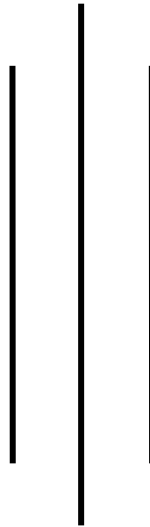


Component -3: Human Rights Promotion and Protection

Collective Voice for Human Rights and Dignity - AAWAZ

Submitted to:

Governance Facility Nepal



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Acronyms (Maximum 1 page)

CB	Consortium Board
CBD&U	Caste Based Discrimination and Untouchability
CSO	Civil Society Organization
DAO	District Administration Office
DCs	District Coordinators
DDC	District Development Committee
DDCC	District Dalit Coordination Committee
ECHO	European Commission Humanitarian Aid and Civil Protection
EU	European Union
FAMAS	Financial and management accounting system
FAR	Financial Administration Regulation-2068
FCA	Finn Church Aid
GESI	Gender Equality and Social Inclusion
GF	Governance Facility
HDI	Human Development Index
HR	Human Rights
HRBA	Human Rights Based Approach
HRM	Human Resource Management
JMC	Jagaran Media Center
M&E	Monitoring and Evaluation
MC	Media Coordinator
MCPM	Minimum Conditions Performance Measure
MDDF	Madhesi Dalit Development Federation
NGO	Non-Governmental Organization
NHDR	Nepal Human Development Report
NNDSWO	Nepal National Dalit Social Welfare Organization
NSDCUDB	Neglected, Suffered, and Depressed Class Upliftment Development Board
NSIS	Nepal Social Inclusion Survey
OPMCM	Office of the Prime Minister and Council of Ministers
PMT	Project Management Team
RBME	Result Based Monitoring and Evaluation
RDC	Research and Documentation Coordinator
RDN	Rastriya Dalit Network
SM	Social Mobiliser
SMT	Senior Management Team
UNOHCHR	United Nation's Office of the High Commissioner for Human Rights

Glossary of Terms

Dalit: 'Dalit' [community] is a self-designated identity by the people who were traditionally regarded as untouchables (outcastes) or of low caste in Nepalese society. Though the caste based discrimination and untouchability has been criminalized by the laws, it is rampant in the society. Dalits face caste 'based discrimination and Untouchability' in their daily lives at water springs and taps, in employment, at schools, hotels, temples, and milk cooperatives. Beyond the quantifiable measure of exclusion, Dalits suffer from other social and psychological deprivation. Loss of personal and collective self-respect, physical and economic insecurity, and exploitation of labour are some examples. Dalit women have low status within their own groups so that they occupy an even more disadvantaged position than their counterpart Dalit men.

Caste-based discrimination: According to Advanced Learner's Dictionary of Current English (Oxford) castes is one of the Hindu hereditary social classes and lose the right to be respected; come down in social rank. Since the word 'caste' alone is understood in that way even in the western world, it is discriminations induced from differences in caste. However, the Dalits all around the world suffer as they have to confront the various form of humiliation.

Untouchability: The word untouchability comes from the word untouchable this means a person cannot be touched for what so ever reason in the positive sense. Untouchability is the concept of purity. All three Varna out of 4 are considered to be pure and Shudra who is considered filthy is impure in orthodox Hindu religious sense. It is not necessarily all Shudras are untouchable but people belonging to Dalit caste groups are considered Shudra in many sense. Therefore, untouchability is the adjective of untouchable in the sense of purity. The caste group which is considered 'pure' would feel impure if touched by a person belonging to so called untouchable caste group.

Social boycott: The word boycott means to refuse to do or accept something and social boycott can be defined as act of refusing by a group of persons of a given society. The social boycott has so many connotations with the lives of Dalits. They have been compelled to live all the time in a social boycott as they have not been allowed to mix-up with the upper caste people and have been asked to follow certain rules and regulation that would humiliate them and non-Dalit people would feel proud. There have been number of social boycott in Chamar case- not throwing the carcass, inter-caste marriage, temple entry in different time.

Inter-Caste Marriage: A marriage in which husband and wife are from different caste groups of social hierarchy. The marriage between the caste group belonging to so called upper caste and so called lower caste is still unacceptable in Nepali society but legally it is not a problem for legally eligible age group of male and female.

Haliya: The word Haliya comes from Halo which means a plough, a person ploughing the field is called Haliya. Sometimes the person is called Hali too. The difference between these two words are not much, however, where the person works as wage labour ploughing the field and does not have bondage is called Hali and the person with bondage is called Haliya. The word Haliya is in use in the mid and far-western part of the country and Hali in the western and central hilly regions. In the mid and far western region a person taking loan with a landlord to meet his expenses of food and medicine or sometimes to travel and along with interest on the loan the same person agrees to plough the land of the landlord mostly free of cost. The debt is transferred to his offspring and his son and grandson again become Haliya for the loan taken by grandfathers and sometimes the debt could go up to 3-4 or more generations. In most of the cases the small amount of land possessed by the Haliya family are confiscated by the landlord as the part of partial payment to the loan turning the family completely landless, in such situation the whole family of Haliya become the bondage labour of the landlord.

Summary

This project entitled *Collective Voice for Human Rights and Dignity – AAWAZ* has been designed to implement through a consortium of five organizations SAMATA foundation, RDN Nepal, JMC and MDDF in the lead of NNDSWO. The project will be implemented in five districts [Sunsari, Saptari, Bara, Dailekh and Kailali and at national level for 30 months.

The project particularly aims to address core problem of caste-based discrimination and untouchability (CBD&U) and resultant exclusion which is a pressing human rights and development issues in Nepal. Lack of HR knowledge of beneficiaries; non-implementation of laws [HR standards and policies]; Less accessible HR protection mechanisms; weak ownership of the issues by different agencies and actors and futile collaboration among them; agencies responsible for delivering state service and HR obligation not fully aware of or lack institutional actions; and the layers of barriers against beneficiaries created by the caste system based social structure and religious/superstitious beliefs are the major causes of the problem.

This project is relevant as it aims to address the major human rights and governance issues of the country. It will take the issue of CBD&U from human rights perspectives and take the initiatives to address the problems and gaps analysed. Human rights for all in all situation including emergency is the overall spirit of the project which involves all stakeholders at local to national level for creating an environment where rights of all in all situation are protected and promoted.

This project is designed in line with GF Component-3: Human Rights Promotion and Protection. The impact, outcome and outputs of the project directly contribute to this component. The project Output 1 and 2 collectively contribute to GF Output 1 and 2 and the project Output 3 contributes in achieving GF Output 3. Considering the aftermath of devastating earthquake, the project has also designed few activities to promote equality and non-discrimination (HRBA) in disaster recovery governance.

This project's impact and outcome are: **Impact:** Dalit and excluded groups enjoy respect of dignity in day-to-day life with better access to development through advancement in human rights and social justice. **Outcome:** Increased demand from right-holders and solidarity with stakeholders for promoting and protecting rights of Dalit and excluded groups as per relevant human rights laws, standards and commitment of Nepal. **Output-1:** People in intervention area have critical understanding on laws and policies related to non-discrimination and human rights protection mechanisms. **Key activities for Output-1:** HR Activists development and mobilization; HR education campaign with IEC materials including audio visual; Policy review/feedbacks of selected institutions; Shadow report on CERD through local consultation; and Media initiatives. **Output-2:** Increased collective voices and actions by Dalit and non-Dalit community and organizations at all levels for combating caste based discrimination and untouchability practices and promoting *human rights for all in all situation*. **Key activities for Output-2:** Alliance re/formation and mobilization; Solidarity dialogues; HR friendly model VDC campaign; Solidarity March; Study/discourse on implementation status of Anti-Untouchability Act; **Case monitoring, fact findings and litigation;** Media dialogue and persuasive message through media; and Symposium for sharing good practices on ending caste discrimination, **Output-3:** Dalit CSOs, service providing agencies particularly VDCs and HR organisations at different level interface for the application of HRBA principle in their actions. **Key activities for Output-3:** Capacity building on HRBA and GESI; Workshop for streamlining HRBA; Budget advocacy campaign; Dalit inclusion audit; and Public hearings, Advocacy and lobby for equality and non-discrimination in disaster recovery, and Discourse and lobbying for the implementation of Dalit rights in the new constitution.

The project mainly adopts HRBA in every stage of project cycle. The project management structure, governance arrangements and M&E with knowledge management elements ensures result based management. The sustainability strategies are: awareness of rights holders on their rights; builds capacity of HR activists; mobilizes HR Advocacy Alliances; enhances interface between right holders and of duty-bearers and coordinate with NHRIs.

NNDSWO is a pioneer organization on the issues that project aims to address. NNDSWO's decades long experiences and learning of similar project interventions will be the foundation for the success of the project. The expertise of proposed project management team and consortium members ensures successful implementation for achieving desired results. Consortium members' (CM) unique competence and expertise complements and supplements each other. SAMATA's expertise on research and knowledge documentation; JMC's expertise on media and disseminating information and highlighting issues; RDN learning on activists mobilisation and institutional learning of MDDF on the issues of Tarai Dalit issues will be synchronized in achieving the results of this project.

I. Organizational Information

• **History of the organization:**

Nepal National Dalit Social Welfare Organization (NNDSWO), established in 1982, is a first registered non-government organisation *by Dalit for Dalit* rights. NNDSWO is the legitimization of the social movement against caste based discrimination and untouchability started in 1950s by small groups of Dalit activists in different corners of the country to voice against untouchability. Despite many barriers, late BhagatSarbjit Bishwakarma initiated Dalit movement in the name of 'BishwaSarbjanSangh' from Baglung district and Late SaharshanathKapali initiated 'Tailor Union' from Kathmandu and Juddabir Bishwakarma initiated movement 'Nepal SamajSudhar Sang' from Dharan. The leaders of the time realising the importance of a registered organisation at national level to unite the movement established Nepal National Social Welfare Organisation, later renamed as NNDSWO. The registration of NNDSWO is itself a milestone in the history of the Dalit movement in Nepal. It became a national platform for Dalit activists working in different corners of the country establishing its district chapters in more than 50 districts in the time of registration. In the same spirit it has strengthened its local initiatives building linkages with regional and international human rights advocacy. NNDSWO has pioneered on combating caste based discrimination and untouchability (CBD&U). It has been advocating the issues from human rights perspective as the issue of CBD&U is not only of Dalit community rather an overall human rights issue of the nation.

• **Legal identity of your organization:**

NNDSWO is a civil society organization registered in District Administration Office (DAO), Kathmandu on 14 Sep 1982 and is renewed yearly. It has been affiliated with Social Welfare Council (SWC). It implements every programs/projects after getting approval from SWC. It has received Tax Exemption Certificate from Inland Revenue Office and clears the tax as per the law of the land.

• **Organizational identity:**

NNDSWO is recognized as a trend setter organization in Dalit rights movement. It works in a decentralized manner through its relatively autonomous district chapters in 72 out of 75 districts. It has earned recognition and credibility as an advocacy organization working for human rights of Dalit and their empowerment and socio-economic development. NNDSWO envisions an equitable and prosperous society free from all forms of discrimination, exploitation and poverty where human rights, social justice and dignity of all are equally respected. **Mission:** Eliminate caste-based discrimination and untouchability and empower people for dignified life. **Goal:** To promote and protect economic, social, political and development rights of Dalit and vulnerable groups.

The Strategic Objectives (SOs) are: **SO-1:** Caste-based discrimination and untouchability addressed from human rights perspective at all levels, and Dalit experience enhanced respect and social acceptance in their day-to-day life, and have access to justice. **SO-2:** Increased voice and participation of Dalit and vulnerable groups in decision making, and strengthened accountability system at different levels. **SO-3:** Improved educational status and life skills of Dalit and vulnerable children, adolescents, and youths in target areas. **SO-4:** Target groups have increased household income, build resilience to vulnerability and improve food security. **SO-5:** NNDSWO established as a learning organization working for the rights of Dalit and vulnerable groups through its vibrant networks. Gender equality, conflict transformation and peace, youth empowerment, and advocacy in DRR are major crosscutting themes of NNDSWO. The key strategic approaches of the NNDSWO are: Human Rights Based Approach (HRBA) to development, Together for Change – alliance approach, Promotion of program approach and strategic partnership, building local capacity and result-based management.

• **Institutional governance:**

The General Assembly (GA) is the apex body of NNDSWO, composed of Central Executive Committee (CEC) members and District Executive Committee (DEC) members. The GA democratically elects 25 members (with 25% women and 10% Terai Dalit) CEC representing from all 14 zones of Nepal for five years. Annual General Meeting (AGM) is held every year that endorses the

plans and policies of the organization. The CEC, the governing body of NNDSWO, sets overall direction of the organization ensuring service of the organization in the interests of its beneficiaries. The full board meeting is held on quarterly basis. Seven members Secretariat Board works on behalf of CEC and takes immediate policy decisions. At district, 11 members DEC elected through the district general assembly are comprised of members in the district. DEC makes decisions regarding program operation under the policy guidance and statute of NNDSWO. The Executive Director (ED) of the organisation is responsible for day-to-day management and administrative functioning ensuring the implementation of program activities under the guidance of policy decisions of the CEC. At district, District Head is responsible to implement program activities in coordination with DEC and reports to ED through Coordinators and Program Manager.

NNDSWO's organization policies promote GESI and diversity within its staff. Of the total staff mobilized by NNDSWO during FY 2014/15, the ratio of female staff in aggregate is 43% (44% district 35% centre). Social diversity: Hill Dalit-44%, Tarai Dalit-18%, and Tarai/Madhesi other caste-13%, Tarai/Madhesi Adivasi-Janajati-8%, Hill Brahman-7%, and Tarai/Madhesi Brahman/Chhetri-4%, Hill Adivasi-Janajati-2%, Hill Chhetri-3%, and Newar-1%.

In central office there are five manager level, five coordinator level and 3 officer level staffs. All staffs possess complementary skills and knowledge. Executive Director with Master's Degree in Economics and Public Administration has good skills in project management and M&E with 10 years of experience in managing progressive annual portfolios of more than 10 projects and donors. Senior Finance Manager, with an MBA, has 15 years' experience in financial management. Senior Programme Manager has 10 years' experience in human rights advocacy project management. The staffs also possess good skills on reporting, IT, SPSS and GIS.

All partner organizations have also organization policy and practices to promote GESI and diversity within their staff. Their commitment and project strategy will ensure this from very beginning of project implementation. Currently, SAMATA has 21 (6 female and 16 male) with the ratio of 71% Dalit, 19% Janajati, 5% Brahman and 5% Kshetri, RDN Nepal has policy to ensure female participation with 40% female in board and 33% in staff. JMC has 12 staffs (3 female and 9 male) with 3 Bishwakarma, 4 Pariyar, 2 Brahman, 2 Mijar and 1 Janajati and MDDF has 2 staffs (1 female and 1 male) both from Madhesi Dalit.

• **Institutional landscape/network and geographical coverage:**

NNDSWO, a member-based organization having networks across the country, has 8,562 members in 72 district chapters and 710 VDC level committees. The DEC and VDC/Municipality Committees are the structures to mobilize its members and reach a larger constituency. Currently, it has been implementing programs in 28 districts with 215 staffs. It has mobilized Case Reporting Focal Persons in other 26 districts to monitor and document the cases/abuses of caste based discrimination from human rights perspectives. Beyond its organizational networks, NNDSWO works with diverse networks/platforms at different levels.

At local level, it has been working with 17 District Advocacy Alliances and mobilizing 251 VDC level Alliances. These alliances have also been crucial mechanism for the networking of human right activists. At national level, NNDSWO has been working with six broad civil society networks – National HR Magna Meet, HRTMCC, UPR Follow-up Groups, [Right to Food \(RtF\)](#) National Network, Social Protection Civil Society Network, and National Voters' Rights Forum (NVRF). Through consortium approach, it is working with FEDO and JMC on the issues of CBD&U; with DWO, FEDO, FAYA Nepal, FIAN Nepal, LWF and RTF network on the issue of food security governance; and together with KIRDARC, RRN Nepal and ABC Nepal on adolescent empowerment.

NNDSWO also has been promoting issue based boarder consortium of Dalit CSOs where [national level organizations including DNF who are working for the rights and development of Dalit have been working together on the common burning issues of Dalit. The milestone of such collective actions of Dalit CSOs started from June 2007 \(before the first constitutional assembly\(CA\) election\) with an aim to set common agenda of Dalit in new constitutions where, in coordination of NNDSWO, 16 national](#)

level Dalit organizations¹ worked together to organize five regional level and one national level conference that finally came up with 'Kathmandu Charter of Dalit Rights-2007'. The 'Kathmandu Charter of Dalit Rights-2007' remained a foundation and a tool for advocating and pushing the agenda of Dalit in new constitution. The non-partisan engagement and collaboration with Dalit sister organizations of major political parties since this campaign was also instrumental for raising human rights concerns of Dalit and developing common agenda of Dalit for new constitutional. For this too, NNDSWO played open role which continued till the promulgation of new constitution of Nepal. The constitutional rights of Dalit enshrined in the new constitution of Nepal, are in large extent the outcome of this joint movement. This platform of Dalit CSOs is still vibrant, and the leadership is on rotation basis since 2014. NNDSWO has been working in collaboration with Dalit CSO for lobbying and advocating Dalit issues in UN human rights mechanisms. For the second cycle of Universal Periodic Review (UPR) of Nepal, the submission report entitled "Human Rights Situation of Dalit Community in Nepal" was developed on behalf 'Dalit Civil Society Organization Coalition for UPR' in the coordination and lead of NNDSWO where 72 Dalit CSOs from across the country were involved. The report was developed through wider regional and national level consultation, and submitted in March 2015 jointly with International Dalit Solidarity Network (IDSN). NNDSWO is also working with Dalit CSO consortium for raising and advocating for non-discrimination and inclusion in disaster recovery process of the state.

At international level for lobbying with UN and EU mechanisms, NNDSWO has been working with International Dalit Solidarity Networks (IDSN). Now, recognizing the organizational strengths, NNDSWO has been given a member status of IDSN. It is also a founder member of Asian Dalit Rights Forum (ADRF). ADRF as platform of Asia level Dalit CSOs will work for the cause of Dalit at Asia level. The consortium partners of this project have also good networks at national and international level, and possess long experience of working with NNDSWO. JMC has reporters in 75 districts. RDN has its organizational network in 45 districts and 5 regional chapters. MDDF has its member organizations in 17 Tarai districts. JMC, SAMATA and RDN are also members of ADRF. JMC, SAMATA and RDN are also active and like minded to NNDSWO for encouraging other national level Dalit CSOs to work collectively for policy advocacy and broader issue based campaign.

The institutional expertise and memories of the consortium members is complementary to each other. Jagaran Media Center established in 2000 with the mission to mobilize mass media to end all forms of discrimination and build an equitable society. The organization has representatives in 75 districts and has regional office and own FM Radio Station 93.6 MHz in Butwal. Four radio programmes Katwal Radio Magazine, Sajha Pahal, Mukti and Volika Lagi Ajai are produced and broadcasted through 35 FM radio stations on weekly basis across the country. JMC produces and disseminates PSA/jingles and conducts media dialogues with policy makers, law enforcement agencies and community people on the issues of Dalit. JMC also works in close coordination with government agencies, NGOs and with different FM radio stations and media organizations at national and international level. JMC has partnership with FOSI, CFLI, UNESCO, and EU. Before this, JMC also mobilized fund of UNDP, CARE, SDC, DFID/DEIP, ActionAid, Danida HUGOU. Collective Action for Combating Caste Based Discrimination in Nepal funded by EU is being implemented in consortium mode in the lead of NNDSWO under which JMC leads the media component.

SAMATA foundation was established in 2009 as a profit-not-sharing organization destined for emerging as a Dalit Think Tank. Its central office is located in Lalitpur. The core competency of SAMATA is informed policy advocacy at national level having outstanding rapport with law makers and politicians. It primarily engages in policy research and advocacy for the protection and promotion of human rights of Dalit. SAMATA conducts research to

¹Dalit NGO Federation (DNF), Feminist Dalit Organization (FEDO), Jagaran Media Centre (JMC), Rastriya Dalit Network (RDN), Legal Rights Protection Society (LRPS), Dalit Welfare Organization (DWO), Jan Utthan Pratisthan (JUP), Gandharba Kala Kendra, Association of Dalit Journalist Nepal (ADJON), Lawyers National Campaign against Untouchability (LANCAU), Ram Samaj Kalyan Manch (RSKM), Dalit NGO Federation Nepal (DNF-Nepal), Dalit Women Development and Upliftment Centre, Human Rights Coordination Committee (HRCC) and National Dalit Confederation.

dig-out issues and status of Dalit based on international HR standards in Nepal and generates needful strategies and policy recommendations for lawmakers and advocates. It has been publishing various books, reports, policy papers and policy briefs on the issues of Dalit. SAMATA has 17 regular staffs including 8 short-term fellows/interns. They are experts in social research, gender and social inclusion, political analysis, media and communication, project management, advocacy and litigation, administration and financial management. Currently, SAMATA has been implementing an EU funded regional project in Nepal “Civil Society Joint Action Program to Promote Dalit Human Rights in South Asia” in collaboration with partners from India, Bangladesh and Christian Aid which aims for strengthening and expanding Human Right Defenders at local levels which will further help building solidarity among Dalit-led CSOs countrywide. SAMATA has good experience of working with OSI, NED, UNDP, DFID, International IDEA, FK, and EU through Christian Aid.

Rastriya Dalit Network (RDN), Nepal is non-government and non-profit oriented organization. It was formed as ‘Regional Dalit Network’ in 2000 as a loose forum by Dalit and non-Dalit development practitioners/activists to advocate the issues of poor, vulnerable and socially excluded communities- caste discrimination and untouchability, food security, social empowerment, livelihood improvement, health and sanitation and social inclusion in mid and far western region of Nepal. Later, it was registered as an NGO in DAO, Kailali and affiliated with SWC in 2004. It was renamed as “Rastriya Dalit Network–RDN” in 2006. It has expanded its constituency and working relationship with national and international networks and forums. It has 45 district chapters and 5 regional chapters. It possesses good experience on caste based discrimination, land rights and Haliya issues particularly of Far-western region of Nepal. It has also good experience on activist mobilization and networking. To coordinate its chapters and ongoing programmes, it has liaison office at Anamnagar, Kathmandu. It has implemented various projects supported by Action Aid International Nepal, UNDP, PRAN/CECI, and CARE Nepal. RDN has developed GESI facilitators and social accountability practitioners in the working area.

Madhesi Dalit Development Federation (MDDF) was established in 2062 B.S. as a Federation of Madhesi Dalit-led local NGOs of Terai from east to west. Currently MDDF has 45 member organisations. Since its establishment, it has been advocating for mainstreaming the issues of Madhesi Dalit in national development. MDDF has sound networking and collaboration with different organizations based in Tarai/Madhes. It possesses good knowledge and learning on the issues of Madhesi Dalit. It has already established office in the project district, Saptari. MDDF had been in partnership with UNDP and RDIF/DFID and has implemented project for the empowerment of Madhesi Dalit.

• **Organizational expertise:**

NNDSWO possesses unique expertise of working for the protection and promotion of caste affected groups, Dalit, living in extreme poverty and vulnerability across the country. It accounts its strengths in organizing, networking, mobilizing and awakening Dalit and vulnerable people for their rights and development. It has been acknowledged for its noteworthy work in advocacy and leadership development. Significant numbers of Dalit leaders who are now in different positions of different political parties and government and NGOs were/are associated with NNDSWO.

NNDSWO by working with Danida/HUGOU as a strategic partner made significant development in organizational systems, procedures and program development and management capacity. Through this partnership, it established alliance approach in its intervention to collectively advocate against CBD&U. This approach has further capitalised through *Collective Action for Combating Caste Based Discrimination in Nepal (SAJHA Pahal)*, a consortium project funded by EU through which the joint action of Dalit and non-Dalit for combating CBD&U in the community has got momentum. *Defending Human Rights of Dalit in Nepal* funded by FCA with a component of monitoring

incidences of CBD&U is a milestone project of NNDSWO. It has established a system of monitoring CBD&U from human rights perspective in the organisation. A yearly book entitled *Situation of Human Rights of Dalit in Nepal* and some other publications of NNDSWO has been recognised globally² by different universities and institutions. Currently, it is dealing with 23 cases of CBD&U in district courts and one PIL in Supreme Court. Consistent engagement of NNDSWO in Universal Periodic Review process, a mechanism of UN Human Rights Council, from its very first round has been recognised by the government agencies and inter/national HR community. In March 2015, it led for a separate submission on Human Rights Situation of Dalit Community in Nepal to UN HRC. Bringing Inclusive CBDRR in remote areas of Kalikot funded by ECHO/Mission East, NNDSWO has acquired experience of working in emergency and advocating for inclusion, justice and human rights in emergency and lobbying for inclusive DRR in international platforms. This experience of NNDSWO was further enhanced with the engagement in Surkhet flood in 2014 and in relief work and monitoring for ensuring equality in relief distribution during devastating earthquake of 25 April 2015.

It has good track record with systematic working processes, procedures and partnership compliance guided by its 'policies and procedures'³ while the strong financial management system is aided by software base accounting. The competent team and comprehensive financial administration policy and systems are the strength of NNDSWO. The leadership of CEC are competent with legal background holding international trainings on human rights advocacy. Other EC members have decades of experience on advocacy and also experiences of working with government agencies. NNDSWO has a team having diverse educational and professional background. At centre, there are five manager, five coordinator and 3 officer level staffs. All staffs possess complementary skills and knowledge. ED has good skills in project management and M&E with 10 years of experience managing progressive annual portfolios. Senior Finance Manager has 15 years' experience in financial management and Senior Program Manager has 10 years' experience in human rights advocacy project management. KM and M&E Coordinator has good knowledge on research/project management. The staffs have good skills on reporting, IT, SPSS and GIS.

NNDSWO has successfully worked with dozens of national and international organizations and donors. Currently it has been implementing 13 projects in partnership with CRA, DCA, Etela Tapiola High School, Finland, EU, EU/British Council, FCA, GF, IFES, NED, Save the Children, Stromme Foundation, UN OHCHR, and UNDP/RoLHR across all regions, ecological belts and national level. NNDSWO has been managing increasing annual financial portfolio. The audited expenditure of FY 2070/71 was NPR 71,856,961.96 whereas for FY 2069/70 and FY 2068/69 was 39,730,303.26 and 32,885,522.93 NPR respectively.

Consortium members possess unique complementary expertise to deliver project results. RDN contributes in campaigning, SAMATA foundation in research adding value for evidences-based advocacy and document knowledge products, JMC's expertise helps reaching wider population disseminating information and highlighting issues through different media. MDDF institutional learning on issues of Tarai Dalit contributes in addressing equity.

• **Organizational capacity assessment and requirement:**

The project is in line with organization's mission and built on the past experience of similar action. It has policies, systems and human resources with knowledge and skills needed to implement project. However, for effective implementation of the project and to sustain results, capacity building areas identified through discussion among consortium members are: RBM in human rights advocacy, M&E

² ▶ <http://search.library.wisc.edu/catalog/ocn824132901>
▶ http://books.google.com.np/books/about/Human_Rights_Situation_of_Dalit_in_Nepal.html?id=BfWllwEACAAJ&redir_esc=y
▶ <https://catalog.lib.uchicago.edu/vufind/Search/Results?type=AuthorBrowse&lookfor=%22Nepal+National+Dalit+Social+Welfare+Organization%22&sort=title>

³ NNDSWO's policies and procedures: (i) Statute of NNDSWO (6th Amendment 2063), (ii) Code of Conduct, (iii) Institutional Good Governance Policy, (iv) Personnel Administration Regulation, (v) Financial Administration Regulation, (vi) Advocacy Policy and Guideline, (vii) Fundraising Policy and Strategy, (viii) Gender Sensitive Policy, (ix) IT policy, and (x) Strategic and Operational Plan 2014-18

and KM, HR protection and HRBA in general and emergency situation, and integrating GF cross-cutting issues in the project implementation.

Periodic training and workshop for building knowledge and skills on GF compliance and financial management will help project staff for better management of the project. The project intends to apply HRBA in every stage of the project cycle management. Therefore, for cascading common knowledge and skills on HRBA and for standardizing project management and effective engagement with government agencies, a manual on HRBA and GESI need to be developed. For this, technical assistance will be sought. Working in consortium itself provides opportunities to learn from each other –complementing and supplementing capacity gaps. Capacity building on RBM in human rights advocacy project, and M&E and knowledge management will be transferred to consortium members. Knowledge and skills on HR protection and HRBA in general and emergency situation will be cascaded to community through project activity implementation. HRBA working manual and knowledge and skills acquired will be used by selected local organizations that project works with.

II. Justification for the Project Intervention

Governance challenges:

The governance challenges of the proposed project areas are highlighted by assessing the governance arenas in connection to the core principles of governance and context of the country. Regarding HR protection and promotion, the demand side governance issues are: prevalent discrimination in the society and poor participation of the discriminated groups in governance. The discriminated people are poorly aware of their rights and claiming procedure and mechanisms, lack information and not well organized, and isolated from mainstream HR movements. They do not have equal access to resources, opportunities and justice. CSOs and HR activists working at local level are not enough capacitated to advocate these. At supply side, due to political transition in the country and absence of elected local bodies, political accountability is weak. The public officials and law enforcement agencies are not fully aware of HR obligation of the state and sensitive ensuring the protection of the rights of all in public service delivery. Public resource allocation is not efficient and decision for such is often influenced by elites, where voices of excluded groups' are not heard. The capacity deficit of responsible institutions and structural/procedural hurdles add further challenges in governance. Poor research, weak knowledge base and limited voice of people in policy making are another challenge. The aftermath of devastating earthquake of 25 April 2015 is likely to add multiple issues in protecting human rights and disaster recovery governance.

Core problem that the project aims to address:

Caste-based discrimination and untouchability (CDD&U) founded on caste system and resultant exclusion are pressing human rights and development issues in Nepal. It is a grave violation of HR and crime against humanity as it neglects human dignity and induces inequality which is against national laws and international HR standards and instruments including UDHR, ICCPR, ICESCR and ICERD. The caste-based discrimination and untouchability is the worst form of discrimination prevalent in Nepalese society though prohibited by constitution and laws. It has particularly affected the lives and rights of 13.2% population of the country i.e. Dalit. Despite state's commitment, CBD&U has not been prime HR agenda and it is not getting enough solidarity from social and political movements. The Nepal Social Inclusion Survey (NSIS), 2012 conducted by Central Department of Sociology/Anthropology of Tribhuvan University shows severity of CBD&U in Nepali society. According to the survey, people still have to face denial in entry into public places like markets, sources of drinking water, schools, and offices. The denial of entry in religious places like temple, church, mosques, etc. and in private houses indicates serious refusal of human dignity of Dalit. According to the survey, 60.7% Hill Dalit and 11.7% Madhesi Dalit have experienced denial in entry into temples during last five years. Likewise, 84.5% Hill Dalit and 65.4% Madhesi Dalit were not allowed to enter into private houses. The survey also reveals that Dalit had to face discrimination while entering into dairy firms and tea shops. The data shows lower denial for Madhesi Dalit as they are not empowered enough even to try entering into such places. The experience of discriminatory labour relationship is highest among Madhesi Dalit (17.7%) followed by Hill Dalit (12.1%) and Madhesi Janajati (10.1%). The extent of verbal and psychological abuses against Dalit is also many folds are higher than that of national average (9.8%). A total of 46.1% Madhesi Dalit and 36.3% Hill Dalit reported their experience of verbal or psychological abuses and 27% Madhesi Dalit and 5% Hill Dalit have reported experience of physical violence (NSIS). By individual groups Musahar has the highest percentage of experience of physical violence. None of hill Brahmins and a few Hill Chhetri and Madhesi B/C show such experience. Due to being different caste, people also face discrimination in receiving health and public services. Such discrimination among caste affected people is much higher as 14.6% Hill Dalit and 43% Tarai Dalits experience discrimination in accessing health services whereas 17% Hill Dalit and 44% Tarai Dalit face discrimination while accessing public services from VDC, DDC, CDO offices, tax office, agriculture office etc. (NSIS, 2012).

Dalit have to face discrimination even in disaster response. This makes them further vulnerable and excludes from relief and rehabilitation services. NNDSWO's monitoring of flood victims of Surkhet

in August 2014 and the victims of recent devastating earthquake shows the intensity of negative impact of caste based discrimination for protecting the human rights of Dalit in emergency situation.

Effects of the problem:

The vicious nexus of the effects of the problem has impacted every domain of the lives of affected people. Moreover, it has remained as a huge challenge towards ensuring human rights for all, development governance and transformation of the country. The effect of discrimination has manifested in the educational status of discriminated groups. The literacy rate of Dalit is 20 points less than the national average. Among Dalit, those with SLC and above are only 1.6% and with Bachelors' degree is 0.8%. Dalit children are vulnerable and often discriminated in formal schooling which stigmatizes and induces them to drop out from school. Various examples of prejudiced behaviour of school authorities like not permitting to drink water; rudely addressing them; separate lines for Dalit children, discriminating in school mid-day meals have been documented.

CBD&U limits the livelihood options of Dalit making them economically vulnerable and insecure as they cannot run business like hotel and dairy. Due to discriminatory labour relationship, Dalit face discrimination in job opportunities mainly in hotel and restaurant. Most of the Dalit groups are skilful artisans with traditional occupations such as blacksmith, tailoring, leather works etc. However, all of these occupations are considered as work with low social status in Nepalese society. Most of these skilful people are not receiving fair value and social respect for their work. The latent potential of these groups are not yet fully utilized; Dalit bear highest incidence of poverty (i.e. 42%).

Caste-based discrimination stratifies society and discourages discriminated groups from participating in democratic processes which is a serious obstacle to inclusive democracy. Dalits' participation in political process and representation in government is significantly low compared to their population. The cases of CBD&U are not fairly investigated and prosecuted in many circumstances. Law enforcement agencies remain reluctant to take legal actions against perpetrators and the victims do not get redressed. According to case monitoring and analysis by NNDSWO, 2014 out of 107 cases reported to police, only 10 cases were lodged as FIR. The police face social and political pressure not to investigate the cases of Dalit and vulnerable people. In many cases due to lack of protection, the victims are compelled to dismiss the cases. The CBD&U is explicitly exposed in kinship and marriage. The inter-caste married couples still face physical threats and social boycott. The case of CBD&U is evident in the access of natural resources mainly in usage of water sources and getting membership in community forest users groups. These are some major challenges for enhancing access of Dalit and vulnerable groups to justice, and hold law enforcement agencies to account.

The overall negative consequence of caste-based discrimination is unequal human development. According to Nepal Human Development Report 2014, the HDI of Dalit is only 0.434 whereas Newar, Hill Brahman, and Madhesi Brahman/Chhetri is 0.565, 0.557, and 0.536 respectively. The Inequality-adjusted HDI also indicates that Nepal is losing its potentiality to higher HDI due to inequalities. The overall loss in HDI is 28.8% (HDR 2014, UNDP).

Causes of the core problem:

Lack of HR knowledge among rights holders is one of the major causes to Human rights abuses and violation based on caste and resultant exclusion. Human rights knowledge package coupled with laws and HR protection mechanisms delivery targeting to such group is very limited; and more importantly they have not reached them effectively. There are limited Dalit HR activists in the community; however, they also lack the HR perspective in their activism. The belief of the community intertwined with religion/superstition has created layers of barriers against Dalit which distinguish them and continue discriminatory practices in the forms of customs and rituals. This has further entrenched to the problem. There is endurance of abuses and violation of human rights (culture of silence) among Dalit groups which is both the cause and effects of the problem. The poor networking [social capital] and access to information make Dalit more vulnerable. This has manifested even disaster response and relief distribution after the devastating earthquake.

Different agencies and actors have weak ownership of the issues and futile collaboration on addressing it. The law enforcement agencies are ineffective which yet have not become HR sensitive

to the cases of CBD&U. They do not consider CBD&U as the crime though it has been criminalized by the law. Previous interventions on addressing the problem were in isolation. There is not enough discussion among state and civil society actors on Anti-Untouchability Act for its effective implementation. The limited interface between CSOs and government agencies has not been able to synergize in taking the initiative collectively. The HR protection and promotion mechanisms like NDC and NHRC have not used their capacity for the cause.

The media coverage of Dalit in news is in the form of information showing pitiable condition rather than an issue requiring efforts from all actors on addressing it. The discrimination against Dalit even in disaster relief distribution have been observed. The media deliveries on CBD&U do not provide transformative educational information. Research based facts are not available for media personnel and opinion makers to present the issue with evidence. Less sensitivity of public service providing agencies on the issue has impeded in adopting HRBA and GESI in their actions. Local bodies' budget processes have not been effectively exercising democratic practices and GESI approaches. The District Dalit Coordination Committee (DDCC) and the Mechanism for the Elimination of Caste Based Discrimination and Untouchability and Promoting Dalit Rights under the chair of CDO are not effectively functioning.

Stakeholder engagement in analysing the problem and designing the project:

This project has been designed in consortium approach with the participation of NNDSWO, JMC, SAMATA foundation, RDN Nepal and MDDF. The Consortium Members have been working for the same cause in collaboration and cooperation since long. While designing this project consultations have been made from local to national level. In order to identify issues and problems, series of workshop/meetings were organised among consortium members. In a consultation with the honourable President of NDC held in regard to the involvement of NDC in this project, NDC expressed its interest to work with this project. It has keen interest to jointly conduct fact finding on the cases and for the publication on the issues of Dalit rights. The Vice-President of Neglected, Suffered, and Depressed Class Upliftment Development Board, expressed their interest to work for capacity development of central Board members and vice-presidents at districts.

While selecting project VDCs, a formal communication with DDC was made with information on project intervention areas and criterion for the selection of potential VDCs. DDC of each project district provided us a pre-consensus letter with a list of VDCs to implement the project. The project VDCs have been selected based on: ratio of Dalit population; high incidence of CBD&U or abuses with victims unable to voice; low HDI; no or few programs combating CBD&U and possibility of clustering (adjoining) VDCs.

At national level, this project will coordinate and lobby with the Office of the Prime Minister and the Mechanism for the Elimination of Caste Based Discrimination and Untouchability and Promoting Dalit Rights. It will also coordinate with Ministry of Home, Human Rights Cell of Nepal Police, NHRC, NWC, and collaborate with HRTMCC, NGO Federation, FNJ, NBA, human rights organizations, and other concerned agencies based on issues and events. NNDSWO has already worked with them for different projects/events and they have positive attitudes towards this project. At district level, the project will coordinate/collaborate/lobby with government agencies like District Police, DAOs, Government Attorneys, DDCs, Women and Children Office, DEO, DDCC, Mechanisms under CDO, and district chapters of NBA, FNJ, NGO Federation, DNF, Association of VDC Secretaries, and other like-minded organizations. District level Alliance will also be a coordination mechanism and mobilised for collective advocacy linking with community interventions and national initiatives.

At community level, the action will engage and involve VDC, police, service centres, schools, youth clubs, CBOs, local leaders of different political parties, activists and intellectuals. VDC level HR Advocacy Alliance will be re/formed and mobilised for the better impact of the interventions. These stakeholders will have positive attitude towards this project. The orthodox leaders or/and elites may attempt to influence activities; however, the objectives of the project and current legislative context in the country will be communicated and strategies will be adopted to convince them that it is beneficial for all members of the society. The target groups who have been knowingly or unknowingly

practicing discrimination and untouchability may not fully cooperate to this project at the beginning; however, the implementation of strategic activities on awareness can change their attitude towards it.

Relevance of the proposed intervention:

The activities devised to achieve the outcome and contribute to impact of the project are based on the problem analysis in purview of the project location and target rights-holders.

The discrimination and social exclusion on the ground of caste in Nepal is unlawful; yet, it has remained as a main obstacle in realising the human rights and freedom of Dalit community. Despite the enactment of Caste-based Discrimination and Untouchability (Offence and Punishment) Act 2011 and other promises of government in different times to ensure the rights and inclusion of Dalit, significant progress has not been achieved. There has been no tangible improvement in unlawful practices. This is due to the fact that the “target group” lack the essential knowledge on human rights instruments and constitutional and legal provisions, so are unable to voice effectively and collectively in seeking justice with fair process. Although there are organizations working for Dalit, they are not taking the issues of CBD&U as a serious human rights concern rather sometimes they undermine and weaken it treating as a socio-cultural matter.

This project is relevant as it aims to address the major human rights and governance issues of the country. This action will take forward the issue of CBD&U from human rights perspectives and take the initiatives to address the problems and gaps analysed. The project will intervene to raise awareness among wider population (Dalit and non-Dalit); prepare them to speak-up against unlawful and inhuman practices/system of CBD&U; educate and sensitize on the anti-discrimination legal provisions and mechanisms for combating CBD&U; conduct policy review and research on cases of violation/abuses against Dalit and generate evidences for lobbying and advocacy with policy makers and implementation agencies; and mobilize human rights activists for supporting victims and empower them to defend their rights through formal processes and peaceful means. This will contribute for the protection and promotion of fundamental human rights and freedom of Dalit.

NNDSWO being a pioneer organization in combating CBD&U and working in the area for more than three decades has accumulated the experience of working on this theme through various initiatives and interventions across the country during this period. Some of the key lessons learnt through the implementation of similar projects in the past on which this project is built on are:

- Step-by-step approach for empowering Dalit and vulnerable group is an effective strategy. Dalit in suppressed social circumstances feel uncomfortable and hesitate to engage in mixed groups at the beginning. But when they are empowered, they get involved with other social groups. When Dalit and non-Dalit work together against discrimination, the pace of change becomes faster.
- When the issue of caste based discrimination is raised from human rights perspective, it becomes easy to deal with duty bearers and opposing groups. They take the HR issues as the concern of all while they take CBD&U as an issue of Dalit community alone.
- The efforts for mobilizing alliances/networks of HR defenders have been instrumental to bring the cases out and when people see the alliances and activists as their nearest supporting mechanism, it encourages them to seek their rights than enduring it. It then helps in dealing with the large number of cases and facilitates to accelerate dialogue with local authorities and duty bearers.
- The issue of caste-based discrimination and human rights should be raised in an integrated manner linking the initiatives at different levels; local, national and international. The wider attentions and solidarity is necessary to expose the severity of the issues and hold duty bearers on account. Therefore, this project aims to work with different stakeholders at different level.
- Leadership capacity and research based knowledge affects the advocacy and development initiatives. Therefore, it is necessary to invest in leadership development and evidence and knowledge generation.
- Engaging people with local government for effective service delivery and equal access to local resources and budget motivates and inspires people in advocacy. The mobilization of alliances in

the governance and accountability issues becomes easier. The good governance and accountability issues are felt by the people.

This project is designed in line with GF Component-3: Human Rights Promotion and Protection. The impact, outcome and outputs of the project directly contribute to this component. The project Output 1 and 2 collectively contribute to GF Output 1 and 2 and the project Output 3 contributes in achieving GF Output 3.

III. Project Description

• Project impact, outcome(s), and output(s)

The project impact, outcome and outputs and their inter-linkages are stated below:

Impact: Dalit and excluded groups enjoy respect of dignity in day-to-day life with better access to development through advancement in human rights and social justice

Impact Indicators:

By the end of the project,

- (1) At least 60% of Dalit including 40% women in project VDCs perceive that caste based discrimination and untouchability (CBD&U) decreased and their rights are better protected in the society *by the end of the project*;
- (2) Five UPR recommendations related to the rights of Dalit and excluded groups implemented *by the end of the project*;
- (3) GESI indicators fully assessed in *Minimum Conditions and Performance Measures (MCPM)* process and the MCPM score increased in at least 70% of working VDCs *by the end of the project*;

Outcome: *Increased demand from right-holders and solidarity with stakeholders for promoting and protecting rights of Dalit and excluded groups as per relevant human rights laws, standards and commitment of Nepal*

Outcome Indicators:

- (1) The proportion of cases of CBD&U reported to police that are proceeded for justice through FIR process increased by 30% (from baseline) *by the end of the project*;
- (2) # of recommendation of NDC and NHRC on the cases of CBD&U *by the end of the project*;
- (3) At least 60% cases of CBD&U documented in project areas reported in different media.
- (4) The proportion of plans submitted by Dalit that are addressed by VDCs increased by at least 15% from baseline in at 25 project VDCs out of 33 by the end of the project.

Contribution of outcome towards impact: The increment in demand from rights-holders and solidarity of stakeholders will directly contribute in advancing the human rights and social justice in the society. This will also expand equitable access for all to development and this will contribute to enable Dalit and other excluded community to enjoy respect of dignity in their day-to-day life.

Outputs:

Output-1: *People in intervention area have critical understanding on laws and policies related to non-discrimination and human rights protection mechanisms.*

Indicators of Output-1:

- (1) 70% participants of community level HR workshop of 33 VDCs of five project districts aware of the roles of Police, NDC and NHRC by the end of the project;
- (2) At least 70% participants of HR education and radio listeners are aware of HR action plan, and can put their views on HR situations in the areas;
- (3) # of people from project areas participate and put their views in the policy review process.

Output-2: *Increased collective voices and actions by Dalit and non-Dalit community and organizations at all levels for combating caste based discrimination and untouchability practices and promoting human rights for all in all situation*

Indicators of Output-2:

- (1) 363 HR Activists at VDCs and 75 social leaders at districts level (comprised of both Dalit and Non-Dalit, at least 40% women) voice and act together through HR Advocacy Alliances by the end of the second year of the project;
- (2) # of VDCs collaboratively initiate for Untouchability Free VDC by the end of the project;
- (3) Learning and gaps in combating CBD&U after implementation of Anti-untouchability Act researched and its findings disseminated and shared with policy makers and stakeholders by the second year of the project.

Output-3: Dalit CSOs, service providing agencies particularly VDCs and HR organisations at different level interface for the application of HRBA principle in their actions.

Indicators of Output-3:

- (1) At least 25 VDC officials and 900 Dalit leaders stating that their awareness and skills on HRBA and GESI responsive planning have improved by the second year of the project;
- (2) At least one new policy/legislation is drafted and used as advocacy tool for the implementation of constitutional rights of Dalit.
- (3) At least 70% participants including the members of Ward Citizen Forums of project VDCs participated budget advocacy campaign improve their awareness on the planning cycle and GESI responsive budgeting process of the VDCs by the end of project.

Contributions of outputs towards outcome: The right holders are empowered and they claim their rights if they know what human rights means for them and actors to protect, promote, and fulfil it. This will contribute in increment of demands of the right holders. Output 1 and 2 will contribute for this. And, the solidarity of stakeholders will enhance the will and ability of the right-holders for demanding their rights, this solidarity will be created if duty bearers and stakeholders become receptive and are engaged in the cause as it will help them understand the severity of the problem and feel responsible towards it. Moreover, the adaptation of the HRBA will create an environment for constructive engagement of both right-holders and stakeholders and it will be fulfilled by Output 2 and 3. The cumulative achievements of these will directly contribute to achieve the project outcome.

• **Implementation strategy:**

The intervention mainly adopts HRBA that promotes equality and non-discrimination, people's participation and empowerment, transparency and support access to information and accountability and rule of law at all levels. Other intervention strategies/approaches are:

Human rights for all in all situation including emergency: It is the overall spirit of the project which involves all stakeholders at local to national level for creating an environment where rights of all in all situation are protected and promoted including in emergency. It draws policy attention for addressing discrimination in disaster recovery process.

Leading theme by individual expertise: It adopts strategies to lead, coordinate and resource the thematic issues by individual expertise of the consortium members ensuring collective efforts for quality and standard while implementing activities and accomplish anticipated results in an efficient and cost effective way.

Campaign for wider outreach: The project adopts campaigning approach to reach larger population and engage wider stakeholders.

Local capacity development: The project builds the capacity of local CSO leaders, officials and HR activists that supports for effective people's mobilization. It triggers changes and creates conditions for sustaining the impact of the intervention.

Together for change-alliance: This is a replication of good practices of NNDSWO. NNDSWO has successfully mobilized Dalit and non-Dalit men and women rights activists/HR activists through HR Advocacy Alliances at district and VDC levels for advocating the concurrent issues of Dalit and women at local level. This is a mechanism at community level to engage non-Dalit for the cause of

human rights and non-discrimination. Human Rights Advocacy Alliance at VDC level will ensure the membership of non-Dalit reflecting social diversity of the VDC. Among HR Activists at ward level at least 1 out of 3 in each ward will be non-Dalit. The participation of non-Dalit in different interventions will be ensured in proportion of social diversity in particular community while organizing awareness raising sessions on CBSD.

Promotion of non-confrontational approach and evidence-based advocacy: The intervention targets to both Dalit and non-Dalit men and women on the issues of discrimination which is considered as a cause of conflict. Thus, this will employ non-confrontational strategies and approaches promoting social cohesion. While combating discrimination, it will use legal, policy /field evidence to influence agencies and convince stakeholders in an informed manner.

Coordination and collaboration with concerned government agencies: The action will employ strategies to coordinate and collaborate with concerned government agencies. While producing IEC materials and training manuals, feedback will be incorporated from those agencies that will build ownership and credibility among stakeholders. This will also promote working together for a cause - combating discrimination by taking the issues of CBD&U as common social evils of Nepali society.

Linking local level operational issue to national level Dalit CSO initiatives: NNDSWO works with Dalit CSO Consortium and has been giving due effort to make the local level operational challenges of CBSD as a common advocacy agenda of Dalit CSOs as well as larger human rights community at national level. NNDSWO has its district chapter beyond the project districts too. They are connected to the organizational initiatives. They can capture and report the issues of operational challenges of CBSD in their particular areas. This organizational strength will add value for this project. NNDSWO will best utilize its effort for maximizing the nationwide impact of the project.

• **Key Project Activities:**

In order to achieve outcome of the intervention three outputs are devised. [The activities under each output and implementation model are designed based on the previous learning of NNDSWO from similar interventions and experience and expertise of respective consortium members. The implementation process and minimum standard for each activities will be further detailed out at the beginning of the project while developing detail implementation plan \(DIP\).](#) The outputs and key activities leading towards the realisation of outputs are as follows:

Output-1: People in intervention area have critical understanding on laws and policies related to non-discrimination and human rights protection mechanisms.

Activities leading to Output-1:

Activity 1.1: HR Activists development and mobilization:

In order to expand the reach of HR education campaign and fulfil the gap of community level HR activists, altogether 891 HR activists [3 from each ward of 33 VDCs] will be developed and mobilised from [during the project period starting from 2nd quarter of the first year](#). The HR Activists will be selected based on their interest and leadership potential through the VDC level HR Advocacy Alliance formed [through](#) community meetings. The HR Activists including women, non-Dalit and Dalit will be mobilised in HR education campaigns and for leading the initiatives to create an enabling environment in the community where HR of all in all situations is respected.

The Social Mobilisers, after receiving 5-days training, delivered based on a standard training manual, with the support of Animator, will train Activists on HR Education including HRBA, conflict transformation, and Advocacy issues of demand side and supply side through a 2-days VDC level training [by the second quarter of 1st year](#). Some of them will develop their leadership being engaged in VDC level HR Advocacy Alliance. An Animator in each VDC [*partially paid and selected based on experience and skills on social mobilisation and advocacy*] coordinates mobilisation of HR Activists and facilitates HR education campaign and implementation of other community/VDC level activities which will be based on factual information and evidences. Capacitated and inspired HR Activists representing diversity of working community (i.e. both Dalit and non-Dalit) give momentum for human rights education campaign and motivate community people to participate in the process.

They also would be catalyst for sustained use of the knowledge delivered through awareness campaign in the community. These Alliances' actions on anti-corruption and caste induced will be imperative.

Activity 1.2: HR education campaign with IEC materials including audio visual:

1.2.1 IEC materials development and dissemination:

In order to make HR education campaign effective to deliver the knowledge on HR and non-discrimination, related laws and instruments and HR protection mechanisms among community people, the project team will produce five types of IEC materials: (i) Pamphlets/leaflets (15,000) containing key provisions of HR Action Plan and role of NHRC, (ii)(a) Audio/visual materials with appeals/message of religious/political leaders, NHRC/NDC commissioners, authorities, and (b) those who changed their attitudes and practices in the society which will be used by hiring audio video projector during the campaign in the community; (iii) Message Cards (25,000 copies) with persuasive messages on seeking solidarity and individual commitment on HR and non-discrimination; (iv) Brochure (10,000) containing brief of anti-untouchability act and Role of NDC including HR Education Facilitation Chart (150); and (v) HR education diary (1,000) that contains references for HR activists on HR education and advocacy and how to work for HR protection in all situation including disaster. The IEC materials will be produced in coordination and consultation with related public institutions - Pamphlets in coordination with NHRC, and Brochure on Anti-Untouchability Act in coordination with NDC. This process helps to agencies to reach with project beneficiaries through their message. This public message holds them further accountable and committed for enforcement. NNDSWO has already exercised this practice e.g. while printing the 'Caste Based Discrimination and Untouchability (Offence and Punishment) Act, 2011', the messages of Human Rights Cell of Nepal Police and NHRC were included. The informed process of IEC material development ensure participation of monitoring body/agencies of the government and will engage them to dissemination process as well. The dissemination of simplified content enhances knowledge base at implementation level.

1.2.2 HR Education Campaign:

The campaign will base on the concept of *Ghar-Gharma Manabadhikar* (human rights at every household), the concept of NHRC, and with the spirit of National HR Action Plan. The campaign will reach to more than 60% HHs of the project VDCs through the door-to-door visit of HR Activists with IEC materials, ward level HR workshops and the interactive meetings with the Members of Ward Citizen Forums and CBO leaders. The door-to-door campaign will help to reach majority of the HHs including non-Dalit in the working community. This will ensure message is reached to unreached (For instance elderly people who are unable to participate in the workshop and move far get informed by this campaign). The HR education workshop at ward level with the participation of people reflecting the social diversity of the community of particular ward will discuss on the contents of awareness in more detail and foster the process of social dialogue against CBSD. This process will link radio program and door-to-door campaign. The motive of CBSD awareness with CBOs leaders at ward level will create enabling environment for HR education at community level and promote organized involvement in the awareness process. The follow up presentation of awareness content in standard form in the full meeting of organized CBOs including WCF, CAC, User's Group, Mother's Group, religious trust, etc. by the team of SM, Animators and HR Activists of respective ward help to spread the knowledge through organized manner and enhance commitment against CBSD. The authorities will also be invited in possible extent in such meetings. These processes will enhance understanding of beneficiaries on 'what human rights mean for them and enhance their commitments to promote and protect the rights of all in all situations. Also, explore the ways in which abuses can be abolished and avoided.' The strategies will be adopted, where possible, to engage local law enforcement agencies, government officials and NDC representatives in the HR education. It also asserts obligation of the State to protect and promote the rights of all people. The campaign organised in all years will pay its efforts to link audience of radio program.

Activity 1.3: Policy review/feedbacks of selected institutions:

This activity includes the review of five policies on various issues like (i) The policy initiatives and achievements with regard to effacing CBD&U with particular focus to NHRC, NDC, NWC, and Mechanism for Elimination of CBD&U and Promoting Dalit Rights [first year]; (ii) Affirmative action/inclusion policy in civil service, Nepal police, Nepal Army, and teacher service [third year]; (iii) Review of plans and policies in disaster response and recovery from Dalit perspective [first year]; (iv) Access of Dalit to water sources and community forests [second year]; and (v) GESI responsive budgeting by local bodies [second year]. Before reviewing the policies, research concept and methodology for each review will be developed ensuring community consultation/participation. The participation of men and women from grassroots level in the policy review workshops at district level will inform them about the content as well as voice their issues in the process. For this, VDC level HR Alliance will be communicated about the process and their participation in the workshop ensuring the GESI. This, will help build ownership of the review findings/evidences and advocate for the same by cascading the knowledge to their members/colleagues. National level workshops among the concerned stakeholders will be organized in Kathmandu to share the findings and collect feedbacks. NHRC, NDC, NWC and other human rights mechanisms, representatives of different political parties, civil society organizations, elected representatives, government officials and other intellectual will participate in the program. The research findings will be crucial for evidence based advocacy for HR activists, planners, policy makers and law enforcement agencies. The engagement of selected government institutions in the process of policy reviewing and the findings shared with them will help in reflecting the actions of those institutions and improve services. The policy review reports will be printed and widely disseminated. The gist of findings of policy review will be produced in Nepali and shared at national and local level events. The field staffs of NNDSWO, RDN and MDDF will help in local consultation.

Activity 1.4 Shadow/Alternative report on CERD through local consultation:

As a State party, Nepal has to domesticate the provisions of International Convention on the Elimination of all Forms of Racial Discrimination (ICERD) into national legislation to benefit the affected groups and report the progress on those provisions to the CERD Committee on periodic basis. However, Nepal has not submitted its report since 2004. Now, the government is working to entrust this responsibility to NDC and it is expected that the report will be submitted. In this context, project will prepare [in the first year] and submit shadow report [alternative report if the government doesn't submit its periodic report] on CERD from CSO side. The report will basically highlight the situation of Dalits' HR in the country, critical areas of concern, gaps, challenges and possible measures for addressing CBD&U from the both demand side and supply side. The report will be developed through a wider consultation with stakeholders at local and national level. The evidences disaggregated on GESI generated from the community will be used as the primary information in the report. A local consultation in each project district involves 40 participants including HR Activists and Alliance members from VDCs, CSO members, political leaders and officials. In local consultations, caste and ethnic as well as gender participation will be ensured. At national level consultation, 60 persons from different sectors will participate.

Activity 1.5: Media initiatives –live media dialogue and highlighting issues through media

1.5.1 PSA/Jingle/spot production and broadcasting:

In order to complement on HR education campaign, the JMC will produce PSAs on 10 themes and Jingles on five themes in the first year; and altogether 4860 episodes of PSAs/Jingle will be aired through local FMs. The vocal artists will be hired for voice recording. Visual Spot on 2 themes will also be developed by visualising appropriate location and artists and widely disseminated through national television. The themes of PSAs/Jingle will be compatible to HR education. The content of PSA/jingle and visual spot will be further specified by the content development workshop.

1.5.2 Radio Program Production and Broadcasting:

Altogether 576 episodes [480 episodes produced at local language and 96 from Kathmandu] of Radio Magazine named "SAJHA PAHAL" (radio report, news, vox pop, interview/discussion, etc.) will be produced and broadcasted through five FM radios in districts and one from Kathmandu for two years

starting from second **quarter** of the year-one. FM radios in the project districts will be selected in a competitive basis based on criteria like frequency coverage, popularity, competence and management of the station. In order to make these radio programs effective, two days content development workshop will be organised in Kathmandu by inviting program producers, staff and board representatives from project district. Media Coordinator in coordination with PMT will regularly oversee the program contents and quality and take necessary step for betterment. The issues of different social groups and gender will be ensured while producing radio programs. Radio programme and message will complement in the community level awareness process. This will also provide opportunity to link people's voices to duty bearers. This will also be means to disseminate good practices for eliminating CBSD and motivate people through non-Dalit role models to further instil HR values in the community and expose role model non-Dalit and avail themselves in the social change process. The Radio program will provide opportunity to the law enforcement agencies and institutions responsible for HR protection to educate people about their policies and process. The periodic feedback and grievances received from people would contribute to review and improve their works. The message and content of the radio program will help in reducing caste induced conflict and foster social inclusion.

1.5.3 Thematic journalism training and media fellowship/exposure:

A total of 100 journalists from project districts and centres will be trained on thematic journalism focusing on HR, non-discrimination and issues of CBD&U, HR protection in emergency and HRBA elements in year-1. The number of participating journalists will ensure inclusion of different caste/ethnic groups and gender. Of them, 10 will be mobilised with fellowship opportunity in the project area. The journalists will be selected in consultation and coordination with FNJ district chapters and fellowship will be awarded based on their competence ensuring GESI. The fellow journalists will produce and publish investigative reports/features on defined topic for which one mentor will supervise and guide their work. It will help explore hidden issues of CBD&U and expose to the wider society.

Output-2: Increased collective voices and actions by Dalit and non-Dalit community and organizations at all levels for combating caste based discrimination and untouchability practices and promoting human rights for all in all situation

Activities leading to Output-2:

Activity 2.1: Alliance re/formation and mobilization:

Alliance approach is a key approach for NNDSWO. This approach has been effective mechanism for 'bringing people together for rights, dignity and justice for all'. It has become a platform to work collectively for amplifying voice and upholding rights. Thus, HR Advocacy Alliance (7-15 members) at district level will be formed by involving Dalit/non-Dalit, women/human rights activists, journalists, and lawyers representing different organizations and caste/ethnic groups. At VDC level, the Alliance will also be formed in 33 VDCs with the involvement of 9-15 activists from Dalit and non-Dalit women and men, **in the first year**. The members will be trained on HRBA, GESI, evidence generation, conflict transformation, and justice procedure. The alliance meets on quarterly basis, identifies issues, conduct lobbying and provide support for fact finding on the cases of CBD and support victims in accessing justice. In order to empower by exercising their ideas, the Alliances will be supported to take initiative on concurrent issues at tole/community level which will promote sustained claiming. HR Advocacy Alliances will foster solidarity in CBSD awareness process and advocate for application of the knowledge. The mobilization of alliances will increase bargaining power of the rights-holders and facilitate to accelerate dialogue with local authorities and service providers eventually leading to the promotion of human rights and social harmony in the society.

Activity 2.2: Solidarity dialogues at community level:

The HR education (Activity 1.2) campaign will instil HR values, knowledge and create conditions for solidarity among different stakeholders for combating CBD&U. The CBO leaders and influential

individuals from different social groups will be brought in one platform to win their solidarity on issues and agenda of addressing CBD&U. This will build common understanding among such groups and seek collective responsibility in addressing the issues. At least 2 Solidarity Meet will be held in coordination of the Alliance in each VDC which will directly engage 50 people from different backgrounds. Similarly, a District level Solidarity Meet will be held in each district with the participation of 50 activists, and stakeholders including at least 15 organizations/offices in the last [quarter of the first year](#). The solidarity dialogues minimize confrontation [possible conflict] promoting solidarity among Dalit and non-Dalit for jointly combating the issues of CBSD. It will further help to change people's attitude to see the issues from HR perspective and behaviour.

Activity 2.3: HR friendly model VDC campaign:

The CBD&U is rampant though Nepal has been declared an untouchability free nation in 2006. The HR education campaign held under *Activity 1.2* will be crucial in this regard. [The Campaign will start from the beginning of the second year](#). A series of meetings with different groups like religious leaders/priests, hotels/business sectors, schools and CBOs, political parties, and government authorities will be held at community and district level to garner their commitment. To take this step in a massive way, campaigners (among Activists) will be mobilised for the selected VDCs. Within the project period, at least one VDC in each project district, in collaboration with VDC office will take significant steps to declare 'Untouchability free VDC' through a VDC level declaration program. It will be ensured that the campaign process is initiated with ownership of state authorities and key stakeholders. The campaign will massively engage people of all community both Dalit and Non-dalit. A campaign message will be developed in local context that would be helpful to inspire all stakeholders in the campaign.

Activity 2.4: HR Solidarity March

2.4.1 Marking international day at district and national level:

Marking of international days is not only 'celebrating' it; it is an occasion when an effort is made to draw attention of concerned agencies and stakeholders towards the issues of Dalit and women. On these occasions like International Human Rights Day (10 December), and International day for the Elimination of Racial Discrimination (21 March), and untouchability free nation declaration day (21 Jestha) peaceful rallies and mass demonstrations will be organized at district and national. The coordination with DDC, District Dalit Coordination Committee, Police and mechanism under Chief District Officer will be done to collaborate organize such events.

2.4.2 HR Solidarity March:

[In the second year](#), to draw the attention of concerned agencies and stakeholders, HR Solidarity March will be organized which will start from east-west (strategic districts) and converge into a national conference in Kathmandu. The representatives from different sectors including role model, victims, religious leaders and HR activists will participate in Solidarity March. During the march, in order to educate wider society about the HR and non-discrimination and seek their solidarity for the cause, programs at strategic points [districts] will be organised where IEC materials will also be disseminated. A series of solidarity meetings with likeminded organizations and agencies will be held at district and national level. A campaign brochure with detail programs will be published.

Activity 2.5: Study/discourse on implementation status of Anti-Untouchability Act

2.5.1 Study on implementation status of Anti-Untouchability Act:

The Caste based Discrimination and Untouchability (Offence and Punishment) Act, 2011 is the specific law that address all forms of discrimination based on caste. Though it is the state case, only a few reach the police station, fewer are investigated and prosecuted. Therefore, a study on the implementation status of Anti-Untouchability Act will be carried out [in the first year](#) in a sample of 10 strategic districts (including 5 project districts) by developing a research concept paper with methodology by an expert, which will identify barriers at various stages of getting justice-registering FIR, investigation and prosecution. The research will be administered through consortium members.

The research report will be printed out and widely disseminated. The gist of findings of policy review will be produced in Nepali and shared at national and local level events.

2.5.2 Discourse/dialogues with group rights forums and policy makers:

The research findings carried under Activity 2.5 (a) will be crucial for evidence based advocacy for HR activists, planners, policy makers and law enforcement agencies. In order to present the gravity of the issue with the stakeholders, a dialogue will be held at national level. Such dialogue will also be held in each project districts among CSOs, journalists, HR activists, politicians. The findings of the study will be fed into various advocacy activities of the project.

Activity 2.6: Case monitoring, fact findings and litigation (in collaboration with NDC)

2.6.1 Monitoring and fact finding on HR violation cases related to CBD&U:

Fact findings on the cases of grave HR violation related to CBD&U will be carried out by national team of Dalit rights activists in collaboration with NDC for selected cases across the country. As this is a national level initiative, monitoring of the caste based discrimination in earthquake hit areas will be given first priority during first year. The fact finding report will be released by organizing press meet and disseminated through social media. Based on the findings, the leaders of consortium members will lobby with responsible agencies. The fact findings are essential to mainstream the issues of Dalit and create pressure to the law enforcement agencies to take action against the cases of CBD&U.

2.6.2 Litigation/case law building of selected cases:

Out of the total cases monitored and documented, two cases will be taken for building case laws. The victims will be supported for litigation process throughout the cycle of the case – from occurrence to the conviction. The necessary support will be provided to the victims/witness protection and for justice by mobilizing lawyers when necessary. The litigation process will be closely monitored and documented. At the end of cases, the report will be produced and printed and disseminated among the stakeholders, and policy makers.

Activity 2.7: Media dialogue and persuasive message through media

2.7.1 Live media dialogue between community and law enforcement agencies, policy makers on HR and non-discrimination (district and national and level):

Intensive media dialogue will be held on selected issues in the presence of victims, media, law enforcement agencies, and policy makers. Such dialogues help in digging out the issues and ensuring the rights and redress (justice) to the victims. Eight events of such dialogues in each project district will be organised. The district level program will have live coverage through local FM radio. At central level, seven media dialogue program will be held which will be based on the reported cases and fact findings and research. The national level media dialogue will also focus on the issues of caste based discrimination during disaster response and recovery and help to bring the voices of caste affected earthquake victims to the front of policy makers. A paper compiling the district level finding will be produced.

2.7.2 Persuasive message production and dissemination on HR and non-discrimination:

This project will use website and social media for generating collective commitment of the people urgent release/appeal on CBD&U violence, HR mechanism and anti-discriminatory laws and policies will be uploaded. The messages including “Urgent Appeal” will be send to the Office of Prime Minister (OPM), Ministry of Home Affairs (MOHA), Police Headquarter, NHRC, NDC, Office of the Attorney General (OAG), CDO of the concerned district, District Police Office. Also, the mobile messages will be sent to them highlighting case when the violation occurs. This will help them be informed about the issue as well as timely draw their attention and create pressure to take immediate action. A social media promotion campaign will be organized in 5 project district targeting youth and higher secondary level students. At least 40 participants will participate in each district. This campaign will help to promote initiatives and helps to disseminate HRBA issues widely.

Activity 2.8: Symposium for sharing good practices on ending caste discrimination:

The project addresses the gap of national level learning sharing of good practices on how CBD&U in the society has been addressed by different initiatives in different area of the country. For this, a guideline will be developed and project staff will be oriented on writing good practices. A ‘Write-Up’ workshop will be organised among field staff where case studies of good practices will be collected/selected. The study of good practices will be printed out for wider sharing in the symposium [to be organised at national level by the end of the project](#). Short videos will be produced on the selected good practices. On the occasion, a research report on Dalit issues in Media, a documentation of Dalit representation in media house and the issues of Dalit in the media, will be released. Different organizations (I/NGOs) working on issue will be coordinated. They will be also requested to share their good practices. At least 100 participants including civil society leaders and activists, political leaders, government officials, NHRI, media and people from community [district] will participate in this Symposium.

Output-3: Dalit CSOs, service providing agencies particularly VDCs and HR organisations at different level interface for the application of HRBA principle in their actions.

Activities leading to Output-3:

Activity 3.1: Capacity building on HRBA and GESI:

In order to address the capacity development needs on HRBA and GESI, trainings will be organised at different level based on a [standardized training manual](#). A workshop will be organised among consortium partners for a conceptual clarity and tacking stock on HRBA and GESI. This process will be further institutionalised at partner level by organising HRBA and GESI policy [standardization workshop](#) among key staffs and board members. These workshops will be facilitated by expert on the subject. The standard manual contains HRBA in planning and service delivery, Human Rights Obligation of State and Advocating HRBA in the field. A two-days training on HRBA and HR Advocacy to CSO/CBOs leaders, Alliance members and HR Activist [25 from each project VDCs, with 50% women] in Year-1 will enhance their engagement for advocating HRBA at local level. A three-day training on HRBA and GESI will be provided to 15 DDCC members of five project districts and 10 Dalit leaders in coordination with Dalit Development Committee in Kathmandu in early of Year-2. Two HRBA workshops [one in year-1 and one year-2] with VDC Secretaries and CSO leaders of project VDCs [25 participants in each workshop] will improve working knowledge and strengthen interface of stakeholders for applying HRBA in their actions and decisions.

Activity 3.2: Workshop for streamlining HRBA in selected VDCs:

In order to take the knowledge of HRBA into institutionalisation process and foster discourse among VDC stakeholders, two-days HRBA Streamlining Workshop will be organised in selected 2 project VDCs in each district in Year-2. Each workshop involves altogether 35 participants including VDC officials, political leaders, CSO/CBOs leaders HR activists and knowledgeable individuals in the VDC. The workshop in facilitation of a resource person having expertise in the field produces an outline of HRBA strategy and Action Plan of the particular VDC which will be streamlined in the VDC plan as well.

Activity 3.3: Budget advocacy campaign:

The campaign will be organized in all project VDCs once in a year [\[in first and second year\]](#). It starts from ward level [settlements] where Alliance members and HR Activists educate people including Dalit, women and excluded groups on how and why to participate in local budget process by using information materials. The ward level meeting with WCF members and VDC level meeting with political leaders and in the initiatives of Alliance members foster discussions for ensuring non-discrimination in planning and budget allocation. Before the campaign, project staff will be oriented

on how to carry out campaign and how to simply analyse the VDC budget for generating evidences based a standard guideline built on previous experiences.

Activity 3.4: Dalit inclusion audit:

Social inclusion is the manner in which institutions understand and engage their communities, as well as how they explore, view, and challenge barriers, values, and behaviours. A manual of Social Inclusion Audit (SIA) with particular focus to Dalits' inclusion and HRBA will be produced by hiring an expert *in the first year*. By using manual, Dalit inclusion audit will be carried out of selected 3 institutions in order to assess and provide policy feedback on how institutions develop, implement, and evaluate policies and procedures, how they provide equitable access to services, and finally, how they demonstrate the level of inclusion through tangible outcomes. The finding will be compiled in a report form which will be shared among stakeholders.

Activity 3.5: Public hearings:

In order to foster discussions about HRBA in service delivery, increase community awareness on the issue, draw attention of authorities to community concern, and promote good functional relationship between duty-bearers, public hearing will be organised *in the second year* in partnership with local media in selected VDCs. A total of 33 VDC level public hearing programs will be organized in second year. Altogether 40 institutions and 1650 (33x50) people will participate in these public hearings. The program will be broadcasted through local FM stations to inform wider audience

Activity 3.6: Advocacy and lobby forequality and non-discrimination in disaster recovery:

To ensure the participation of Dalit in disaster recovery governance and advocate for equality and non-discrimination in relief and rehabilitation services and influence authority to hold disaster response mechanisms accountable and more inclusive, regular advocacy and lobbying will be carried out. A series of case base lobbying with the Reconstruction Authority, strategic meetings with Dalit CSO networks and dialogues with planners and policy makers will be the actions. JMC will conduct an orientation/ interaction with the journalists of national will be held. The organizational networks of NNDSWO in earthquake hit districts will be capitalized for collecting issues for evidence based lobbying.

Activity 3.7: Discourse and lobbying for the implementation of Dalit rights in the new constitution

3.7.1 Regional level sharing of constitutional provisions on Dalit rights:

In order to develop a common understanding on the new constitutional provision on Dalit rights, three regional level sharing workshops will be organized immediately after the promulgation of the new constitution. Dalit rights activists and leaders from Dalit community associated with different political parties will be the key participants of these workshops. These sharing workshops will be held in three strategic locations where participants from different district can participate. The selection of participants will be made through the organizations engaged in combating caste based discrimination and untouchability and advocating the rights of Dalit and influential leaders associated with different political parties. The representatives of national level organizations and management staff will involve in organizing a regional level workshops. In the workshop, the central level leaders of CSOs will share the content of the constitutional provision on Dalit rights and highlight gaps as well as way forward for its implementation.

3.7.2 Discourse on the need of bill (law) for the implementation of constitutional rights of Dalit:

A national level consultation meeting among the stakeholders particularly with political parties and Dalit civil society organisations will be held on the need of bills for the implementation of constitutional rights of Dalit *in the first year and subsequent another one consultation meeting will be held in the second year*. In the *first* consultation meeting, constitutional rights [fundamental rights] of Dalit will be presented and areas on the need of bills for their implementation will be explored. Based on the outcome of the *first* consultation meeting, a bill on one particular provision will be drafted. *The concerns raised by the participants in the regional level sharing workshops will also be accounted*

while drafting the bill. The second consultation meeting will further discuss on the draft proposed bill and get feedbacks. Possible collaboration with NDC, Dalit Development Coordination Committee and other CSOs will be sought in order for drafting other bills as required.

3.7.3 Dalit CSO's meetings/lobbying on constitutional and human rights issues:

In order to promote collaboration with Dalit CSOs at national level and strengthen their efforts on building common understanding and advocate for the implementation of constitutional rights, the consistent engagement of CSO leaders will be ensured by organizing regular meetings/lobbying visits during whole project period. This initiatives will help to link the local level initiatives on addressing various concurrent issues to national level policy advocacy efforts.

• **Project beneficiaries:**

The project primarily benefits Dalit (men and women) who are the most affected from CBD&U and are extremely deprived of economic and social rights. Project will equally involve non-Dalit community people of the same vicinity and engage wider society in awareness raising as well as in discourse and dialogue. Project directly reach to 30,000 household and 90,000 people of project VDCs including 363 VDC level HR Advocacy Alliance members; HR Activists 891, 4,455 Ward Citizen Forum members, leaders of 99 CBOs. In addition, 33 VDC Secretaries, 50 other government officials, 100 youth journalists, 380 political leaders and 150 CSO leaders at local and national level.

• **Location of the project:**

The facts and findings of NHDR-2014 and NSIS-2012 are considered for project district selection. Sunsari, Saptari, and Bara with significant Tarai Dalit population lag behind in HDI indicating weak demand side despite physical facilities/infrastructure. Dailekh where severe cases of CBD&U occurs and lies entrenched problem of hill-Dalit whereas Kailali represents issues of far-western Dalit including Haliya and Badi. The project districts are the strategic location to spread message as well. This project creates national level impacts and evidences on the issues by strengthening local-national [both vertical and horizontal] linkage of HR issues.

The project VDCs have been selected through a written communication with each DDC about the short-list of concept note, intervention areas of the project and requesting them to provide potential 15 VDCs that need such intervention. In response, a list of VDCs was received in a written form from all DDCs. Out of them, the project VDCs were finalized in view of different criteria like population of Dalit community in the VDC, similar interventions, clustering, and potentials to generate results.

District	VDC
Bara	Cluster-1: GanjBhawanipur, Dahiyar, Pathera, PipraBasatpur; Cluster-2: Telkuwa, Patharhati, Bariyarpur
Dailekh	C-1: Badabhairab, Bindhyabasini, Malika, KalBhairab; C -2: Bansi, Badakhola, Raniban
Kailali	C-1: Godawari, Masuriya, Chaumala, Sahajpur; C-2: Phulbari, Hasuliya, Urma
Saptari	C-1: Malekpur, SimrahaSigiyou; C-2: Kochabakhari, Launiya, Chhinnamasta
Sunsari	C-1: Amahibelaha, Kaptanganj, Madhyaharshahi, Dewanganj; C-2: Chandwela, Aurabani, Chhitaha

The activities of the project have been assigned among consortium member as per their expertise in the particular context. The selection of geographic location has been done as per:

- The severity of issues and need of the intervention in the particular areas,
- Geographic experience and presence of the particular organization;
- The project location from east to west will provide opportunity to mobilize people in solidarity march;
- The possibility of cross-learning among proposed project district that will help for generating the multiplier and nation-wide impact of the project.

The selected districts will provide following cross-learning opportunities for the project:

- 1) **Kailali** is in Far-Western Region (FWR) of Nepal where there is the issues of free-Haliya who are mostly belong to Dalit community. The society is considered as a complex society with regard to the issues of CBSD. Likewise, in Kailali there are the issues of Badi community who are the most marginalized within Dalit. RDN Nepal’s learning of FWR in addressing the CBSD will be learning for the project. RDN Nepal has its head office in Kailali. **NNDSWO has also its good office structures and organizational network in the VDCs of the district. Both RDN and NNDSWO have established and long working relationship with local CSOs and government agencies in the district that could be materialized while implementing the project in the district.**
- 2) **Dailekh** is from Mid-Western Region and represents hill district. The past incidences shows, CBSD and violent attack against Dalit is in severe form. Number of such cases like murder of SeteDamai (in inter-caste marriage of his son) has been recorded from this district. Moreover, NNDSWO has good presence and learning from these areas in Dailekh. The project will provide opportunity to evident the learning for addressing the issues of CBSD in Mid-Western hill where it is in severe form. **The good coordination and working relationship with local CSOs and government agencies and office infrastructure will also be asset for the project.**
- 3) **Bara** is in Central Tarai and lag behind in human development. There are relatively less interventions for combating CBSD. The society is rigid in social cultural practices thus there are prevalence of social taboos and malpractices. The Dalit so suppressed in these context. The language spoken in the district are diverse and major are Bhojpuri, Bajjika, Maithili, Hindi-Urdu etc. The intervention approach and its learning will be unique. **The membership base of NNDSWO and MDDF in the district will help to develop good coordination and collaboration at district and VDC level.**
- 4) **Saptari** is the highest Dalit populated district in Nepal. The issues of Tarai Dalit are in acute form in Saptari. The society is highly mixed in terms of caste/ethnicity and religion. Dalit are extremely poor and behind in education; however, there are limited intervention on human rights education. The main language spoken is Maithili with significant percent of Nepali speakers. MDDF has its regional office in the district which can be capitalized for project delivery. **NNDSWO's chapter is also located in the district. This would help communication and coordination in the district.**
- 5) **Sunsari:** Sunsari is in better-off situation in macro indicators. However, the situation of Dalit is terrible at micro level. Though there are infrastructure developed and opportunities available, Dalit are not empowered enough to access them. Therefore, the learning of the district will be unique. Moreover, NNDSWO has good presence and learning of working in the district. The project will build on the learning and consolidate it in empowering most marginalized from relatively advance areas.

The cross-learning of Sunsari, Saptari and Bara districts complement each other for devising appropriate implementation strategies for the project that will help bringing the issues of Tarai Dalit in forefront. Moreover, it will generate good knowledge base for future intervention for addressing CBSD in the rigid culture and society of Tarai.

• **Project time frame:**

The total project period will be of 30 months from the starting date. The work plan of the Year-1 is detailed out in the following matrix. The work schedule for Year-2 and for last six months will be agreed with GF before beginning of the new fiscal year of the project.

The work plan for Year-1:

Activities	Annual Targets	Plan (Year 1)				Implementing Organization
		Q1	Q2	Q3	Q4	
A. Output-wise activities						
Output-1:						
Activity 1.1: HR Activists development and mobilization	5+33					NNDSWO, RDN, MDDF
Activity 1.2: HR education with IEC materials ...	5+ (33x9)					
Activity 1.3: Policy review and	2+3					SAMATA

Activities	Annual Targets	Plan (Year 1)				Implementing Organization
		Q1	Q2	Q3	Q4	
feedbacks of selected inst.						
Activity 1.4: Shadow report on CERD through local ...	1+1					
Activity 1.5: Media initiatives	5+10+1620+2+40+240+1+6					JMC
Output-2:						
Activity 2.1: Alliance re/formation and mobilization	254+33					NNDSWO, RDN, MDDF
Activity 2.2: HR Solidarity dialogues at district level	33					
Activity 2.3: HR friendly model VDC campaign						
Activity 2.4: HR Solidarity march	24					
Activity 2.5: Study/discourse on implementation status of Anti-Untouchability Act	1					SAMATA
Activity 2.6: Case monitoring, fact findings and litigation	5+1					
Activity 2.7: Media dialogue/persuasive message ...	17+9					JMC
Output-3:						
Activity 3.1: Capacity building on HRBA and GESI	33+7+1					NNDSWO, RDN, MDDF
Activity 3.2: Workshop for streamlining HRBA ...						
Activity 3.3: Budget advocacy Campaign ...	2+(33*9)					
Activity 3.4: Dalit Inclusion Audit	1					NNDSWO
Activity 3.6: Advocacy and lobbying for equality and non-discrimination	4+1					NNDSWO, JMC
Activity 3.7: Discourse and lobbying for the implementation of Dalit rights in the new constitution	2+5+1					NNDSWO, SAMATA
B. Monitoring and evaluation activities						
Quarterly Review and Planning meetings at district level	20					NNDSWO, RDN, MDDF
Review and planning meetings at national level	2					NNDSWO
Base Line Survey	5					
Annual Social Audit (VDC level)	33					NNDSWO, RDN, MDDF
Joint Monitoring of Stakeholders	5					NNDSWO, RDN, MDDF
Synergy Building Meetings/DPAC at district level	5					

- **Management arrangements (including project governance/administrative structure):**
- **Organizational/institutional arrangements:**

A Consortium Board comprised of the chair of the organizations will be formed which will have a mandate to oversee the compliance of agreement, monitor project results and provide necessary feedbacks and resolve any dispute, if happens. The Consortium Board will meet in every quarter and

as when required basis. A Project Management Team (PMT) composed of management head of NNDSWO, Project Manager and Project Focal Persons from each consortium member will collectively monitor project performance, provide technical and management guidance for the effective implementation and work as a quality control mechanism. At district level, a Coordination Team of the representative of consortium members will be formed which will meet on quarterly basis for review and planning. These mechanisms support project team to ensure coordinated implementation of the projects in effective and efficient manner.

▪ **Financial management:**

NNDSWO's financial management procedures are guided by its Constitution and comprehensive Financial Administration Regulation-2068 (FAR). NNDSWO has developed standard financial documentation system and formats; sound internal check and control system; authority delegation and accountability mechanism; and uses Software (FAMAS) for transparency and efficiency in accounting. All consortium members have also good financial administration system. In order to ensure sound financial management, standard documentation and quality reporting, all consortium members are agree on minimum standards of activity implementation process and formats for documentation. The activity-wise documentation and compliance obligation checklist will be developed at the beginning and used. The coordination between program and finance, the financial monitoring and timely corrective measures will be ensured. The semi-annual internal audit and annual institutional audit will also scrutinize the financial management.

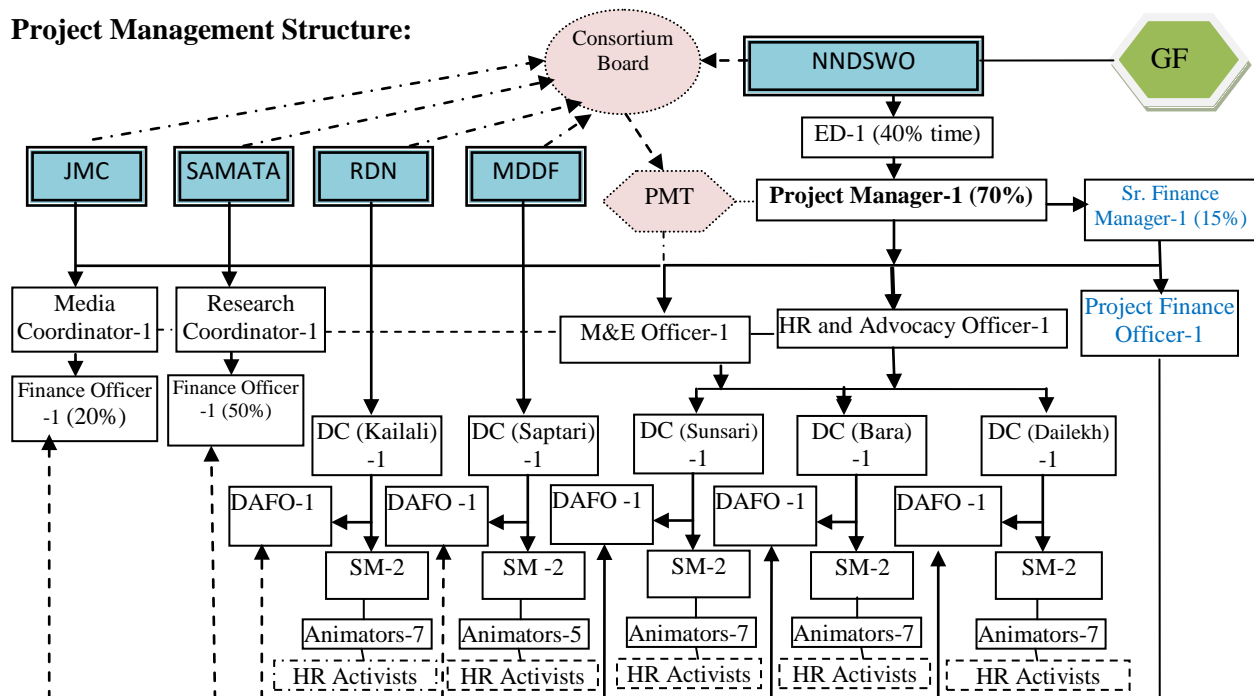
▪ **Human resource management:**

NNDSWO's Personnel Administration Regulation 2060 (*3rd Amendment*) is comprehensive which has clear provisions for the organization's human resource management (HRM) and development (HRD). It clearly explains staff structure defining level and required qualification, recruitment procedures, generic salary structure, monetary and non-monetary benefits, pay and performance system, discipline, reward and punishment process, etc. The staff recruitment policy process contains GESI measures and promotes diversity in staffing. The code of conduct to be signed by each staff while joining the organization ensures staff's responsibilities and commitment to integrity and respect to diversity. Therefore, the established HRM system will be value addition for this consortium based project. JMC, RDN and SAMATA have also HRM and GESI policy, MDFF has also HRM policy. They will apply their policy for managing their staff. However, the basic standard for HRM strategies, processes, ToR of staff, performance measurement standard, reporting mechanism and templates will be collectively defined which is agreed among consortium members.

▪ **Management strategy:**

At NNDSWO, the overall management (both office and program) is the responsibility of the Executive Director (ED). ED makes decisions regarding day-to-day administrative functions as well as implementation of the program activities. The Senior Management Team (SMT) is mechanism for taking collective management decision. In order to manage organizational and project activities effectively, efficiently and in coordinated manner, at Central Office different thematic program and support units are established and functional. The reporting, monitoring and accountability mechanisms are defined. Every project is reflected in global planning and monitoring system of the organization. This mechanism will also be applicable for managing this project. The Project Manager based in NNDSWO will oversee the overall management, and ED of NNDSWO will provide technical backstopping [project management, result based reporting, M&E, community mobilisation and advocacy issue identification and prioritisation] for quality assurance and fulfilling compliances through his partial time contribution.

The management structure of the project is shown in the diagram below:



▪ **Project staff:**

The central based staffs who are experienced and have proven track record on managing such projects including Danida HUGOU and GF funded projects are proposed under this project. Their role is explained in the following matrix. The team of proposed staff also corresponds to GESI and diversity. The CVs of each proposed staffs also included in Annex.

Name of Staff and Position	Key role and responsibilities
Mr. Mohan Singh Sunar, Executive Director (40% time) NNDSWO	Ensure overall management, quality assurance and donor and NNDSWO policy compliance, and provide technical backstopping establish M&E system of the project, technical backstopping to consortium members on identified areas,
Mr. Kul Bahadur Bishokarma, Project Manager (70%) NNDSWO	Overall responsible for the management, coordination among consortium members; oversee the field implementation, provide technical backstopping to project team, reporting and ensure compliances.
Mr. Anil Kumar Sah Senior Finance Manager (15%) NNDSWO	Ensure standard and quality of overall financial management and reporting of the project, ensure policy and donor compliance by monitoring and providing technical backstopping to consortium partners for sound financial management.
Ms Nisha Sunchuri, Project Finance Officer (100%) NNDSWO	Overall financial documentation and accounting of the project transactions, financial reporting of project funds, tracking of budget in line with activities and strategic support to the district team
Mr. Shiva Hari Gyawali Media Coordinator (100%) JMC	Responsible for planning, designing and ensuring quality of media related activities as well as coordinate with districts for smooth implementation of media activities, coordinate with consortium members to disseminate issues and learning through social media/web portal and work in coordination with M&E Officer for knowledge management work of the project.
Mr. Prakash Nepali Research and Documentation	Coordinate the research activities; carry out study on laws and mechanisms on CBD, documentations of cases of HR violation,

Name of Staff and Position	Key role and responsibilities
Coordinator(100%) SAMATA	collection of best practices,generate and provide evidences for advocacy, publication and disseminationof research findings and work in coordination with M&E Officer for knowledge management work of the project.

Assignment of the above mentioned staff in the project will be as per Human Resource Policy of the organization. However, District Coordinators, District Finance Officers and Social Mobilisers will be hired through competitive selection process through public advertisement. For transparency and cost-effectiveness, the staff selection will be done collectively by all consortium members. NNDSWO will ensure compliance and quality of the process. The short-listing process will ensure the participation of the competent local women and candidate from socially excluded community in the process. Similarly, the diversity issues are considered in staffing procedures.

The key roles and responsibilities and qualifications of proposed centre and district/field based staff are as follows:

Positions	Key role and responsibilities	Required qualification
Human Rights and Advocacy Office (100%)	Management of campaigns of the projects and facilitate trainings, and assist to manager to oversee the implementation of project activities	Bachelor's degree with three years working experience in similar projects
M&E Officer(100%)	Responsible for overall monitoring and tracking of the project progress as per M&E plan and maintain database of the intervention and support to prepare progress reports.	Bachelor's degree with three years working experience in similar projects
District Coordinators (100%)	Field level management and implementation of project activities, stakeholder coordination, monitoring,report to central office	Bachelor's degree with three years working experience in similar projects
District Admin and Finance Officers/ Accountants (100%)	Account keeping, documentation and reporting of project activities to central office.	Bachelor's degree with one year working experience in similar projects
Social Mobilizers (100%)	Support and facilitate community level activity implementation, supervise Animators, change documentationand mobilization of HR Advocacy Alliances and HR Activists	Intermediate degree with three years' experience in Social Mobilization

• **Coordination and linkages:**

The experience of similar past experiences and consultations made during the project development process provides the ground coordination local level. A project kick-off workshop at local and national level communicates about the project to likeminded organizations prepare grounds for coordination. **At community level** the project works with WCF, Police, Schools and CBOs like mothers groups, youth clubs, resource user's groups, etc. The mobilization of HR Activists, alliance approach and aligned activities give space for effective coordination. The coordination with DDC is made from project designing phase. The VDCs are selected based on recommendation of DDC. Before entering into implementation, the respective VDCs will be communicated with project information. In order to avoid duplication and achieve better results collectively, the coordination with DDC and respective VDC is/will be done from planning phase. The joint monitoring and synergy building meeting are other platforms to materialize coordination with government agencies. It will also closely work with DDCC. A MOU with Neglected, Suffered, and Depressed Class Upliftment Development Board (NSDCUDB) at national level is done after a series of meeting to build local

national coordination. **At regional and national level**, the project will primarily coordinate with NDC, NHRC (at centre and regional level), NSDCUDB, OPMCM, HR Cell of Nepal Police. We have already working relation with these organizations and got feedback and suggestion for having effective coordination. It will also work with Nepal BAR Association, FNJ, ACORAB, DNF, INSEC and other human rights organizations for synergic implementation of the project. **At international**, NNDSWO coordinates with IDSN and ADRF where it has established working relationship. NNDSWO is working with UNOHCHR for freed-Haliya issues. These platforms will be utilized to disseminate the learning and lobby at international level.

• **Contribution to the cross-cutting issues of the Governance Facility:**

While designing the project, the cross-cutting issues of GF are well accounted. The activities of Output-3 directly contribute to HRBA. Moreover, HRBA is overall approach in this intervention. It has focused on the promotion of non-discrimination, empowerment of discriminated groups like Dalit to enable them enjoy their rights on equal footing with other. It has also focused on participation of discriminated groups in decision making process of local bodies along with advocating accountability and legal framework of the institutions like inclusion audit. The project will further strengthen the institutional capacity of partners and rights holders and duty bearers on the application of HRBA. Both “integration approach” and “agenda setting approach” are considered while addressing GESI. Issues of Dalit women, Tarai Dalit and minority within Dalit groups are focus in each stage of project cycle. Three partners of the consortium have policy framework on GESI. NNDSWO has its Gender Sensitive Policy which has elements of Social Inclusion. Other policies like Personnel Administration Policy and Institutional Policy has also incorporated the provisions. However, the consolidated GESI policy will be adopted by NNDSWO's Board Meeting by November 2015. The RDN and JMC have GESI Policy. MDDF and SAMATA will develop such policy within six months of the project implementation. It is also part of Output-3 of the project. The GESI issues will be kept in high priority in all interventions of the project ensuring the participants reflecting caste/ethnic diversity and gender in the participation. Involvement of non-Dalit community in awareness program promotes diversity and solidarity culture. This project aims to combat caste-based discrimination– a key structural cause of conflict in Nepal – that contributes to conflict transformation. This will be achieved by applying conflict sensitive approach adopting as a working approach-“together for change”. The project is built on past learning and evidences and adopt non-confrontational approach while carrying out lobbying and advocacy activities. The research and evidence based advocacy, and knowledge management element in M&E will enhance evidence based actions and feedback loop. The evidence and knowledge base generated through review and research will be best utilised for evidence based feedbacks. Within the project, the M&E mechanism will ensure such practices. The intuitional governance of the consortium members and beneficiary institutions will be further strengthened by working together through this project. The activities for promoting accountability and transparency at organizational as well operational level will address anti-corruption concerns. Some interventions on institutional development of Consortium Partners will focus on both good governance and anti-corruption measures in the partner organisation. The alliance approach and strategy of capacity building of local activists making them informed and engagement of government agencies at different level will strengthen linkage of demand and supply side governance. The project interventions has adopted strategies and actions to capacitate both sides and increase interfacing.

• **Monitoring and evaluation plan:**

The project employs Result Based Monitoring and Evaluation (RBME) containing the elements of knowledge management. A detail RBME of the project is included in Annex-2. A standard template compatible for GESI and HRBA sensitive reporting will be used. [The level of data disaggregation will be as used in Nepal Human Development Report 2014 that will encompass gender\[women, men and third gender\], caste and ethnic groups\[Hill Brahman/Chhetri, Madhesi Brahman/Chhetri, Madhesi Other Castes, Dalit, Newar, Janajatis excluding Newar, Muslim and Others\], disability and geographically remote areas. As per the nature of the indicators, Dalit will be further categorized into Hill and Tarai/Madhesi Dalit. M&E Officer will be responsible for collecting, storing and compiling the disaggregated data on timely basis. All staffs will be oriented for ensuring the periodic quality reporting of consortium partners to NNDSWO and NNDSWO's reporting to GF is done on timely](#)

manner. The reporting will be both narrative and financial that correspond the result commitment of the project. Moreover, a **monthly progress update** will give information to **Project Management Team (PMT)** about the field level operation context, trend of activity implementation and information on financial burning rate. More importantly, it will help systematic capturing and documenting the learning from the field. DCs in support of other staff in the field report to **Project Manager through M&E Officer, Research and Documentation Coordinator (RDC)** in support of **M&E Officer** and **Media Coordinator (MC)** will document good practice regularly. MC will regularly disseminate the learning through Web portal. The good practices will be shared through different forums. **Quarterly meeting** of Consortium Board (CB) and monthly meeting of PMT will review the progress and take corrective measures where necessary. Quarterly review/planning meeting at district will be a participatory mechanism for district team of fund managing organizations as well as representatives of consortium members to be updated. Responsible staffs will be mobilized for field monitoring as per their thematic role on planned basis. The **field monitoring** report will inform field performance to management and CB. The CB members' field monitoring will focus on result, context and coordination at local level. Moreover, district level government stakeholders will also participate in **joint monitoring** at least once a year in each district. The annual VDC level **social audit** event will involve primary beneficiaries and stakeholders in M&E process. The annual **synergy building meeting** at district level will be another mechanism to share results and leaning with stakeholders. At the end of the project, the **project wrap-up and learning sharing workshop** will be organized among stakeholders, consortium members and donors that will further strengthen the institutional commitment. A **final evaluation** will be conducted from an independent consultant by the last quarter of the project. **The baseline data will be created within early quarters of the project. The primary as well as secondary sources of data and information will be used for the baseline. The previous evaluation reports and research reports of NNDSWO and consortium members and the different publications of public institutions will be the sources for secondary data and information. The methodology and tools for baseline will be defined in coordination with GF. The baseline process will be internal capacity building process too.**

- **Risks and mitigation plan:**

The potential risks that may occur at different stages of project cycle management have been identified and analysed in connection to the particular project intervention. The Risks Management Plan (RMP) is developed in a participatory manner with the involvement of all consortium members (*For detail plan please See Annex-3*). The RMP will be oriented all staff and consortium members periodically for beginning. The regular monitoring and data collection will help for the contextual implementation of the RMP. Based on the risk analysis and in reference to the socio-political and operational context, the project is designed on the following assumptions: **Assumptions before implementation:** The project agreement will happen on the stipulated date; No external factors hinder to complete staff hiring process on time. **Assumptions during implementation:** Clear understanding; adoptability and role specific complementary of consortium members maintains, No partisan on the issues and cases of CBSD; Economic dependency of beneficiaries does not impede speaking up against perpetrators and claim their rights; NDC and NHRC are provided with funding and properly staffed; Security space exists for CSOs and HR Activists to carry out HR advocacy activities; Natural disasters will less affect the lives and infrastructures in the action areas; Local political leaders and government officials are committed and supportive to apply new approaches like HRBA; No communalism and caste-ethnic division in the society in working areas; Party politics does not affect the smooth functioning of the Alliances; non-Dalit led CSOs and community leaders cooperate and effectively participate in project activities; Extreme poverty of beneficiaries does not impede effective participation; No effect of administrative change in project areas; Natural disaster and calamities will have less effect in the project areas; Timely fund release by donor; and Trained staffs are committed and no turn-over during project period. **Assumptions after implementation:** Dissatisfaction in state restructuring and its implementation process does not perpetuate political turmoil and no effect on service delivery of the state; Government provide adequate policies, resources and staffing for the functioning of new state structures; No communal segregation on caste and ethnic issues; and Government service delivery and capacity to finance the development of excluded community will not be affected by devastating disaster.

• **Sustainability and phase-out plan:**

The following **strategies and approaches** will be employed for the sustainability of the project:

- The project builds the capacity of HR activists of the primary beneficiaries and establish leadership during the course of project implementation
- The capacity building of HR Advocacy Alliances and its linkages with VDC and other service providing agencies and leadership development through the mobilization process,
- The awareness of rights holders on their rights and of duty-bearers on their obligation and build dialogue and linkage between service providing agencies and right holders.
- Engagement with NHRIs (NHRC,NDC)
- Sustainability orientation in implementation from beginning of the project;

• **Sustainability and Phase-out plan**

- People’s knowledge on HR, HR mechanisms and frameworks enhanced through the project will sustain. From the very beginning, the project will focus on enabling people acquire knowledge as well as apply in day to day life and interface with different HR protection mechanisms and law enforcement agencies for which the trained HR Activists will remain as catalyst. The project will empower people who will not endure abuses rather report to the concerned agency and claim their rights which will also sustain their HR knowledge.
- Collaboration with NHRIs through the project retains relationships. The project will be intensively engage NHRIs particularly NDC and NHRC for the cause which will strengthen the engagement and sustain the effort after the project too.
- Research findings and evidences produced by the project will be an asset for all stakeholders. While carrying out research and review, it will be done in coordination and collaboration with concerned agencies which will build ownership to the product. The project will widely disseminate publications to stakeholders and will be made available in website. The stakeholders will further use the information for planning and policy improvement process.
- Increased media sensitivity to the issues of CBD&U will continue with increased reporting with different perspectives. The trained journalist on the issues will continue/improve their reporting.
- Untouchability free VDCs declared through campaigns will be one of the achievements as well as sustaining product of the project. The project will work in collaboration with VDC and will highly engage people in this process will have an ownership and a matter of proud, and continues.
- The HR Advocacy Alliance at VDC level formed/revitalized by the project will sustain as a forum. The project will equip the Alliance with essential knowledge and skills on HR advocacy to work as a forum. The forum once engaged in social issues will establish working relationship with VDC for targeted programs. It will continue its efforts after the project over.
- HRBA and GESI working framework developed in collaboration with VDC and CSOs and trained personnel will continue the effort. The project will rigorously engage these institutions while developing the framework will build their ownership and apply in service delivery. The consortium partners will also apply HRBA in their programming and execution. Advocacy Alliance informed about the framework will seek the services in the framework which will oblige them to continue.
- The project will educate and engage people in the VDC budget process so that they will continue their engagement beyond the project period. People’s alliances will be instrumental for this.

Phase-over plan

S.N.	Phase over steps or activities	Timeline
1.	Orient staff and consortium member team on phase over plan and its executing process	During induction at the beginning
2.	• Communicate beneficiaries and stakeholders about activities,	At the beginning of

S.N.	Phase over steps or activities	Timeline
	expected results and timeline of the project and their possible roles in the change process during rapport building with them	project implementation
3.	<ul style="list-style-type: none"> • Facilitate to enhance people's knowledge on and access to HR protection mechanisms (NDC, NHRC), service delivery agencies including VDC, DDC, and law enforcement agencies (police, court), etc. • Build capacity of key impact sustaining mechanisms like: <ul style="list-style-type: none"> – HR activists and community leaders – Community organization – Members of VDC level HR Advocacy Alliances – VDC officials • Inform policy makers and duty bearers with research findings 	Regular ongoing during project period
4.	<ul style="list-style-type: none"> • Identify other stakeholders (persons and institutions) other than mentioned in the project who can contribute for sustaining the project results and or will take over the responsibilities; and build relationship with them in implementation process. 	Within Year 1
5.	<ul style="list-style-type: none"> • Facilitate to build linkage among stakeholders: <ul style="list-style-type: none"> – Of HR activist to VDC level HR Advocacy Alliances and district level HR Activists – Of VDC level HR Advocacy Alliances to VDC offices and District HR Advocacy Alliances and media – Of district level HR Activists to national level CSO leaders and network – Of community members to HR activists and HR protection mechanisms (NDC, NHRC) and law enforcement agencies • Strengthen working relationship of consortium members with NDC and NHRC 	Within Year 1 and Regular ongoing during project period
6.	<ul style="list-style-type: none"> • Facilitate the meetings (at least two) of VDC level HR Advocacy Alliances to identify the risks and opportunities to sustain the impact of project and possible strategies for sustainability and phase over. Such meetings will be organized in coordination with VDC and with involvement of related stakeholders. 	By the end of Year 2 of the project
7.	<ul style="list-style-type: none"> • Utilize VDC level social audit process as ownership building on project benefits, learning and good practices. Develop strategy to disseminate and replicate good practices and lesson learned. 	At the end of each fiscal year
8.	<ul style="list-style-type: none"> • Have a refined project phase-over plan with the ownership of beneficiaries and stakeholders • Work with VDCs and Police to have better response on the issues of CBSD 	By the end of Year 2 of the project
9.	<ul style="list-style-type: none"> • Organize formal phase-out communication program (i.e. learning sharing workshops) 	Last quarter of the project

IV. Project Budget and Justification

The total budget for this project is NPR 73,000,000 for the period of 30 months. Of the total budget, NNDSWO will utilize 47.5% of the total budget whereas the share of other four consortium members is 52.5%. The budget ratio of JMC, SAMATA, RDN and MDDF is 14.5%, 14.4%, 13.7%, and 9.8% respectively. The organization-wise budget allocation is made based on the nature and number of activities to be implemented by the respective consortium member organizations and their past track record of fund mobilization. The detail breakdown of budget of each activity is also prepared by each organization.

By year, NPR 30,940,500 (i.e. 42.4%) budget is allocated for year one. The total budget for year two is NPR 29,089,705 (i.e. 39.8%) and NPR 12,969,795 (i.e. 17.8%) is allocated for the last year. Total programme and admin cost of the project is 81.6% and 18.34% respectively.

The budget of this project is prepared by following the guideline and formats. The detail budget of consortium lead and member organization is presented in a separate MS Excel file (see Annex 4-2). The budget of each organization is calculated in three separate sheets: a) activity detail budget which gives per unit cost of each activity; b) quarterly plan and budget; c) compiled budget.

The summary of budget by main budget heading is presented in following budget summary table.

Budget Summary	NRS.	%
Project Activity Costs		
Output 1	6,289,800	8.6%
Output 2	3,004,325	4.1%
Output 3	4,923,450	6.7%
Review, Monitoring and Evaluation	1,873,725	2.6%
Travel Cost	1,000,700	1.4%
Human Resources	14,688,777	20.1%
District Operation cost	341,093	0.5%
Capital/Equipment Cost	312,000	0.4%
Overhead (Individual or Consortium Lead)	2,270,371	3.1%
Consortium Member Budget	35,790,429	49.0%
Consortium Member Overhead	2,505,330	3.4%
Total Project Budget	73,000,000	100.0%

The budget is prepared within the standard parameters set in GF Guideline and project work plan. A brief description and its justification by major budget heading are explained below:

- **Program activity:** While preparing the program activity costs, the record of past experience of similar activity implementation and latest market information for the rate of the goods and services has been used. The cost of resource person is planned in correspondence to the qualification and time required for delivering the service which is within the remuneration range set in the policies of the organization.
- **Review and monitoring cost:** The project is developed in a consortium based management structure and aims to work with a range of stakeholders from community people to policy makers. Therefore, participatory methods of project review, monitoring and evaluation are planned. Therefore, it bears 2.6% of the total budget.
- **Travel cost:** Travel cost is planned as per the staff movement plan. The travel cost includes per-diem and transportation cost of travelling personnel. The per-diem is estimated as per organizational policies and transportation cost estimated as per market rate. The travel cost is allocated for cost effective means of transportation. The travel cost bears 1.33%. The monitoring of board member will be managed by overhead cost.
- **Human resources:** The total human resource cost excluding consortium member is 19.50% of total budget. While proposing the number of staff, the nature and number of activities, outreach

structure of the project and required time are taken into consideration. The salary structure of the staff is estimated based on the generic salary structure of the organization and salary rate required to retain the staff in competitive employment market. The time of partial personnel is also budgeted by estimating their time contribution for the project. There are complementary roles of Media Coordinator, Research and Documentation Coordinator, and M&E Officer. The cost of other support staffs that have to partially contribute for the management of the project is not planned in the project. At field level, Animators (partially paid) will be hired for the smooth implementation of field level mobilization and campaigns. However, as their payment would not be based on salary structure of the organization rather it would be more activity based. Therefore, it is treated as activity cost.

- **Capital cost:** The capital cost is also minimal. The budget is allocated only for very necessary equipment like laptops, printers, camera etc. Where there is already well run office, the cost for furniture and furnishing is not allocated. The need of motorbike for smooth operation and monitoring in Tarai district and camera for district offices would be managed from Motorbike available within respective organizations or from overhead cost. This has helped to minimize admin cost. The minimum available market rate is used while estimating the cost of the equipment.
- **Overhead:** The overhead cost is estimated as per given format. However, as NNDSWO operates through its district chapters, the rental cost of district offices is allocated under this project. Other office running costs like, utilities, communication etc. will be managed through overhead costs.

Highlight on GESI Responsiveness of the project:

- As the project aims to primarily reach and benefit Dalit and socially excluded groups, it is by nature a GESI responsive project,
- The training activities of Output-3 are planned for promoting GESI knowledge and practices,
- While mobilizing HR Activists at local level, women and Dalit will be mobilized,
- The project VDCs, are selected based on their poor socio-economic and governance indicators therefore the budget will address GESI issues in the areas.

The assessment of budget expenses from value for money perspective:

- The cost for goods and services to be procured under this project is budgeted based on past experience and recent market search that ensures competitive price. The standard procurement process will ensure the economic expenses of the project money.
- In order to achieve the expected output, the activities are planned and budgeted with a minimum possible cost. Unnecessary costs are avoided. The coordinated implementation of activities will reduce the cost and increase the efficiency.
- The project directly benefits Dalit, socially excluded people and people who are far from the reach of HR information. This ensures equity aspect in the budget.
- The number of cost-effective measures will be applied for the cost effectiveness implementation of the project activities.

Annexes

Annex 1 Project Log-frame

Annex 2 Results-based M&E Framework

Annex 3 Risk Management Plan

Annex 4-2 Consortium Lead and Consortium Member Detailed Budget