district and the construction of a permanent FM station in isolated Humla district. With USAID/OTI funding, Communication Corner is upgrading their satellite connections, thereby enhancing their ability to share radio programs with FM stations across the country. By the end of 2007, USAID/OTI will also supply 30 digital audio broadcast receivers to improve the quality and reach of 23 new and remote FM stations throughout the country, which will ensure that a larger and more diverse listenership hears key messages and quality programming about the peace process. In cooperation with the Open Society Institute, USAID/OTI also procured satellite uplink equipment to expand the single-channel network to a two-channel system linking 32 FM stations across the country. This new system improved access to information for approximately 50 percent of Nepali population reached by the FM stations and offered the local radio stations a choice of programming from the two channels.

With the Madhesi movement, issues of social inclusion and accurate representation in the media have received intense attention. The field office has cleared a grant to improve the abilities of 20 Madhesi journalists to write feature articles. These trained journalists will be better able to assess the reality of Madhesi issues on the ground and represent these issues in local, regional, and national media in a more fair and unbiased manner.

USAID/OTI has also provided training to journalists through the work of different grantees, both at a national and local level. For example, Equal Access trained radio journalists on how to moderate talk shows in a five-day workshop held in February 2007. The program used group discussions/debates, handouts, reference materials, lectures, and a mock radio program, and it culminated with a visit to a local FM station so participants could better understand the technical aspects of radio broadcasts. The stations' producers shared their knowledge about how radio stations function and their implementation strategy. Thirty-two journalists from as many different FM stations participated (seven were women).

Community Stabilization

With the advent of the Madhesi movement, as the confrontation threatened to take a communal turn, USAID/OTI responded quickly with community stabilization activities. A total of 14 activities totaling \$764,919 have been cleared.

One of USAID/OTI's most successful grants funded a traveling photo exhibition entitled "A People War" in 20 locations across the country (based on a coffee table book of the same name). The exhibition aimed to remind and educate the people of Nepal about the costs of war using stunning photographs taken by Nepali photographers from across the country. These photographs documented the impact of the 11-year conflict on the country's people, buildings, and psyche. USAID/OTI subsidized a soft-cover version of the book, 1,800 of which were distributed free to local schools during the exhibition's travels. During its first phase, the exhibition visited 10 locations, the last being Kathmandu, and received more than 100,000 visitors.



Visitors attend "A People War" photo exhibition in Ilam in eastern Nepal.

Given the overwhelmingly positive response, and a new conflict gripping eastern and central Terai, a second phase of the exhibition is currently underway, visiting 10 locations in the Terai. To date, more than 180,000 people have attended the exhibition, and this number is expected to reach 200,000 total before the exhibition ends. Attendees have included security forces, government employees, students, internally displaced people, and others affected by the conflict (including those in the photographs). Many expressed how moved they were by the images of the unbearable human cost of the conflict and described their commitment to not to let the conflict recur. During the exhibition's run, senior Nepali journalists also trained local journalists and photojournalists in all 20 of its locations. The coverage of the event in the media, both national and local, has been phenomenal.

Many of USAID/OTI's community stabilization activities have focused on youth, because they are often the key players in the protests and clashes. To engage this group in the peace process, USAID/OTI supported campaigns in all five development regions of Nepal. The campaigns used posters, mural paintings, and five-day training on youth participation in the peace process. Training participants reported that the training enhanced their ability to work productively on peace building during the transition. Because training was conducted in different districts with diverse participants, it also provided a platform for cultural exchange among young people. Five regional peace-building trainings (each lasting five days) were held for 126 participants. One session was devoted to preparing an action plan for peace-building activities in local communities, and participants created the plan with their own communities in mind. Once trained, the young participants each returned to their districts (25 in total) and conducted a half-day Youth Peace Dialogue. More than 1,350 people attended. The plans of action prepared by the regional training participants were also distributed and discussed at these events. The different plans of action were compiled and a comprehensive plan prepared. A proposal based on this plan will be submitted at a future date.

Given the conflict in the Terai, USAID/OTI has supported several activities designed to help mitigate conflict there. For example, USAID/OTI provided a grant to Samjhauta Nepal — an organization with widespread reach and credibility in the Terai — to train young people in community peace building and conflict resolution in eight of the most volatile districts in the central and eastern Terai. For the training, Samjhauta Nepal will use a peer educator model that they tested in past programs with women's groups, which received favorable feedback and proved to be effective. Local trainers will use this model to introduce local youths to conflict-resolution methods in a program that will reach 371 VDCs and an estimated 11,000 young people. Afterwards, local youth will organize 782 grassroots campaigns to impart to their peers what they learned in the trainings.

Two organizations — Alliance for Peace and International Alert — are conducting similar activities with USAID/OTI support. International Alert supports dialogues and interactions with diverse youth groups, and is working in Sunsari and Morang districts to strengthen the peace-building skills of young people in the Terai with a focus on community security. The activity provides young people with opportunities to analyze their context and their responsibilities, and also connects them with other youth who seek to break the cycle of violence threatening Nepal by taking a positive role in peace-building. At every stage of the project, the media (including youth media) will be invited to participate in dialogue processes and events, which will stimulate ongoing coverage as well as inform the specific design of media programs (e.g., talk shows). An estimated 50 young people will attend a meeting about community security as seen from young people's perspective, and 12 young people will join two steering committees (one in each district). The Alliance for Peace is training 240 young people as trainers in six districts experiencing conflict and instability (Bara, Dolakha, Rupandehi, Sunsari, Rolpa, and Kailali districts). These young people will then train 2,160 of their peers on peace building and conflict transformation. A Youth Peace Center will soon be established in each of the six districts, and those trained through the workshops will be part of the center as community peace-building agents.

Since recent demonstrations in Nepal have often been violent, USAID/OTI programming has also been promoting peaceful ways to protest. For example, political science students have received a USAID/OTI grant to train and sensitize 840 youth, student leaders, and grassroots political workers at the forefront of political agitation in the Terai on nonviolent methods of political expression. Focusing its activities in four Terai hotspots — Lahan (Siraha district), Janakpur (Dhanusha district), Birgunj (Bara district), and Nepalgunj (Banke district) — this activity will also raise awareness among the local population about peaceful ways to protest.

In March 2007, the USAID/OTI grantee, Social Organization for Liberal Volunteer Engagement, Nepal, conducted a two-day workshop on how to demonstrate peacefully and reduce property damage during protests. Participants included leaders of student unions and representatives of minority communities who discussed creative ideas and a set of minimum standards for peaceful demonstrations. The student leaders felt their behavior in past demonstrations had not been appropriate and expressed their commitment to demonstrate peacefully in the future. Workshop participants produced a

list of recommendations for the government, the media, and agitating groups. On April 16, 2007, these recommendations and a code of conduct were submitted to Speaker of the House Subash Nembang, who promised to raise the recommendations in Parliament. As part of this activity, a street play by Nepal's leading theatrical troupe, Aarohan, was staged on nine college campuses in the Kathmandu Valley, and trainings and discussions were held on 14 campuses. The play focused on recent political developments in Nepal, the incessant demonstrations, and issues of inclusion. With its good use of humor and political messaging, it proved to be extremely popular with students and received extensive media coverage.

In further attempts to reduce violence, USAID/OTI and the United States Institute for Peace have supported six dialogues between civil society leaders and the police to build trust and increase cooperation between these two groups. Thirty participants from each group attended each dialogue (including senior police officers and respected civil society leaders), which were held in Banke, Siraha, Kailali, Jhapa, Chitwan, and Rupandehi. Participants discussed the barriers to securing peace in Nepal and tried to find solutions. People from both sides felt the dialogues were productive, and in many instances, they organized follow-up meetings and developed other mechanisms to continue and improve coordination.



Students respond to Aarohan's street play.

Given the local infrastructure destroyed during the Maoist insurgency (or more recently by the Madhesi movement), some elements of intercommunity conflict spring from competition over scarce resources, like access to water and roads. In the first activity in which infrastructure reconstruction is used to help reconcile communities in conflict, USAID/OTI will help repair dams and roads. It is currently conducting an environmental impact assessment of the planned projects. Once the assessment is completed, it will help reconstruct six dams and adjoining canals, 10 culverts (rural roads), and 19 drinking water supply systems in six VDCs of Mahottari district.

Social Inclusion

Social inclusion has become one of the most contentious issues in the transition period with many historically marginalized ethnic groups demanding greater participation in state structures. USAID/OTI has worked to promote social inclusion, particularly with the Dalit and Madhesi communities and women. A total of 17 activities totaling \$543,688 have been cleared.

USAID/OTI collaborated with the Dalit Welfare Association to conduct five regional workshops on Dalit participation in the CA elections. Beginning in May 2007, the five workshops were held in Biratnagar, Dhangadi, Pokhara, Chitwan, and Nepalgunj. In June in Kathmandu, the Dalit Welfare Association organized a national workshop to advocate

for greater Dalit participation in the CA. Dalit rights activists emphasized that using a proportional representation system would ensure increased Dalit participation in the CA.² To amplify the reach of the workshops, five episodes of the Dalit Welfare Association's regular news and culture program — called "Swabhiman" (Pride) — covered the workshops and were aired bi-weekly on Nepal Television. Each of the 30-minute programs showed the activities from one workshop in detail. The activities of the NNDSWO (mentioned above) in raising awareness about the CPA have also empowered the Dalits and produced an unintended impact related to social inclusion: because of their information campaign, people from other communities have sought out Dalits to learn about the CPA.

Though many different Madhesi groups in the Terai participated in the protests, they were not organized under one umbrella or leader, and Madhesi activists, leaders, media, and civil society members needed to develop consensus on the various issues raised by the protestors. To address this need, Support Nepal conducted seven, one-day workshops — in Siraha, Dhanusha, Mahottari, Sarlahi, Rautahat, Bara, and Parsa districts — aimed at strengthening a common Madhesi platform by holding local dialogues and mobilizing a wider segment of Madhesi society to participate constructively in the political transition. Workshop participants (who numbered 357) first identified and then categorized Madhesi issues into four broad categories: social, political, economic, and cultural. Before selecting issues of common concern, the participants spent time analyzing Nepal's existing political, social, economic, and cultural situation. They also discussed the challenges to overcome (and steps needed to do so) in addressing these issues. The issues identified have been published in a booklet entitled "Issues of Madhesh," which was printed in both English- and Maithili-language versions. Finally, in July 2007, Support Nepal organized a national event in Kathmandu that was attended by representatives from the government talks team, the Madhesi People's Rights Forum, UNMIN, OHCHR, USAID, and the American Embassy as well as members of the interim Parliament from Madhesi constituencies. Madhesi leaders used the issues identified in the dialogues to pressure the government to address Madhesi concerns.



A participant discusses the issues of Madhesh in a workshop.

As many reports (including "Issues of Madhesh") have pointed out, gender inequity is particularly severe in the Terai region. To promote the inclusion of women in the political process, USAID/OTI is helping the Center for Woman and Politics form the Madhesi Women's Advocacy Forum, which will advocate for 50 percent representation of women

² As mentioned above, the CA elections will use a mixed electoral system: half will be elected through party list proportional representation and half will be directly elected in single constituencies (under first-past-the-post rules).

on political parties' candidate lists.³ USAID/OTI has cleared another grant that will raise awareness among rural women of the central and eastern Terai regarding UN SCR 1325 mandates on women, peace, and security in order to empower them to prepare an action plan for systematic and sustainable implementation of these mandates. The resulting action plan will provide a comprehensive overview of women, peace, and security issues; will critically analyze the success of initiatives taken to date; and will identify remaining gaps. The plan will also help identify priority initiatives and serve as a baseline for the development of related indicators.

The Nepal Press Institute also organized dialogues in Bhairahawa, Dhangadi, and Rajbiraj covering social inclusion, which were attended by 214 people. In each session, national and local experts presented two working papers that analyzed issues of social inclusion, the media, the transition, conflict mitigation, journalists' security, and the media's role in peace building. Their primary goal was to spur discussion. Furthermore, the Nepal Press Institute made "Peace Fellowship Awards" to six media outlets based on the best coverage of issues relating to the peace process and community peace building in the media.

Several USAID/OTI-supported activities have promoted communal harmony, including a free public concert featuring the American band Ozomatli, which was organized with the theme "Different Instruments but One Rhythm, Together We Can Make a Prosperous Nepal," bringing more than 10,000 people into downtown Kathmandu. USAID/OTI has also promoted social inclusion by supporting activities that link the grassroots level to the national level.

Indicators of Success

Flexibility to Re-Target Resources

In Nepal, USAID/OTI has used its funds to develop several mechanisms that allow the quick shifting of resources to new priorities as the fluid political situation demands. For example, it created open-ended grants that can be used to print CPA booklets and election-related IEC materials as required given the demands of grantees and the political context. It has also cleared another grant that funds airtime for different PSAs. This flexible mechanism allows for rapid response to new circumstances according to the current needs of the peace process. As voter education, elections information, and other transition-related PSAs become available, this grant can be used for the rapid airing of these PSAs. For example, under KAT020, the program aired PSAs on the voter registration process within three days of a request from the Election Commission.

³ Half of the members of the Constituent Assembly will be elected from "party lists." That is, parties will pick candidates for their lists, and voters will be able to pick two or more (depending on the district) from that list under a proportional representation electoral system.

USAID/OTI's support of radio and television shows that addresses current transitional issues — including a live, call-in radio show and a youth-focused television show — also allow for flexibility. Guests are scheduled on a weekly basis and therefore can be chosen to address rapidly evolving transition issues. Additionally, several grantees have been invited on the show to discuss their activities and/or findings. A 12-episode comedy television show was created in three installments of four episodes so that it had the flexibility to address upcoming issues as they arose in the political transition.



Ozomatli gave the Nepalese a high energy performance.

Some grants have been changed based on the political context to better reflect the current issues. For instance, social inclusion has become one of the most contentious issues in the transition period, with many ethnic groups that were historically marginalized demanding greater participation in the state structures. When this trend became apparent, social inclusion was adopted as one of the sectoral foci of the USAID/OTI program, and many grants were developed to address this emerging issue. Furthermore, USAID/OTI has also shown flexibility by geographically retargeting CPA awareness-raising activities in the Terai. This re-focusing included a shift in geographic concentration to support activities that address new and disturbing tensions in the Terai (including the decision to establish a field office there).

Speed

Speed has been one of the key strengths of USAID/OTI programming. Within one week of Samjhauta Nepal's request for additional assistance for a national dialogue on achieving sustainable peace, an activity was developed and cleared. Similarly, a grant enabling the Election Commission to secure necessary computer software and print 5 million invitations for voters was cleared in four days. A grant supporting the Center for Women and Politics' efforts to form a Madhesi Women's Advocacy Forum was prepared in three working days. During the unrest in Terai, USAID/OTI moved quickly to air PSAs to foster communal harmony. Radio PSAs responding to critical transitional issues — such as voter registration and a child recruitment drive by the Maoists — were both completed quickly (with reliable partners like Antenna Foundation and Communication Corner) so as to remain relevant to the context. Another grant to replicate CPA awareness raising activities in Terai districts was completed within two weeks, which later led to six additional grants to disseminate information about the CPA in central Terai districts.

Leveraging of Resources

USAID/OTI continues to leverage the resources of grantee organizations. For example, Communications Corner is providing up to one fourth of the costs for a radio station project. Similarly, Jaghrit Nepal (which is promoting communal harmony through local dialogues in the Terai) is covering 10 percent of the project costs with its own resources. USAID/OTI has also successfully partnered with other international donors and it developed a beneficial collaborative relationship with the Open Society Institute (OSI) with respect to several activities. For example, the costs of two activities are more than \$550,000; of this sum, USAID is providing \$226,000, the grantee \$74,000, and the Open Society Institute \$252,000. Similarly, OSI has committed \$79,662 to fund the media's monitoring activities during the elections, with USAID/OTI contributing \$182,917. In another example, USAID/OTI coordinated with the Election Commission and MaHa to create two PSAs in three languages and a 45-minute movie on electoral procedures. MaHa will contribute a significant amount to the project. Similarly, Film World will coordinate with different theaters and local administrations to ensure that theaters play the one-minute PSA in the lead-up to the elections, which significantly reduces USAID/OTI's costs for the activity.

Indicators of Impact

The success of the comedy television show, Maha Bahadur/Hari Bahadur, resulted in the production of three additional episodes. It quickly became one of Nepal's most popular shows, with an estimated seven million viewers in Nepal and abroad. The follow-up activities from the dialogues between civil society and the Nepal Police (organized in coordination with the United States Institute for Peace) included the formation of mechanisms to continue such dialogues following requests from participants. Similarly, the response to the doko radio programs in remote areas of Nepal was overwhelmingly positive, with active local participation in radio discussions on issues such as the role of youth, political parties, and the Constituent Assembly in the peace process. Locals requested similar additional programs. Following this success, USAID/OTI has cleared a grant to provide training and equipment to five FM stations to increase their capacity for public outreach and bring doko radio units to VDCs in 15 districts to foster dialogue on the peace process and transition issues.

Community-Based Activities

Several USAID/OTI-funded activities raise awareness or support dialogues at the grassroots level. Many of these activities reach the VDC level with direct participation from local communities. USAID/OTI has used credible community-based organizations, which has made it possible to conduct programs in difficult circumstances, such as is found in the Terai.

USAID/OTI has realized that posters and radio PSAs — key delivery mechanisms for information dissemination — have maximum impact in local languages. USAID/OTI supported Communication Corner in developing election-related PSAs in 15 languages, and MaHa in producing election-related TV PSAs in three languages, including Maithali and Bhojpuri (predominant in the Terai). Similarly, different posters covering the peace process are also being developed in Maithali and Bhojpuri. CPA and AMA poster

developed by Samjhauta Nepal and posters developed by Jeevan Bikas Samaj have all been in local languages.

SECTION III: SUMMARY OF ACTIVITIES, CHALLENGES, AND SOLUTIONS

Summary of Activity Implementation

Activity implementation has been running very smoothly after the first year of the program. Distribution of grants began within the first month of program operations; however, they slowed considerably with the Dashain and Tihar festivities last year. Additionally, as the transition process stalled in late 2006, grant distribution was considerably lower than anticipated. However, by early 2007, the program began to hit its stride, and grant obligations increased exponentially (the last quarter of the reporting period averaged \$589,314 per month).

At the end of the program's first year, program staff are currently in the process of closing out a fair number of activities, some with substantial cost savings. As of late October, 2007, 54 grants have been cleared, 10 have been completed, and 36 have been closed. Activity approvals for grants improved considerably as they have been staggered throughout the month rather than collecting at month's end. This situation has helped alleviate a fair amount of stress caused by other month-end activities.

As Nepal's transition has been very fluid, a concerted and strategic decision was made in March 2007 to open a field office in eastern Terai. The Itahari field office is now fully operational with the regional program manager, program development officer, grants management specialist, procurement specialist, bookkeeper/administrative assistant, and a car and driver in place. The field office has performed admirably and has cleared seven grants totaling \$220,090 within the first two months of operations.

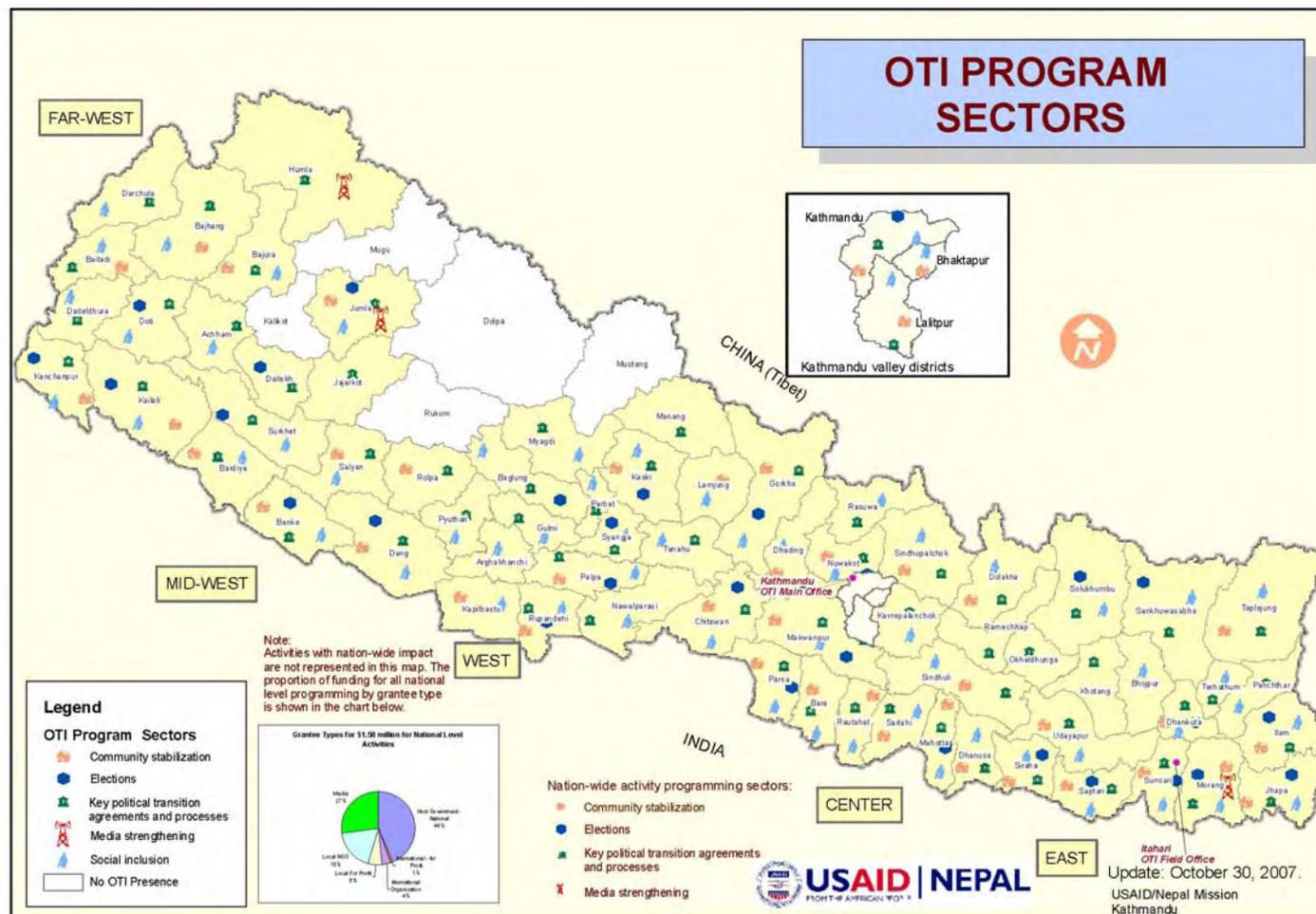
Problems Encountered and Remedies Proposed

Many of the program's successful grants have also encountered some of the more difficult problems. For example, work with the Ministry of Peace and Reconstruction has improved tremendously. However, there is still government bureaucracy to contend with. Coordination, relationship-building, and continuous follow-up often take more time than actual program implementation. Nevertheless, consistent efforts to engage government agencies and to produce results have helped establish trust and a foundation of collaboration.

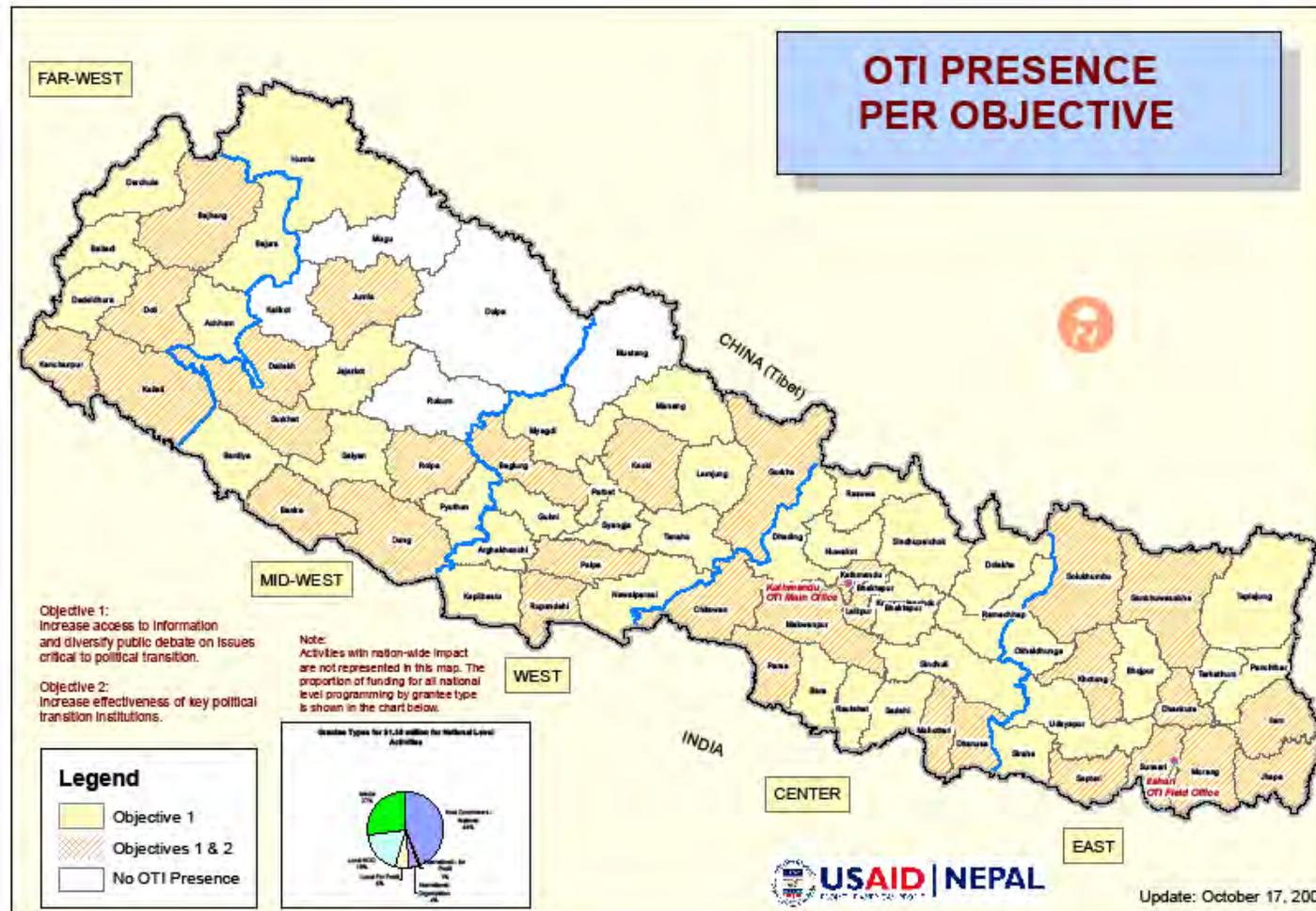
Based on the management review conducted by USAID/OTI in July 2007, several recommended changes were implemented, including adjustments to the content approval process, activity workflow, database, grant writing follow-up, and the grants operations and compliance position, which included a change in title to grants management specialist with a revised scope of work. Also, additional staff was added to the Kathmandu office, including an additional procurement specialist and grants management specialist along with a bookkeeper. Per recommendation of the management review, three teams of a PDO, grants management specialist, and procurement specialist will be formed and activities will be assigned to them on an activity grant basis. This structure

will be formally implemented after the Dashain and Tihar festivals. However, assignment of grants based on this structure has already begun informally.

ANNEX A: OTI PROGRAM SECTORS



ANNEX B: OTI PRESENCE PER OBJECTIVE



ANNEX D: OTI RADIO PROGRAMMING

