

Report

Survey of Conflict Sensitive Practices in Peer Organizations

Prepared By:
CARE Nepal
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Table of Contents

Background	3
Objective and Rationale	3
Summary of Key Findings.....	4
Conflict Sensitivity	4
Conflict Analysis	8
Planning.....	9
Monitoring and Evaluation	10
Peace Building Initiatives	11
Conclusion and Recommendations	14
Annex 1: Checklist for the survey of peer organizations.....	16
Annex 1A: Background Information of Organizations Interviewed.....	19
Annex 2: List of people interviewed for Survey of Peer Organizations	25
Annex 3: List of materials collected.....	27
Annex 4: List of Abbreviations.....	28

Background

With programs in more than 70 countries, CARE is one of the world's largest private international development and relief organizations. It seeks a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CARE addresses underlying causes of extreme poverty by improving people's human conditions (increasing opportunities), social positions (improving social equity) and their enabling environment (improving governance).

CARE has been in Nepal since 1978, helping poor families improve their lives and livelihoods. The latest Strategic Plan 2006-2009 highlights, CARE Nepal's four strategic directions are to: 1) integrate rights, equity and governance perspectives in all its programs to address systemic, structural and policy related causes of poverty and injustice, 2) promote and advocate for equitable and sustainable access of poor, vulnerable and socially excluded people to basic services and resources for secured livelihoods, 3) mainstream conflict sensitivity into all its programs in order to minimize its negative impact and position CARE to engage in peace building and 4) build strategic alliances and accountability within the organization and with partners and communities for disaster risk reduction and emergency response.

This study is part of the third strategic direction mentioned above. The study is part of the Partnership Programme Agreement between CARE International UK (CIUK) and DFID, which aims to strengthen CARE Nepal's and its partners' capacities to analyze and respond to conflict and to develop and communicate a guiding principle/framework for CARE Nepal's engagement in peace building.

Objective and Rationale

Through this study, CARE Nepal seeks to identify, learn from and adopt good practices among its peer organizations on conflict sensitivity, analysis, planning, monitoring and evaluation, mainstreaming and peace building practices.

CARE Nepal interviewed 13 organizations. Please refer to Annex A for the survey checklist and Annex A1 for background information of each organization.

1. The Asia Foundation
2. Action Aid Nepal
3. CARE Nepal
4. Canadian Centre for International Studies and Cooperation (CECI)
5. Friends for Peace
6. GTZ
7. German Development Service (DED)
8. Helvetas Nepal
9. International Alert (IA)
10. Oxfam Nepal
11. Rural Reconstruction Nepal (RRN)
12. Save the Children (US)
13. Save the Children (Norway)
14. United Missions to Nepal (UMN)

Summary of Key Findings

Almost all the peer organizations interviewed try to be conflict sensitive in several ways: by hiring local staff, maintaining a low profile, taking on rights-based approaches, conducting social and public audits and public hearings, adhering to Do No Harm in combination with other conflict sensitive tools like Safe and Effective Development Approaches in Conflict (SEDC) and Effective Development Approaches in Conflict (PCIA), and encouraging participation of women, Dalits and other socially excluded groups in the project activities.

Almost all organizations state that one of the key ways in which they maintain conflict sensitivity is by working through local partners. They provide local partner organizations with a wide range of trainings: Do No Harm, peace building, conflict transformation, negotiation, mediation, basic and advanced risk management, conflict sensitive development approaches, and SEDC.

Some organizations assess their partners' organizational capacity for conflict sensitivity. CECI looks at its partners' capacity for conflict sensitivity as part of its overall organizational capacity assessment. Rural Reconstruction Nepal, Friends for Peace and GTZ also assess their partners' capacity for conflict sensitivity. UMN assesses its partners' knowledge about peace building and conflict transformation through a Participatory, Organization and Technical Assessment (POTA).

Most organizations do not conduct systematic conflict analyses or risk analyses, nor do they have specific indicators to measure the impact of conflict on programs and the impact of programs on conflict. Only three of the organizations carry out conflict analyses: CECI through the PCIA approach, Helvetas through Do No Harm, SEDC and Conflict Sensitive Project Management (CSPM), and UMN through tools like the conflict tree, POTA, and political, social, economical, technological, legal and environmental (PESTLE) analysis.

Conflict Sensitivity

The Asia Foundation (TAF). Conflict sensitivity is regarded as a cross cutting issue at TAF. TAF works in close consultation with communities through its partners. Local staff that are aware of conflict sensitive issues at the local level is hired for project implementation. They are all trained in Do No Harm. TAF provides trainings on community mediation and peacebuilding. It runs a program on State Security, Rule of Law and Governance, Women's Security, Gender and Trafficking and Conflict and Peacebuilding.

Action Aid Nepal (AAN). AAN mobilizes rights holders and ensures that their rights are protected. Staff follows security guidelines in severely affected conflict zones. It undergoes a careful partner selection process to ensure that it and its partners are well accepted in the communities and follow participatory development methodologies. To help maintain conflict sensitivity, wherever possible, AAN hires staff who are members of rights holder groups. AAN provides orientation and trainings on peace building and conflict sensitivity to its local partners. Staff discusses issues related to peace building and conflict sensitivity at regular program review and learning meetings. It has

conducted research on “Mapping of Government Policies, regarding compensation for Conflict Victims” and on the impact of in Bardiya.

CARE Nepal. CARE Nepal developed a strategy to mainstream conflict sensitivity into all CARE Nepal’s programming in order to minimize its negative impact and position CARE to engage in peacebuilding. It hired an Advisor on Conflict Transformation and Peacebuilding to advance the strategy. CARE uses Basic Operating Guidelines to mainstream conflict sensitivity in its projects.

CARE Nepal works through local partners. It has a partnership strategy and selection of partners are based on certain criteria. However, no criteria have been developed to assess partners’ organizational capacity in conflict sensitivity, analysis, planning and monitoring and evaluation. CARE hires local staff, keeps a low profile, has put into place a staff code of conduct, maintains transparency through public and social audits, and delegates authority to users groups for project implementation. During the conflict, CARE encouraged dialogue between communities and duty bearers (government and in many cases Maoist at the time of armed conflict). It also adheres to the Do No Harm policy. A Program Operation Group, led by the Program Operation Advisor, looks at and makes recommendations about the safety and security of program, staff and partners. In its ASHA project, CARE conducted a field survey before project implementation to address issues and concerns. It shared all project information with conflicting parties. The CPN (Maoist) provided feedback and input for further improvement of the program.

Canadian Centre for International Studies and Cooperation (CECI). CECI’s Sahakarya project conducted a Peace and Conflict Impact Assessments (PCIA) at the beginning of the project and once a year every year thereafter to assess the impact of project on conflict mitigation and peace building. The PCIA determines the appropriate means and methods for mitigating conflict, avoiding negative and unintended impacts and contributing to peace. The PCIA is a combination of Do No Harm and Peace and Conflict Development Approaches, which CECI modified in 2002 to suit the local context.

In order to reduce the possible negative impacts of the project on conflict dynamics, CECI hires local staff and works through local partner organizations (it had previously worked through national partners). The organizational assessment process includes an examination of local partners’ capacity for conflict sensitivity. CECI has revamped its communications system to enhance effective communication between communities, local partners, regional and central offices and donors. It carries out public audits to maintain transparency and accountability. It designs its district implementation plans in a transparent way, including all community members and concerned stakeholders and ensuring maximum sharing and openness. CECI staff and partners are given trainings on participatory peace and conflict impact assessment, interest based negotiation, and rights based approaches.

CECI does not have a separate component, unit or department that addresses the issues of conflict prevention/sensitivity. Conflict, however, is regarded as cross cutting and the Gender, Social Inclusion and Institutional Development Advisor is responsible for addressing the issue of conflict prevention or sensitivity. CECI updated its security guidelines to address conflict issues.

German Development Services (DED). All DED local peace workers are trained in Do No Harm. They are given conflict related trainings twice a year. Human Rights Activists

also conduct human rights training for the CPN (Maoist) and security forces. Local peace workers claim ownership of the overall program, and DED is rarely mentioned.

Friends for Peace (FFP). FFP creates forums for sharing of information from other countries, mobilizes religious communities in the peace process, promotes unifying factors for peace building, organizes exchange visits for peace activists, and conducts comparative research on peace processes. It does not implement projects directly. Before selecting its partners, it assessed their capacity for conflict sensitivity and mitigation. FFP is committed to having diverse partners, not only for resource generation but also to promote sustainable peace building.

FFP takes several measures to ensure that its research activities do not fuel conflict. For instance FFP maintains a low profile and collects information in rural areas through reputed local organizations. FFP board members consist of influential people with high social status who are capable of influencing political parties as well as the Maoist leaders. They consult with political parties to get their support before carrying out any activities. At the community level, activities are conducted in consultation with Maoist leaders and sympathizers. Both Police and Army officials are well informed about staff movement.

FFP does not publish controversial findings that may fuel violent conflict. It facilitates debates and discourse at the district level to compare findings and presents findings at the national level.

GTZ. GTZ uses Safe and Effective Development Approaches in Conflict (SEDC) principles to ensure conflict sensitivity. It also conducts public audits twice during the project cycle to understand whether project activities have exacerbated or created vulnerability. Each project has a focal point person who provides updates twice a year to ensure conflict sensitivity. GTZ provides staff with basic and advanced training on risk management. The Humanitarian Assistance component deals with conflict issues. In selecting local partners, GTZ assesses organizational capacity for conflict sensitivity and looks at whether they are locally based and have a sound reputation.

Helvetas. Peace and conflict transformation is a core strategic direction at Helvetas. It has a unit dedicated to peace and conflict transformation. A technical advisory team is in charge of the unit. Helvetas has a conflict sensitive hiring policy, which gives highest priority to staff security. Helvetas uses SEDC, Do No Harm, and Conflict Sensitive Project Management (CSPM) in its overall risk management and mitigation as well as daily risk management. Reference guidelines to maintain conflict sensitivity are available in its working procedure. Helvetas provides training on conflict management, conflict response, risk management, conflict sensitivity, negotiation and psychosocial care.

Regular meetings are held on risk assessment at the partner and programme level. Information from these district level meetings is fed into regional level meetings. Recommendations from these meetings are sent to Programme Officers for endorsement. Feedback from the Programme Officers is provided back to staff within five days. Helvetas has designated district and regional focal persons who analyze risks and monitor and document events. A focal person at the central office level looks after overall organizational conflict mitigation, peace building and social inclusion.

It produced publications and flyers to promote peace in the country and translated human rights books into Nepali. Through its partner, Antaranga, Helvetas provides psychosocial counseling for conflict-affected victims and internally displaced people, especially women and children in the mid and far western regions. Helvetas also provides financial support to the district DP-Nets in Dailekh, Doti, Achham and Jajarkot, which provides immediate relief to conflict affected people. Helvetas' conflict sensitive procedures also involve a perspective mapping of all local authorities including the CPN Maoist. It also developed and employs a checklist of conflict indicators for effective delivery of services. Helvetas regularly carries out public hearings, reviews and audits. In order to reduce the possible negative impacts of project intervention on conflict dynamics, Helvetas focuses on flexibility, good governance practices and social inclusion. All of these tools are expected to contribute to reduction of dividing factors among the actors and promote relationship.

International Alert (IA). IA has developed conflict sensitive development approaches for its programming. IA builds the capacity of its partner organization staff in peace building and conflict sensitivity.

Oxfam. Oxfam provided five-day training on conflict transformation to staff. It encourages staff to discuss issues and concerns related to conflict in all meetings. It produced a translated version of the Geneva Convention to help partners create awareness in the communities on human rights. It distributes the humanitarian code of conduct, promotes transparency and accountability, and forms community and VDC level mediation committees to address Dalit rights issues, access to health and education, and discrimination against women. Through its partners, Oxfam facilitates dialogue at the national level with political parties and advocates for inclusion of women, ethnic and dalits rights in decision-making. Oxfam tries to maintain neutrality, enhance its staff's negotiation skills, implement holistic development measures, uphold principles of transparency and accountability. It keeps a low profile and works through local partners that are not politically affiliated and have a good reputation with communities.

Rural Reconstruction Nepal (RRN). Peace building and conflict sensitivity are regarded as major cross cutting issues at RRN. RRN maintains a low profile, consults with conflicting parties, adopts a transparency policy, i.e., conducts public audits and puts up signboards with detailed information in districts where projects are being implemented, orients staff on its "no corruption" policy, dress code, and no alcohol policy, and trains staff on Do No Harm, Basic Operating Guidelines (BOG), and SEDC. Additionally, some 30 staff has been trained on communication in conflict. Community people take ownership for project implementation and negotiate if necessary with the conflicting parties. Before project implementation, all activities are assessed from a conflict sensitive perspective. If certain activities pose threats to the partner organization or community people, they are cancelled. Conflict sensitive working procedures are also applied in travel plans and use of vehicles. Use of new vehicles in the fields is strongly discouraged to avoid unnecessary attention. During conflict situations, only authorized officers are allowed to deal with conflict parties. RRN assesses its partners' capacity for conflict sensitivity. It looks at their political affiliation, level of professionalism, and community reputation.

Save the Children Norway. Save the Children Norway carries out social audits at the beginning and end of projects. Child Clubs, Village Child Protection Committees and District Child Welfare Boards also carry out quarterly participatory monitoring. Projects

are implemented through local NGOs in order to reduce the possible negative impact of the project implementation on conflict dynamics. Save Norway hires staff based on a policy of gender equity and social inclusion. Staff are sensitive to the local culture and can speak the local language. All staff working with children in armed conflict has received three day training on conflict sensitivity. Staff work under a code of conduct. Most often negotiations are also carried out with the CPN (Maoist).

Save Norway played an active role in advocating for “Children as Zones of Peace” and getting written commitment from all political parties, including the CPN (Maoist), to respect children as zones of peace. Save Norway has successfully advocated for the incorporation of the Child Rights Desk under the National Human Rights Commission, developed a code of conduct to work in conflict situations and sensitized the security forces on their role in the protection of the children. Save Norway has developed a manual on psychosocial counseling and trained 1500 teachers on psychosocial counseling.

Save the Children USA. At Save the Children USA, all staff working in the UJYALO project as well as community Child Protection Committees have received training on peace building and Do No Harm. Save analyzes the security situation and provides information and recommendations on movement to staff to ensure safety and security. Hiring of staff is based on gender equity and social inclusion. Staff are culturally sensitive to the local context and well accepted by communities. Save US also conducts social audits to analyze the effectiveness of the project at the community level.

UMN. Peace building is a core strategic direction for UMN. Through its local partners, UMN builds capacity in addressing conflict, enhancing social harmony, and healing relationships. Staff and partners are trained on peace building, conflict transformation, Do No Harm and SEDC. UMN works with a low profile and a cluster modality in Mugu, Sunsari, Rupandehi, Dhading and Rukum. Peace and advocacy are regarded as cross cutting issues. UMN’s hiring policy is based on the People Management Framework (PMF). The framework is distributed to all staff both in Nepali and English. During staff orientation, emphasis is given to respecting the norms and values of the communities.

Conflict Analysis

TAF. TAF conducts a conflict analysis before project implementation.

AAN. AAN conducts a baseline survey and risk matrices before project implementation. However, the tools do not include conflict analysis.

CARE Nepal. CARE Nepal has conducted conflict analyses for several, though not all, projects. For example, in the POWER project, it categorized VDCs into three categories: high, medium, and low risk. In the UJYALO project, it conducted conflict analysis, problem tree analysis, and issues analysis and written several case studies on how conflict has affected community social relations. In the ASHA project, CARE did not conduct a conflict analysis.

CECI. CECI uses the Participatory Peace and Conflict Impact Assessment (PCIA) as its main conflict analysis tool. It has published a document called “Participatory Peace and Conflict Impact Assessment (PCIA): A Set of Tools.” The document provides guidelines on how to analyze a conflict, conduct a situational analysis, assess the potential benefits

and harms of the project, and analyze stakeholders from a peace-conflict lens. CECI follows a standardized procedure to analyze the security situation. The procedure consists of a security framework and communication guide, as well as a system for monitoring security incidences. It also developed an emergency plan (with staff placement, telephone numbers and location maps) and a risk management plan, which was developed by CIDA and SNV.

DED. DED local peace workers do not conduct conflict analyses.

FFP. While FFP organizes a meeting every month to analyze the conflict situation, it does not have a standardized procedure for conflict analysis.

GTZ. GTZ does not systematically conduct conflict analyses, though it does assess on a monthly basis information received from media and other sources. During the conflict, GTZ carried out daily situational analyses and shared them with DFID on a weekly basis.

Helvetas. Helvetas carries out conflict analyses on a systematic basis.

IA. IA does not conduct conflict, political or other risk analyses. Staff attends UN security meetings and meets once every two weeks to obtain political updates and discuss the political situation in the country.

Oxfam. Oxfam assesses current status of the conflicting parties to find out where they are heading in the peace process and to assess the impact of the conflict at the community level. Activities are planned based on the analysis. Specific issues around conflict like fund raising by conflicting parties are discussed with the partners (in partnership forums) and a common consensus is reached on how to deal with the situation.

RRN. While RRN does not conduct conflict analyses on a systematic basis, it does provide monthly and quarterly risk analyses to DFID, which highlight major conflict events, number of conflict deaths, infrastructure destroyed etc.

Save the Children Norway. Save the Children Norway does not conduct conflict analyses on a systemic basis. It did assess the impact of conflict on children and used the findings from this survey to design project activities. When the conflict was at its peak, Save Norway obtained weekly updates on the situation. It now conducts situation updates once a month.

Save the Children USA. Save the Children USA does not conduct conflict analyses on a systematic basis.

UMN. UMN conducts conflict analyses using problem trees and force filled analyses to identify root causes of community problems and the connecting and dividing factors of the conflict. Another method used for conflict analysis is the PESTLE analysis, which focuses on political, social, economical, technological, legal and environmental issues. UMN has a separate department that concentrates on risk analysis.

Planning

AAN. Flexibility is important for AAN. Through program management meetings, programs can be changed within three to six months. The Theme Leader can take a decision to change the program if necessary.

TAF. TAF conducts political scenario analyses and adjusts its programs based on these analyses.

CARE Nepal. CARE Nepal carried out scenario mapping in 2005 to sketch plausible alternative futures and to contemplate CARE's strategic response to each. The mapping exercise included scenarios of deteriorating conflict and identified CARE's response if such a scenario were to occur.

CECI. CECI discusses conflict at its annual and semi annual review and planning meetings to assess the impact of each and every project activity towards conflict or peace building.

GTZ. Flexibility is important for GTZ. If any program modality does not fit in with the actual context in the country, it is changed. Planning is also based on risk management. GTZ has 11 policies related to risk management.

IA. At the country office level, staff at IA meets to share experiences from other countries and also conduct situation analyses of the conflict situation, identify strengths and weakness of its country program, and analyze future directions. A strategy paper for three years is currently being drafted for IA's future program directions in Nepal.

Oxfam. Oxfam's new programme for 2005-2010 is a result of a Humanitarian Assessment that took place in June 2004. The Assessment Team visited conflict prone districts of mid western Nepal and looked at various pros and cons of the conflict situation in Nepal.

Save the Children Norway. Flexibility is important for Save Norway. Projects were previously reviewed on a semi-annual basis. They are now reviewed on a quarterly basis.

Save the Children USA. Save USA has an emergency communication tree in place.

UMN. UMN conduct an annual review is with its partners and community members to identify vulnerability and risk. Any modification of programs is carried out during the learning review meetings, and a task force is assigned to redesign the projects. UMN has also guidelines related to safety rules, telephone trees and the warden system.

Monitoring and Evaluation

TAF. TAF has a system for program monitoring but it does not take into account the impact of conflict. It has not developed specific indicators on conflict. TAF has conducted, however, an assessment on the impact of community mediation on peace building.

AAN. AAN uses a participatory monitoring and evaluation system. It conducts program management monitoring meetings twice a year at the community level. At these meetings, security updates are provided but no assessment is made of the impact of the

program on conflict or of the conflict on the program. AAN does not have specific conflict indicators.

CARE Nepal. CARE Nepal has a monitoring and evaluation system but no specific indicators to measure the impact of the conflict on the program or the impact of the program on conflict.

CECI. CECI uses the PCIA to assess the impact of project activities on conflict and of the conflict on project activities. It also conducts external audits to reduce potential negative impacts of the project on conflict.

DED. Local partners submit two-page activity reports once a month to DED. The reports do not give details of the impact of project activities on conflict nor the impact of conflict on project activities.

FFP. FFP conducts evaluations of overall performance. There is no specific assessment of conflict impact. It has no conflict indicators or systematic monitoring and evaluation process that looks at the impact of the project activities on conflict or of the conflict on project activities.

GTZ. GTZ carries out risk and conflict assessments during mid term and final stages of project implementation. The assessment includes monitoring of the impact of conflict on project activities and the impact of project activities on conflict. GTZ has developed a set of conflict indicators.

Helvetas. Helvetas has developed a conflict risk assessment sheet and a Coherent Program Planning and Monitoring and Evaluation (CPPME) tool.

Oxfam. The monitoring and evaluation system within Oxfam does not include specific indicators on conflict. The overall impact of conflict on the programme is discussed during monitoring visits with partners.

RRN. RRN assesses community dividers and connectors at quarterly review meetings also throughout project implementation.

Save the Children Norway. Save Norway's monitoring and evaluation system does not measure the impact of project activities on conflict or the impact of conflict on project activities. However, Save Norway has developed several specific indicators related to conflict.

Save the Children USA. Save the Children/USA's monitoring process does not look at the impact of project activities on conflict or the impact of conflict on project activities.

UMN. At UMN, monitoring is based on the Baseline Survey. Output level indicators on conflict sensitivity are just being developed.

Peace Building Initiatives

TAF. TAF implements several peace building programs. Over the past five years, TAF and its NGO partners, working in collaboration with local government, have established community mediation services in 14 districts. More than 9,000 cases have been registered with local authorities. Of these cases, 86 percent have been resolved and 11 percent remain pending. The demand for mediation services continues to grow as mediators gain the respect and credibility of local people, and family and community relationships improve. Mediation services will play a critical role in the years ahead as a tool for reconciliation as communities rebuild after a decade of armed conflict.

In 2004, TAF joined Save the Children's UJYALO project as an implementing partner for peace building activities in Banke, Dadeldhura, Doti, Kailali, and Kanchanpur. TAF utilized staff and mediators from its mediation program to conduct peace building training for local leaders and community workshops for community members.

In 2006, TAF implemented a one-year, USAID-funded initiative for Defining the Public Agenda and Strengthening Constituencies for Peace and Reform in Nepal. Activities included roundtable discussions conducted by Social Science Baha to bring together community leaders, prominent civil society activists, local scholars, and political leaders to deliberate on contemporary sociopolitical dynamics and society and provoke national consensus on inclusive, representative, and participatory governance; a National and Regional Public Dialogue Program through Pro Public's Good Governance Radio Listeners' Clubs and District Chapters of the Federation of National Chambers of Commerce and Industry; and a district-level visioning program conducted by Pragya Management to create breakthrough groups with actionable agenda for peace building. TAF maintained public pressure for peace through a "Social Marketing for Peace Campaign." Local partners produced and broadcast radio jingles and songs featuring popular Nepali artists. They also mobilized theater troupes to perform street drama.

TAF supports the National Forum for Peace and Development, Nepal (NFPD), a coalition of the Community Forest Users Groups of Nepal (FECOFUN), the National Federation of Irrigation and Water Users Associations of Nepal (NFIWUAN), the Dalit NGO Federation (DNF), and the Private and Boarding Schools Association of Nepal (PABSON) in conducting a public consultation to identify people's issues on the constituent assembly and peace process, involving selected local communities in 40 districts. Target groups include victims of conflict, women, ethnic groups, *dalits*, *madhesis*, and indigenous groups.

TAF contributes to building a culture of peace through performing arts. It supported a theater group called SARWANAM that conducted street dramas in 30 districts to impart awareness to the public on peace building and build commitment among the people to work for peace and justice. It has given small grants to local NGOs in some of the country's most remote and conflict-affected districts to support a range of innovative, community-level peace building initiatives. TAF works with "web of webs" to strengthen relationships at the local level among conflicting groups.

Going forward, it will expand its community mediation efforts to increase access to justice, establish a culture of peace, and strengthen voter education and awareness on the constituent assembly. It will support an effective political transition, facilitate conflict transformation and peace building, safeguard women's rights and security, and broaden economic opportunities.

AAN. In 2002, AAN updated its country strategy paper and established a Peace and Governance Department. In January 2003, it began implementing a Peace and Governance program and once again revised its country strategy paper to focus more on structural causes of conflict, such as exclusion, caste based untouchability, gender based discrimination, regional disparity and poor governance practices. The Peace and Governance Department was incorporated under Human Security and Governance. Five sectors were identified under this component: Peace, Governance, Gender, Globalization and Emergency and Disaster Management. AAN developed a Peace Position Paper and a policy on peace building and governance. AAN facilitated interaction meetings with Maoist and district level leaders in Nepalgunj, Biratnagar and Chitwan on International Peace Day. In September 2006, AAN worked with Social Science Baha to carry out an interaction program on the theme of "Naya Nepal" to identify future directions for Nepal. Going forward, AAN will advocate for the rights of rights holders, particularly in the constituent assembly, facilitate debates at national and district levels on the constituent assembly, and promote psychosocial counseling.

CARE Nepal. One of CARE Nepal's four strategic directions is on promoting peace building. It is drafting its position paper on peace building. It implements four projects that promote peace: UJYALO, POWER, Gender and Peace building, and ASHA. UJYALO peace initiatives include cultural programs, peace rallies and advocacy for the rights of single women and an end to the chhaupadi system, domestic violence and other various discriminatory practices. Through UJYALO, CARE conducts workshops on the constituent assembly. Communities work on different advocacy issues through community peace promotion centers. UJYALO played an active role in the National Community Peace Building workshop in November 2006. Going forward, UJYALO do more to link community issues with national level issues. POWER peace initiatives include cultural programs on peace building, peace rallies, street theatres and song competitions. Going forward, POWER will create awareness on the constituent assembly, social inclusion, and gender equity. ASHA seeks to reduce extreme poverty, a main cause of conflict, and conducts peace building training through UJYALO.

CECI. CECI seeks to build peace through its programs on poverty reduction. It has not conducted specific peace building programming. It will take an active role in the formation of the constituent assembly, reconstruction, rehabilitation and voters education.

DED. Peacebuilding is a new approach for DED in Nepal. In 2003, a resolution was passed in the annual meeting to start the Civil Peace Service (CPS) in Nepal. In 2004 a feasibility study was conducted among 150 organizations interested in implementing the CPS. As a result of the survey, three organizations were identified as partners for implementation of the CPS: Human Rights Environment and Development Centre (HURENDEC), Udayapur, NGO Coordination Committee, (NGO-CC) Bardiya and Child Workers in Nepal (CWIN), Kathmandu. The proposal that was sent to the Ministry of Development and Cooperation (BMZ) was approved, but after the Royal take-over on February 1, 2005 the program was terminated. In April 2005 another concept towards supporting peace initiatives in Nepal was introduced through the Local Professional Support: salary support to Human Rights Activists in Banke, Bardiya, Surkhet, Udayapur, Khotang and Siraha. DED has not, however, implemented any major peace building initiatives. It does not have a clear concept of peace building work for the future, but will develop a clear concept and approach if the Civil Peace Service starts in Nepal.

Helvetas. Helvetas advocates for peace through peace stickers and widely disseminating the Human Rights Declaration in Nepal. Its future plans for peace building include taking on an inclusive development approach, supporting state policies and demand driven approaches, and strengthening transparency.

IA. IA has not implemented any peace building initiatives. Its future plans are to continue supporting FFP's efforts on establishing a research and resource centre, supporting local business peace initiatives, and strengthening the security and judicial system.

FFP. FFP has not been directly involved in peace building. Its future plans are to concentrate more on action research on peace building.

Oxfam. Oxfam has not implemented any peace building initiatives. It has plans to support some peace building initiatives at the local level particularly in the districts where Oxfam has been working.

RRN. RRN advocates for peace, civil society's role in promoting peace, and an end to human rights violations. Its development projects promote peace. With support from Action Aid Nepal, it implemented "Local Initiatives for Peacebuilding" in 10 districts and through 200 youth clubs. Through the project, community members were able to express their views and perspectives on conflict and peace. RRN widely circulated peace bulletins and booklets in the communities. It has a Program Officer dedicated to peace building. RRN conducts national level peace building workshops and sponsors staff participation in international peace building workshops. Going forward, RRN will support post-conflict reconciliation and reconstruction, strengthen people's participation in the constituent assembly, promote education and awareness about the constituent assembly, and form pressure groups to bring about sustainable peace.

Save the Children Norway. Save Norway supports children as zones of peace and has taken the lead in carry outing an interaction program on peace building with political leaders, Maoist Student Wing, and the teachers union. Going forward, Save Norway will support the role of children and youth in peace building and ensuring that children's voices are well reflected in the Constituent Assembly.

Save the Children USA. Save USA promotes peace through the UJYALO project, providing support to victims of conflict and torture through education, psychosocial services, legal aid and economic support. It provides children associated with armed forces and groups education and psychological support through Child Protection Committees. Save USA has allocated funds toward supporting the constituent assembly. It is conducting workshops on constituent assembly and seeking to ensure that community voices, particularly those of children, are well reflected in the constituent assembly. It supports initiatives like "pen pals for peace" through Child Clubs.

UMN. UMN builds skills for peace building and encourages communities to practice these skills for sustainable peace. UMN and its partners conduct peace building cultural programs, dramas and rallies. Going forward, UMN would like to do more to link local level peace building issues with national and international peace building issues.

Conclusion and Recommendations

CARE Nepal should both learn from other organizations as well as share its expertise with others. It should, for example, learn from CECI about Conflict Sensitive Development Approaches and from Helvetas on Conflict Sensitive Project Management. It should also explore possibilities to design a systematic conflict analysis process and develop conflict sensitive indicators to monitor and evaluate projects from a conflict sensitive perspective. CARE Nepal should develop a system to assess the capacity of its partners for conflict sensitivity and peace building. And it should learn from organizations like TAF about community mediation.

Regarding conflict sensitivity CARE Nepal is headed in the right direction with the use of Do No Harm and the SEDC tool. CARE should apply Do No Harm and SEDC in all its projects, not just UJYALO or ASHA, and share its expertise on Do No Harm, Safe and Effective Development in Conflict and peace building with other organizations. It should apply tools that other organizations use for conflict sensitivity.

With regard to specific projects, POWER should strengthen linkages between community level peace building initiatives and national level networks, such as the Dalit Network Federation and Women Network Federation. It should also strengthen its mid and far west women rights networks. ASHA should strengthen its peace building and conflict sensitivity efforts more by networking with development support organizations working in Doti. CARE as a whole should engage in more national and district level networks.

Annex 1: Checklist for the survey of peer organizations

Title of organization:

Interviewee:

Job title:

Date:

Contact details:

Email:

Tel:

Mobile:

Fax:

Address:

1. Background information on the organisation interviewed

- 1.1. What type of work does your organization carry out? (development/humanitarian relief /peace building)
- 1.2. What types of situations do you operate? (work in conflict, work on conflict and work around conflict). Please see the definitions of these terms in the footnote.¹

2. Conflict Sensitivity

- 2.1. How do you ensure that the work that you do does not contribute to fuelling conflict?

3. Conflict Analysis

- 3.1. Do you conduct a conflict analysis for your interventions?
Yes _____ No _____
- 3.2. If yes, what do you do?
- 3.3. If no, what other types of assessment are you undertaking in order to better understand a situation?
- 3.4. Describe the purpose and main steps of your conflict analysis? At what stage in your programming cycle do you usually undertake the above?
- 3.5. Is there a standardised procedure within the organisation?

¹ Work in conflict finds ways to continue to work effectively and safely even in the midst of conflict situation. Safe and effective development will help reduce poverty and social exclusion, thus indirectly tackling the root causes of conflict and lay a foundation for sustainable peace.

Work on conflict is a conscious attempt to design programmes or projects to have a direct impact and contribution towards peace building.

Working around conflict is where the conflict is viewed as an obstacle that has negative impacts on projects or programme activities, and when programmes/projects removed from conflict affected areas.

3.6. Have you developed a specific conflict analysis tool? If so, please describe.

4. Planning

4.1. Do you conduct any kind of political or other risk analysis? Do you link your political or risk analysis with your conflict analysis? If so, how?

4.2. Before project implementation, how do you ensure that the project activities identified are designed in such a way that they do not contribute to fuel/exacerbate conflict? Have you developed a specific tool for the above?

4.3. Do your needs assessment (or other similar process) link with, or integrate with your conflict analysis in any way? If so, how?

5. Management and Implementation

5.1. What key issues need to be addressed during the implementation phase in order to reduce possible negative impacts of your intervention on conflict dynamics? (E.g. staffing; cultural sensitivity/language; engagement with local stakeholders; flexibility/adapting to local environment/conflict dynamics; information systems/feedback loops, etc)?

6. Monitoring and Evaluation

6.1. How do you ensure that your evaluation/monitoring process also looks at the impact of your project intervention on conflict dynamics (and vice-versa)?

6.2. To what extent have you developed a monitoring/evaluation methodology, which specifically takes into account conflict impact?

6.3. Do you have specific indicators of conflict, and of programmatic interaction with it?

6.4. Do you seek views from the community on whether your interventions create vulnerability for them? If so, how do you go about asking what are quite difficult questions?

6.5. How do the results of your evaluation/monitoring lead to a possible redesign of your project activity?

7. Mainstreaming conflict sensitivity

7.1. Are there structures (unit, departments, etc)/personnel (conflict advisors, etc) within your organisation specifically responsible for the issues of conflict prevention/sensitivity? If so, please describe.

7.2. Are there policies in place concerning conflict sensitivity?

- 7.3. Does conflict sensitivity inform other procedures in the organization? (for instance procurement practices)
- 7.4. Are trainings available on conflict sensitivity? If so, please describe. Would you consider shared training/support with other agencies as valuable?
- 7.5. Is conflict prevention/sensitivity integrated into standard management procedures? If so, please specify.
- 7.6. Have you developed any manuals or guides on conflict sensitivity?
- 7.7. Have you conducted any research or studies relevant to conflict sensitivity in different sectors or areas in which you work/plan to work?
- 7.8. Do you undertake advocacy outside of AIN on issues relating to operating in a conflict context (for instance discussions with security forces etc. on creating a safe space for development)?

8 Working with partners

- 8.1. Do you assess your partners' capacity for conflict sensitivity?
- 8.2. Have you undertaken any activities to build their capacity in conflict sensitivity? If so, what were they?
- 8.3. Is there a need for further exchange amongst agencies on conflict sensitivity (beyond AIN)? If so, what would this be (for instance sharing of tools & approaches, discussion and shared planning to manage challenges at a local level, etc)?

9 Peace building

- 9.1. Describe the main areas of peace building work your organization undertakes
- 9.2. Do you have a specific process to analyze 'needs' from a peace building perspective? If so, describe the process.
- 9.3. Has your organization conducted any peace building programming at the national or district level?
- 9.4. What is your future plans for peace building programming?

Annex 1A: Background Information of Organizations Interviewed

The Asia Foundation

The Asia Foundation (TAF) is a non-profit, non-governmental organization committed to the development of a peaceful, prosperous, just, and open Asia-Pacific region. The Foundation supports programs in Asia that help improve governance, law, and civil society; women's empowerment; economic reform and development; and international relations. Drawing on more than 50 years of experience in Asia, the Foundation collaborates with private and public partners to support leadership and institutional development, exchanges, and policy research. With a network of 17 offices throughout Asia, an office in Washington, D.C., and its headquarters in San Francisco, the Foundation addresses these issues on both a country and regional level.

In Nepal, since opening an office in Kathmandu in 1992, the Foundation has actively supported programs to promote effective and responsive governance, facilitate conflict transformation and peace-building, strengthen civil society and media, broaden economic opportunities, and safeguard women's rights in Nepal. Through these efforts, the Foundation has developed key relationships with a broad range of influential leaders and officials from government agencies, NGOs, the media, academia, and local communities. During the past two years, the Foundation's program in Nepal has evolved from one that focused primarily on long-term issues of governance, economic growth, and women's rights, to a program emphasizing the immediate concerns of national security, conflict transformation, and peace building.

Currently it is implementing a program called "web of webs" which is implemented by the Forum for Peace and Development in collaboration with the Federation for Community Forest User Groups in Nepal (FECOFUN), PABSON Nepal, Irrigation Network and the Dalit Network to facilitate the process of peacebuilding through Dalits. Through this program National Consultations on the Constituent Assembly has been carried out in 6 districts like Dolakha, Doti, Humla, Baglung, Nawalparasi and Dhanusha and 2 more will be carried out in two other districts.

Another program on Conflict Management and Mitigation is being carried out together with the media and Inter Disciplinary Analyst (IDA) to carry out a survey on people's understanding of conflict. Community Mediation has been carried out in 13 districts through the funds obtained from McConnell Foundation.

TAF has also conducted a research on the "Impact of Conflict on the National Economy," and worked together with a Social Marketing Group to produce jingles, peace logos, posters on concepts of peace. It has also produced articles on peacebuilding through the Himal Association. TAF is also one out of five collaborative partners of UJYALO² Program where TAF focuses on community mediation and community peace building training. TAF does not implement projects directly and only works in partnership with NGOs.

Action Aid Nepal

² The UJYALO project is a peace building program implemented jointly by Save the Children (US), CARE Nepal, International Development Enterprises, The Asia Foundation, and Winrock International,

Action Aid Nepal (AAN) has been working in Nepal since 1982. In 1995, AAN made a shift from direct implementation towards working in partnership with NGOs. In 1998, AAN adopted the Rights-based Approach. Currently AAN works in partnership mode under three thematic themes which have been classified as priority theme, cross cutting theme and general theme. Under priority theme there are five focus areas such as Women's Rights, Food Rights, Education, HIV Aids and Peacebuilding. Under the cross cutting themes there are four focus areas such as Governance, Globalization, Gender, Emergency and Disaster. Under the general theme there are four areas such as Dalit Rights, Disability, Indigenous people and Ex Kamaiyas. AAN has classified the poor and marginalized right holders as Dalits, women, people with disability, HIV affected or infected, indigenous people, children, ex Kamaiyas, slum dweller/urban poor, disaster and conflict victims and the poor landless and tenants.

CARE Nepal

CARE Nepal's key target group are poor, women, vulnerable, socially excluded. Its program portfolio consisted of 19 projects and program in 36 districts of Nepal. In line with its strategic direction, these different projects and program integrate rights, equity and governance aspects, promote and advocate for equitable and sustainable access to basic services and resources and supports in peace building and disaster risk reduction and emergency response. Since 2000, CARE has sought to understand, pilot and mainstream rights based approaches through both top down conceptualization and bottom up innovations. As a result, CARE's major current projects focuses on aspects of governance in natural resource management, women's empowerment, community infrastructure development and health and land rights, advocacy initiatives,

Canadian Center for International Studies and Cooperation (CECI)

The Canadian Center for International Studies and Cooperation (CECI), is a Canadian NGO based in Montreal and is present in about 20 countries in Africa, Asia, the America and Eastern Europe. CECI's mission is to fight poverty and exclusion, strengthen the capacity of disadvantaged communities, support initiatives for peace, human rights and equity, mobilize resources and promote the exchange of know-how. CECI has been working in Nepal since 1987, its primary goal is to fight against poverty and exclusion.³

CECI Asia's main focus is on community economic development, community social development, gender equity and inclusion, human rights, good governance and institutional development. Currently CECI has also incorporated a new component on Human Assistance and Peace Building.

Friends For Peace

Friends For Peace (FFP) was established in May 2004 by a group of peace activists who realized the need for a research organization working on conflict transformation and peace building. As a result FFP is registered as a research and resource centre and its current activities involve providing a forum for social, political, ethnic and religious issues by generating debate, research and study so that the conflict stakeholders and civil society can have a wider understanding of the multi-faceted conflict related problems in the society. FFP is a member based organization and is currently regulated by an eleven

³ CECI Nepal March 2005: Peace and Conflict Impact Assessment (PCIA) Summary Report

member governing board. FFP is currently a partner organization of International Alert and is jointly carrying out studies and research together with IA.

German-based gessellschaft fur Technische Zusammendarbeit (GTZ)

GTZ has been working in Nepal for the past 30 years. Its Rural Poverty Reduction Program in Nepal focuses on Private Sector Support through quick income generation, livelihood, agriculture and income generation and Infrastructure development; building schools, roads and support to health systems through the Ministry of Health. The Urban Development through Local Efforts (UDLF) focuses on strengthening municipality systems and mapping of issues and mandates.

German Development Service (DED)

DED (German Development Service) focuses on development through European development workers. At present it is focusing on funding as well, but on a limited scale. DED has three types of funds; 1) material fund at work place for development workers, 2) partner support for DW-based organizations and 3) NGO support fund that can consist of salary for Local Professional, program and material support where there are no DWs in place. Currently it is providing salary support to around 30 local professionals in different NGOs. DED also manages a small fund provided by other German organizations, such as Misereor, which is provided to small activities of self-help initiatives for community infra structure development. DED is supported directly by the German Government.

German Government Support to Nepal is working in three sectors; (1) Renewal Energy, (2) Health, and (3) Strengthening of Civil Society and Democratic practices. KfW (The German Development Bank) and GTZ is working in renewable energy. GTZ works in the health sector, energy sector to a small extent and strengthening of civil society and democratic process. DED focuses on strengthening civil society and democratic practices through rural development on community forestry, local government by emphasizing on institutional development and capacity building. It also works with NGOs and its main focus is on institutional development and capacity building.

Helvetas Nepal

Helvetas Nepal has been working in Nepal for 50 years. It concentrates in four working areas like Sustainable Natural Resources, Rural Infrastructure, Education and Culture and Civil Society and State, which is a cross cutting component. At present it is working in 60 districts, through 160 partners. Helvetas Nepal is working in conflict, on conflict as well as around conflict.

International Alert

International Alert (IA) was established in 1986 by a group of human rights advocates, who believed that denial of human rights often led to internal armed conflicts which, in turn, further undermined efforts to protect individual and collective human rights and to promote sustainable development. International Alert is currently a leading peacebuilding organization working in over 20 countries. IA started working in Nepal since 2002.

International Alert is committed to working directly with people affected by violent conflict in support of their efforts to improve their prospects for peace, shaping international policy and practice that affect peacebuilding and strengthening the expertise, impact and public profile of the peacebuilding sector. IA's regional work is based in the Great Lakes region of Africa, West Africa, the Caucasus, the Andean region of South America, Sri Lanka, Nepal and the Philippines.

IA's current focus is on the role of gender, security, business, humanitarian aid and development and post-conflict reconstruction in the context of building peace.⁴ International Alert in Nepal is currently working in partnership with Friends For Peace (FFP) to establish a research and resource centre for public use with conflict related books and material. It has also conducted a number of researches related to conflict.

Oxfam GB

Oxfam GB in Nepal focuses on gender equity & social inclusion and humanitarian preparedness & response. Oxfam programme evaluation and review in 2005, concluded that Oxfam will work as vehicle for longer term impacts on equity, gender and social to address the pressing practical needs of many communities in public health and basic livelihoods. Oxfam Nepal's humanitarian disaster preparedness work focuses on improving coordination, agency collaboration and effectiveness of potential responses.

Oxfam works through partners who have good connection with grassroots communities and work closely with local government and stakeholders, which it perceives as a practical necessity to make differences in the lives of the poor.

The major thrust of Oxfam GB thrust for the coming five years are Public Health and Basic Livelihoods in Mid and Far Western districts. Currently these programs are implemented by partners in Five districts and intended for expansion to total of 7 districts by 2010. Works related to Humanitarian Preparedness and Response Programme (Conflict Induced Distress) is currently taking place in 5 districts of the terai region and intended for expansion to total of 9 districts by 2010. It's Humanitarian work also includes a DipECHO funded Disaster Risk Reduction/Disaster Preparedness project 006/7, includes local level disaster preparedness and response work. On the preparedness front support are extended to national level initiatives to improve coordination, standards and policy framework

Advocacy & campaigns initiatives of Oxfam supports the equity, gender & social inclusion, change agenda; grounded from programme experience and learning. CEIS (critical enabling issues support) supports small but enabling initiatives on e.g. voice for the marginalized in new constitution develop. In line with its Global and Regional priorities, Oxfam Nepal is also involved in the various campaigns, primarily on essential services - to make government accountable for equitable delivery of good quality health, education, water and sanitation, especially for women and excluded groups. Oxfam campaign focuses on WE CAN End All Violence against Women- Changing attitude, beliefs and practice by ending social acceptance against VAW. It also focuses on tighter controls on the usage of arms which fuel conflict and exacerbate human suffering. With

⁴ www.international-alert.org

the help of civil society and stakeholders it will create pressure on the government to work on Arms Trade Treaty.

Rural Reconstruction Nepal

RRN was initially organized by a group of graduates of Institute of Agriculture and Animal Science at Rampur, Chitwan in 1989 in the form of "Grass Roots Institute for Training and Services-Nepal" (GRITS-Nepal). In the same year it transformed into Rural Reconstruction Nepal after being inspired by a visit made by a member of the Executive Board to International Institute of Rural Reconstruction in the Philippines.

RRN's main focus is on integrated community development around Livelihood, Health and Education and Rural Infrastructure. It is also implementing a project on education for the Kamaiya children, a project funded by International Labour Organization. Besides this, RRN is also implementing a project funded by DFID on Building Peace from Below in 16 districts.

At the international level RRN also enjoys a special consultative status with the Economic and Social Council (ECOSOC) of the United Nations. Currently it hosts the Secretariat of the South Asia Alliance for Poverty Eradication (SAAPE), and Least Developed Countries (LDC) Watch; two of several of RRN's civil society alliances that are helping fight for poverty eradication and the realization of human rights for all.⁵ RRN also carries out critical assessment of donor funding and conducts advocacy and lobbying around labour rights, human rights and de-militarization. Quick Impact Project funded by DFID is implemented to mobilize youth who are poor and socially excluded.

Save the Children, USA

Save the Children, USA (SC/USA) started working in Nepal since 1980 in one Village Development Committee (VDC) in Gorkha district. At present SC/USA in Nepal works in 42 districts and reaches 736,000 beneficiaries among which 355,000 are children below 18 years of age. SC/USA work in Nepal includes neonatal health, early childhood development, child health initiatives, and scholarships for disadvantaged children, safe motherhood initiatives, and promotion of child-friendly schools, adolescents and child clubs and community micro finance. It is currently growing as a right-based approach with advocacy work in a small scale.

Its development work today also involves education, HIV/AIDS, peacebuilding (UJYALO project) and institutional strengthening (SANDEEP project). It is also working with conflict victims through the SIDA project, which is funded by the Swiss Government and Save the Children Alliance.

SC/USA is committed towards providing quality service through four core program areas:

- Emergency and Crisis Response
- Education and Early Childhood Development
- Health, Population and Nutrition and

⁵ Annual Report 2005, Rural Reconstruction Nepal

- Economic Opportunities

Save the Children, Norway

Save the Children, Norway (SC/N)'s main focus on development in Nepal is around Primary Education, Children in Armed Conflict, Childhood Disability, Sexual Abuse and Exploitation Against Children, HIV/Aids, Economic Exploitation of children (child labour), Humanitarian Relief for children in armed conflict and Peace building through Village Child Protection Committees, District Child Protection Committees and Children as Zones of Peace (CZOP). SC/N has implemented peace building activities in 25 districts of Nepal through the Government of Nepal and non government organizations. Its peace building work specially focuses on the future of the children. SC/N works with the Department of Education through the Central Child Welfare Board and implements projects in the districts through the District Child Welfare Board, in partnership with local NGOs.

United Missions to Nepal (UMN)

The United Missions to Nepal (UMN) started working in Nepal in 1954. Initially the work was limited to Health and Education in Palpa and the Kathmandu Valley. However, it has grown over the years and given significant input into the development areas of Health Education, Engineering and Industrial Development Rural Development. At present UMN focuses on eight strategic directions which leads UMN towards its Mission and Vision, they are 1) addressing root causes of poverty, 2) addressing injustice, 3) peace and conflict transformation, 4) disaster management, 5) partnerships, 6) integral mission, 7) capacity building and 8) contributing at the national level.

UMN does not provide any direct funding to its partner organizations. It provides capacity building for organization development and technical support.

Annex 2: List of people interviewed for Survey of Peer Organizations

S.N.	Name of Interview	Job Title	Organization/Address
1.	Mr Rajesh Hamal	Sr Theme Leader (Governance)	Action Aid Nepal GPO Box 6257, Lajimpath, Kathmandu Nepal
2.	Ms Archana Singh	Theme Leader (Peace)	Action Aid Nepal GPO Box 6257, Lajimpath, Kathmandu Nepal
3.	Mr Narendra Tamang	Program Officer	German Development Service, P.O. Box 442,
4.	Ms Bal K. Gurung	Advisor, Peacebuilding and Conflict Transformation	United Mission to Nepal P.O. Box 126 Kathmandu, Nepal
5.	Dr Prasen Jit Khati	Coordinator, Advocacy Campaigns and Critical Issues Support	Oxfam GB Nepal Jawalakhel P.O. Box 2500, Kathmandu, Nepal
6.	Mr Narbikram Thapa	Programme Coordinator	Oxfam GB Nepal Jawalakhel P.O. Box 2500, Kathmandu, Nepal
7.	Ms Sandhya Shrestha	Programme Officer	Oxfam GB Nepal Jawalakhel P.O. Box 2500, Kathmandu, Nepal
8.	Mr Suneel Lama	RM Information Coordinator	GTZ & DFID Risk Management Office, P.O. Box 1457, Kathmandu, Nepal
9.	Mr Bir Kaji Gurung	Risk Management Coordinator	GTZ & DFID Risk Management Office, P.O. Box 1457, Kathmandu, Nepal
10.	Ms Preeti Thapa	Project Manager	The Asia Foundation P.O. Box 935, Bhat Bhateni Kathmandu, Nepal
11.	Mr Narad Bharadwaj	Senior Researcher	Friends for Peace P.O. Box 13160, Mid Baneshwor, Kathmandu, Nepal
12.	Mr Bhaskar Kafle	Administrator	International Alert P.O. Box 24118, Anam Nagar, Kathmandu, Nepal
13.	Ms Indu Tuladhar	Technical Coordinator UJYALO Project	Save the Children (US), Maharajgunj, P.O. Box 2218, Kathmandu, Nepal
14.	Mr Dilli Bimadi	Programme Officer	Save the Children Norway, Jawalakhel, Lalitpur P.O. Box 3394, Kathmandu, Nepal
15	Dr Sunil Regmi	Team Leader SAHAKARYA Project	Canadian Center for International Studies and

			Cooperation P.O. Box 2959, Baluwatar, Kathmandu, Nepal
16.	Dr Rishi Adhikari	Director	Rural Reconstruction Nepal P.O. Box 8130 667 Neel Saraswoti Marg, Lajimpath, Kathmandu, Nepal
17.	Mr Ratna Karki	Program Manager	Rural Reconstruction Nepal P.O. Box 8130 667 Neel Saraswoti Marg, Lajimpath, Kathmandu, Nepal
18.	Mr Adhir Sharma	Deputy Country Programme Director	Helvetas Nepal, Bakundole, P.O. Box 688, Kathmandu, Nepal
19.	Mr Govinda Rimal	Program Manager	CARE Nepal, P.O. Box 1661, Krishna Galli, Patan, Nepal
20.	Mr Madhav Dhakal		CARE Nepal, P.O. Box 1661, Krishna Galli, Patan, Nepal

Annex 3: List of materials collected

List of materials collected in the course of the survey of peer organizations		
SN	Name of document	Organization
1.	Annual Report 2004	Rural Reconstruction Nepal
2.	Psychosocial Care for Children in Armed Conflict. Supplement Training Manual	Save the Children Norway
3.	An Increasing WAVE	Save the Children (Norway)
4.	A Fighting Chance. (Document in Nepali)	Save the Children (Norway)
5.	National Business Initiatives Nepal Private Business Sector Committed towards Conflict Resolution (Document in Nepali)	International Alert
6.	Local Business, Local Peace the Peacebuilding Potential of the Domestic Private Sector	International Alert
7.	National Conference on Community Mediation April 27-29, 2005	The Asia Foundation Center for Legal Research and Resource Development (CeLRRd)
8.	Bal Samrachan (Document in Nepali) by Gauri Pradhan	Save the Children Norway
9.	Bisphot Padarthajanya Jokhim Nunikaran Sikchhya (Document in Nepali)	Save the Children Norway
10.	An Assessment of Human Rights Protection Mechanism at Police Woman and Children Cell in Nepal	The Asia Foundation
11.	Working Together for Peace Annual Report 2005-2006	Friends for Peace
12.	Shantiko laagi Sajha Prayas (Document in Nepali)	Friends for Peace
13.	The Maoist Insurgency and Nepal India Relationship	Friends for Peace
14.	Annual Report 2004	Save the Children US
15.	Peace and Conflict Impact Assessment	CECI
16.	Participatory Peace and Conflict Impact Assessment (PCIA). A Set of Tools	CECI

Annex 4: List of Abbreviations

AAN	Action Aid Nepal
AIN	Association of International Non Government Organizations in Nepal
ARP	Annual Review and Planning
BOG	Basic Operating Guidelines
CAAFAG	Children associated with armed forces and groups
CECI	Canadian Center for International Studies and Cooperation
CEMIS	Community Based Education and Management and Information
CIDA	Canadian International Development Agency
CIUK	CARE UK
CPS	Civil Peace Service
CPN (M)	Communist Party of Nepal (Maoist)
CPPME	Coherent Program Planning, Monitoring and Evaluation
CSPM	Conflict Sensitive Project Management
CVICT	Center for Victims of Conflict and Torture
CWIN	Child Workers in Nepal
CZOP	Children as a Zone of Peace
DED	German Development Service
DFID	Department for International Development
DNH	Do No Harm
DW	Development Workers
ECOSOC	Economic and Social Council
FECOFUN	Federation for Community Forest User Groups in Nepal
FFP	Friends for Peace
GRITS	Grass Roots Institute for Training and Services
GTZ	German-based gessellschaft fur Technische Zusammenarbeit
HURENDEC	Human Rights Environment and Development Centre
IA	International Alert
IDA	Inter Disciplinary Analyst
IDE	International Development Enterprises
IDP	Internally displaced people
NGO	Non Government Organization
INGO	International Non Government Organization
KFW	The German Development Bank
LDC	Least Developed Countries
MRE	Mine Risk Education
PCIA	Peace and Conflict Impact Assessment
PPS	Post Project Support
PMF	People Management Framework
POTA	Participatory, Organization and Technical Assessment
PRRP	Participatory Review and Reflection
PVSE	Poor, vulnerable and socially excluded
REDP	Rural Energy Development Programme
RRN	Rural Reconstruction Nepal
SAAPE	Secretariat of the South Asia Alliance for Poverty Eradication
SANDEEP	Institutional Strengthening Project implemented by SC (US)
SARP	Semi Annual Review and Planning
SC (US)	Save the Children (United States)
SC (N)	Save the Children (Norway)

SDC	Swiss Development Cooperation
SEDC	Safe and Effective Development in Conflict
SLOW	Small farmers, landless and occupational caste groups and women
SNV	Netherlands Volunteer Service
TAF	The Asia Foundation
UDLF	Urban Development Through Local Efforts
UJYALO	Peacebuilding project implemented by SC (US), CARE Nepal, TAF, Winrock International and IDE
UMN	United Missions to Nepal