

Training of Trainers (ToT) on Strengthening Political Parties at the
Local Level
Park Village, Kathmandu, Nepal
8 – 11 April 2016



Organized by

Danish Institute for Parties and Democracy (DIPD)



Executive Summary

A four-day Training of Trainers workshop was held at the Park Village Resort from 8 to 11 April 2016 with participants from six political parties. These six parties are Nepali Congress, Communist Party of Nepal-Unified Marxist Leninist, Unified Communist Party of Nepal-Maoist, Madhesh People's Rights Forum-Nepal (now Federal Socialist Forum Nepal), Madhesh People's Rights Forum-Democratic and Tarai Madhesh Democratic Party, which have collectively formed the Joint Mechanism for Political Party Strengthening (JOMPOPS). The purpose of the workshop was to train the participants on the contents of Trainers' Manual to strengthen political parties at the local level. The Trainers' Manual was developed based on the DIPD Guide on Political Parties at the Local Level. The manual, published in March 2016, was developed with the technical assistance of Ms. Chhaya Jha, Gender Equality and Social Inclusion expert from HURDEC, and inputs from Mr. CK Lal, a political analyst.

The Trainers' Manual contains detailed guidelines to the trainers of the central-level training and the master trainers on delivering training at different levels on how to strengthen democratic functioning of political parties by learning how to gain local support based on lessons from Danish experiences; how to enhance understanding and skills of political party workers to develop a local programme; how to promote democratic decision-making, transparency and accountability; and how to lobby, advocate and campaign effectively for winning elections. It aims to train participants as master trainers of such training.

Building on the experiences of the participants, the training of political party members incorporated a four-day course of ten sessions in eight modules including themes on importance of local branches, clarity of concepts, how to form a new local branch, how to organize a new local branch, winning elections, facilitation, practice sessions and future steps.

On the first day, sessions covered were on national mandate for deepening and strengthening of a democratic culture in Nepal and the importance of local branches of the political parties (formation of units, major activities and functions, structures of the political parties) which saw group and plenary discussions. This was followed by the presentation of Danish experience on parties in the Danish context, local democracy and Danish values of local democracy. Likewise, an intensive session on gender, governance and inclusion was also conducted. The objective of the session was to recognize and internalize about how socialization impacts on gender relations and women's ability to participate and contribute to parties on Family Level, Community Level and Political Party level; and to develop a common understanding on gender, inclusion and governance. The participants gained a common understanding of concepts and existing terminology on gender, gender role and relations, practical needs, strategic interests, equity, equality, empowerment, inclusion and governance.

The second day covered sessions on forming new local units. Likewise, sessions on planning the campaign, campaign activities and communication, and on funding and managing the campaign, and facilitation skills were set for day three. The final day mainly focused on developing action plans of each party, reflecting their commitments to practice what they learnt in the ToT. At the end, the participants evaluated the training and provided feedback. Overall, the ToT was participatory with many practice sessions conducted.

Introduction

The purpose of the Danish Institute for Parties and Democracy is to strengthen and complement the Danish democracy assistance, particularly through supporting political parties and multi-party systems in selected developing countries, including Nepal. The institute works towards realization of its purpose by supporting party cooperation and capacity building of democratic parties in developing countries. The overall objective of DIPD's support to political parties in Nepal, like in many other developing countries, is to help achieve a situation where culture and practices have become more democratic and inclusive.

The vision of the Danish Institute for Parties and Democracy is to contribute to the development of effective political parties and well-functioning multiparty systems as key elements in a democratic culture, in support of the aspirations for freedom and human development of citizens in developing countries. The Institute delivers on this vision through party-to-party and multiparty support in a limited number of countries including Nepal.

In view of the above vision, DIPD has been supporting a mechanism of six major political parties known as Joint Mechanism for Political Party Strengthening (JOMPOPS) in Nepal. The Steering Committee of JOMPOPS comprises two representatives of each party and they meet regularly to decide on the priority areas for DIPD's support in Nepal.

Background and Rationale for the ToT Workshop

A four-day Training of Trainers workshop was held at the Park Village Resort from 8-11 April 2016 with participants from six political parties. These six parties are Nepali Congress, Communist Party of Nepal-Unified Marxist Leninist, Unified Communist Party of Nepal-Maoist, Madhesh People's Rights Forum-Nepal (now Federal Socialist Forum Nepal), Madhesh People's Rights Forum-Democratic and Tarai Madhesh Democratic Party, which have collectively formed the Joint Mechanism for Political Party Strengthening (JOMPOPS). JOMPOPS has been instrumental in supervising and implementing action-oriented projects on the issues of common concern to deepen multiparty collaboration. As a result, a Guide with Danish experiences that can inspire the strengthening of political parties at the local level was developed and launched in Nepal. The Guide has been adapted in Nepali by JOMPOPS to make it relevant and useful in the context of Nepal. Therefore, JOMPOPS decided to apply the Guide for strengthening local level branches of political parties through multiparty or intraparty programmes.

This workshop is part of a series of trainings and workshops to strengthen and build the capacity of the local level branches of political parties to assume common understanding and shared knowledge for effective collaboration. A specific objective of this ToT workshop was to train the participants on the contents of the Trainers' Manual to strengthen political parties at the local level. The Trainers' Manual was developed based on the DIPD Guide on Political Parties at the local level. The manual, published in March 2016, was developed with the technical assistance of Ms. Chhaya Jha, Gender Equality and Social Inclusion expert from HURDEC, and inputs from Mr. CK Lal, a political analyst. Building on the experiences of the participants, the training of political party members incorporated a four-day course of ten sessions in eight modules including themes on importance of local branches, clarity of concepts, how to form a new local branch, how to organize a new local branch, winning elections, facilitation, practice sessions and future steps.

Day 1

The objective of the day was to identify situation in Nepal of political parties at the local level, to learn from Danish experiences and to develop common understanding of the concepts.

SESSION 1: INAUGURAL REMARKS AND PANEL DISCUSSION

The formal opening of the training was held at the Radisson Hotel on the first half of the first day. To make the topic more interesting, a popular political comedian Mr. Manoj Gajurel was invited to comment on the issue. He stated that this was the first time that people from diverse background were present at a single table. In order to acknowledge the diversity of the participants, he greeted everyone in various local languages. He said that he saw future PMs and Presidents, and Governors and Chief Ministers of state present at the workshop. Furthermore, he said that when he went to various places for festivals, he saw many problems at the local level like roads have been built but are not useable, poles in the streets with no electricity, and taps with no running water.

Another problem he stressed was lack of political workers in the villages. He said there were more of local criminals and goons running the show instead of political workers. He said that the people at the local level with bright political future are being attracted by foreign employment. He sincerely urged them to come back to the country and not be ashamed to do any kind of work. In a comical take-off, he impersonated several leaders asking for votes all over Nepal, indirectly emphasizing the fact that the leaders have to be sensitive towards the local culture, dialect, and the context of the locality where they go to ask for votes during election. He then stated the wishes of the people for a well-developed country with smooth roads, tunnels, ropeways and well-lit Nepal.

Mr. Niels Hjortdal, representing the Danish Embassy, conveyed greetings on behalf of Her Excellency Kirsten Geelan, the Danish Ambassador. He said that he was happy to address the workshop on her behalf because of his involvement in the process of the development of the manual since the beginning. He said that the training marked an important step in the process because they were all gathered to open the Training of Trainers programme which aimed to assist 25 trainers from the political parties in the JOMPOPS to engage subsequently in internal training activities within their parties and to share some good practices that are based on the Guide for political parties at local level launched in 2013. He said that the guide provided inspiration and ideas on how to address many different aspects of political party organizations at the local level, which was one of the JOMPOPS priority areas to focus on in its initial phase of collaboration with the Danish Institute for Parties and Democracy. Issues like how to form and organize a new local branch, governance issues and democratic decision-making processes were part of the Guide.

Mr. Hjortdal said that maybe it could also be called a catalogue for ideas and inspiration because the idea from the beginning was not to make a blueprint on issues relating to developing political party democracy at local level but rather to inspire for debate and discussion in order to find sustainable and locally adaptable solutions. The Guide was a product of a collaboration of a good number of men and women from Denmark and Nepal and from Nepalese and Danish political parties, many of whom were present on that day. He said workshops and meetings were carried out in Denmark and Nepal in the spirit of global collaboration and a lot of hard work was put into the development of the Guide and the outcome

was a very useful product created through a better understanding of different conditions under which the political parties organize themselves in Denmark and Nepal. He further stated that there were English and Nepali versions of the Guide and that the Nepali version was going to be internalized during the four-day workshop by the participants and they would subsequently train their parties. He ended his address by wishing the participants a productive training and requesting them to make a good use of the Guide and again thanked the members of Danish and Nepali political parties.

The next person to address the workshop was Mr. Bjørn Førde, the DIPD Director, who thanked the JOMPOPS Steering Committee and leaders of the political parties for making the event possible. He said that the coalition guide was also launched at the beginning of 2016 which was not a joint product in a sense but was certainly a product that came out of interest of the steering committee. He commented that the Guide had been slow in coming to that point because it took time to build relationships and DIPD made it a point to build their work to create necessary trust where political parties could work together to find common solutions. In that sense, the world of politics was more sensitive than other developing work that they did and it was not easy when one was trying to transform a society.

He informed that they had hoped to go straight into the Training of Trainers process when the Guide had been finalized but due to the long process of drafting the constitution and the earthquake, the process was delayed. The ToT was designed for the political parties of Nepal to be owned and driven by them. He said that this time too they had brought four Danish local-level politicians, council members and one mayor who brought with them experiences and lessons on different ways of organizing parties at the local level, how they interacted with other parties at the local level, how they developed political culture at the local level and how they imparted democratic practices and culture at the local level and how they communicated with the political parties at the central level.

Mr. Førde also reflected on Danish experiences on inclusion, on the need to not only listen to minorities but to really set up a system and procedures to include minorities at local level decision, and on genuinely delivering results on gender equality that they had talked about often and for long in Denmark for hundred years and for which, they still hadn't reached the end of that journey. He urged parties to be genuinely transparent about the way decisions are made and allow oneself to be accountable. He mentioned that during meetings one of the challenges that repeatedly came up was the issue of corruption. How can one at the local level make it possible for the people to trust that the resources that are given to the councilors can be managed in an honest way. He hoped that this topic was embedded in the discussion of 24 participants and facilitators in the next four days of ToT. He said that the participants had to make their own choices as how to move forward. He hoped that through this ToT, the 24 trainers would train others so they could cascade through the system and build along the ideas but at the end of the day they should make their own choices which address the existing needs and context of the people of Nepal.

Next, the DIPD Chair Mr. Henrik Back Mortensen expressed happiness at being able to support and share his and his Danish colleagues' experiences, even though their background and experience was from a different country. He was hopeful that it would at least inspire the participants. He said that politics should encompass the nation as a whole. Politics should not be an exercise where authority and power are limited with a handful of people. A viable and strong democracy not only has the political stars but active members that cover women, youths, workers, farmers, academicians and so on. He emphasized the importance of including as many groups and individuals as possible in the process to actually consolidate democracy,

ensure the stability of democracy and, most importantly, to secure the participation, rights and freedom of each individual in the society at large. The political leaders should realize that most people live outside the major cities so a nationwide participation, nationwide membership and nationwide activities are needed to nurture and foster true democracy. He mentioned a few of the advantages of his Danish experiences which underlined the value of local branches and local democracy.

Firstly, local branches and local politics entail that many more voters and many more citizens would be involved in what should be a true people's democracy. The importance of the local branches and local politics was that it organized and energized every individual voter to take part in democracy. Parties became much better representative of the population when they not only existed in major cities, but existed through local branches all over the country. Parties become much more legitimate; they become the voices of hope and wishes of many people and of the country as a whole by having local branches more accountable to the population. Not only the central leadership but the local leaders of the parties become responsible for explaining and defending the politics of each of the parties.

Another important element for a well-functioning democracy was that through local representation in local branches, parties gain knowledge about local affairs, the affairs that affect everybody in the villages and the districts so that the party could take part in better decision-making which affects the people in the local areas.

Another important thing – not from the point of voters but of the parties themselves – was the need of an organization which could support the parties and through which the parties could recruit future leaders, an organization which can educate the members of the parties, energize and motivate them to take up responsibility within the party. If one wanted true democracy then decisions should be made at all levels which affect people. If one wanted the local schools, the local health service and the local infrastructure to reflect the wishes and aspirations of the local people, they need local politicians, local branches and local democracy which help consolidate the kind of democracy everyone is aspiring to build and retain in their respective societies. He said there were many aspects that should be discussed as to how to function between the central and local branches. For a successful democracy, the parties have to work at all levels and that is not possible without local branches.

After the individual addresses, a panel including Mr. CK Lal, Ms. Chitrlekha Yadav, Mr. Parasuram Meghi Gurung, Mr. Arjun Thapa, Mr. Jeetendra Narayan Dev and Mr. Jitendra Prasad Sonar, was invited to the dais to discuss strengthening local level party branches. Ms. Sandhya Buda, the facilitator, first invited Ms. Chitrlekha Yadav, former chair of JOMPOPS, to address the floor. Ms. Yadav thanked DIPD for the workshop and stated that to establish democracy in true sense, more participation of citizens was needed including strengthening of the local bodies because they represent a bottom-up approach. The present challenge was that even though there were many discussions and debates on decentralization, devolution of power and authority is yet to manifest. She said that rather than imposing decisions from the top to bottom they needed to take the bottom up approach i.e. starting with the local bodies. She believed that unless the local branches are strengthened, democracy cannot flourish because the foundation of democracy is the local units and local level democracy cannot be strengthened unless the local political parties are strengthened. She hoped that the participants learn a lot from the ToT and take the lessons and skills to the grass roots level.

Next, Mr. Parasuram Meghi Gurung of Communist Party of Nepal-Unified Marxist Leninist was asked about the challenges that could arise in strengthening political parties. In response, he

said that in order to institutionalize the Democratic Republic, the new constitution was promulgated which provided legislative power to local bodies and local political parties to make laws at the local level. In this way, the local bodies and parties would be effective and would play an important role in strengthening, nurturing and establishing the Democratic Republic. There were many challenges in strengthening the local units, one being the inability to hold elections at the local level even though it was discussed time and again for a very long time. He hoped that the ToT would help in understanding the rights of local bodies at local level.

Responding to the same question, Mr. Arjun Thapa from the Federal Socialist Forum Nepal said that any political parties with strong local units would remain active for a long time. Hence, local units were necessary for sustainability of the parties. The leadership should be built from local to central level. Therefore, based on parties' political ideology, the ToT trainers should guide their parties to bring about clear vision and objectives to the people. The leadership of the parties would become strong if the idea discussed in the workshop was taken into account by the parties.

Likewise, from the Madhesh People's Rights Forum, Democratic, Mr. Jeetendra Narayan Dev said that Mr. Henrik Bach Mortensen and Mr. Bjørn Førde mentioned two very pertinent points. One was development of local branches and significance of the party based on participation of the people. The other big challenge was that of corruption. Corruption was one of the biggest hurdle for all the parties; therefore, all the parties should come together to fight against it. These two issues were relevant in the context of Nepal. He said that the six parties, despite their political and ideological differences, have been working together for the past three years on the issues concerning people's mandate. He reiterated that the parties should work together to address the common issues of the people. The political parties should come together to meet the needs of the country, which was to address socio-economic issues of the people and the country. According to his understanding, the theme and objective of the four- day workshop was for the parties to form a coalition to address political and social issues at the grassroots level.

Replying to the question on why local branches were important for democracy, Mr. Jitendra Prasad Sonar from the Tarai Madhesh Democratic Party said that different countries have their own definition on the relevance of local branches for democracy, but in the Nepali context, until the reach of the state and the basic rights do not reach the most excluded people, the relevance of democracy could not be acknowledged. Therefore, it was extremely important to have local bodies in order to assure the people that their rights could be guaranteed by the parties. The significance of coexistence was vital in a democracy; hence, the parties should work together to bring about development and reach the people at the grassroots and move forward in that manner. He said there were five main things that Nepal could learn from Denmark namely, the reasons why Denmark is one of the happiest nations, the least corrupted, with a culture of good coalition amongst the political parties, having robust political system and showing an example of good local governance to the world.

Ms. Chitralakha Yadav was asked as to what her strategies were in strengthening local bodies of political parties. She said that while making political plans, the current approximately 4000 VDCs should be considered to bring about the change. She firmly stated that Nepal cannot move forward towards a prosperous New Nepal unless the villages are developed with good governance practiced. For that, rural areas should be provided with amenities. The government and local bodies should provide good services to the people. Strong local bodies are needed to provide good governance at the local level.

Regarding problems of the political parties at the local level, the panelists brought out a number of issues such as the ineffectiveness of the political parties to make the local branches more functional with appropriate activities, and the way the cadres at the local level are trained and oriented with just the political agenda in mind instead of training them on development issues too and on the ways to collaboratively work with other parties' cadres on shared local development concerns.

On how to strengthen local branches, political analyst Mr. CK Lal stressed on that the culture of directing everything from the center should be changed; the local units should be formed by the locals at local level and not by someone in the capital.

With the end of the panel discussion, the morning opening session came to a closing followed by a Cultural Program and a short documentary on Nepal.

SESSION 2: IMPORTANCE OF LOCAL BRANCHES

Mr. Sahadev Mahat, the general facilitator of the whole four-day ToT workshop, explained that during the four-day workshop, the participants would cover eight modules which were further divided into 10 sessions. He said that the ToT would cover new topics and the experiences of the participants; hence, it was very important to generate and initiate discussions. He further highlighted the main objective of the ToT and stressed the importance of conducting the training thoroughly and systematically so that the four-day training becomes fruitful for the participants. He requested the participants to attend all the sessions of the training with the intention of learning from the training, which would make the workshop successful. Finally, he requested the participants to have a dialogue, not dispute, to bring about clarity, for new possibilities are always possible when both parties are clear about the topic.

He further explained the reasons in strengthening the local branches. The political parties of Nepal are powerful at the central level but very weak at the local level. It is important to have powerful local units in order to address the issues of the people throughout the country. It was necessary to make themselves able to bring about changes in the election process at the local level, because it affected the process, method, manpower and resources. Hence, they need to educate them on that subject matter. He said that the objective of the workshop firstly was based on the experience and lessons learnt by the Danish people by gaining insights into how to get help from local community and local units at the local level to strengthen the democratic process of the political parties.

Another objective was to enhance understanding and skills of the cadres of the political parties regarding conduct of local programme. Another objective was to bring about improvements in democratic decision-making process, transparency and accountability of the political parties. Another important objective of the workshop was to train the participants as Master Trainers after which they could subsequently take the modalities of the training to their parties at the local level. Another expectation from the workshop was to provide inspiration and suggestion to active party members who are struggling to strengthen democracy within their political parties.

After the opening and general background of the workshop, Mr. Mahat facilitated the participants into group discussions and group work on the importance of local units of the political parties, formation of units and main activities of political parties. The objective of this session was to enhance the understanding of the participants on how local level structures of political parties could be strengthened. The session was divided into two parts; firstly, with group discussion on the local structures of the parties and how they function, and secondly, with the

sharing of Danish experiences on local structures and functions of the local party units. Each political party was made to sit in separate groups for the discussion. The questions given were:

- 1) *What is the process/procedure followed in formation of local units? What are the membership criteria for party members?*
- 2) *How are the structures of the political parties at the local level established in Nepal?*

After the group discussion, participants were asked to present their answers. Accordingly, Unified Communist Party of Nepal-Maoist said that they had various levels of procedures. Firstly, one unit was responsible to form and recruit regular members, after which mass meetings or seminars were held at local units, and *maha adhivesan* at the upper level.

For Federal Socialist Forum Nepal, the process of forming a new unit first included seeking or identifying supporters of the party. Then, from the gathering of those supporters and members, a temporary committee was formed and that temporary committee was then formally established into a local party unit through a general meeting. Tarai Madhesh Democratic Party formed a local party unit at the VDC level on the basis of inclusion with at least five people from one ward, one VDC unit and one ward committee. One member from each ward was then represented in the formation of a regional committee. Madhesh People's Rights Forum-Democratic first provided ordinary membership after which a local unit was formed through a mass meeting based on inclusive democratic procedures.

In the context of Nepali Congress, first, ordinary membership was given which turned into active membership after two years and these members ultimately formed village unit committees. After five years of active membership, they become regional representatives and could attend regional committee general meetings. People who were willing to follow the main belief of Nepali Congress with dedication toward democratic republic were usually given ordinary membership.

Unified Marxist Leninist formed an active party group first after which branch committees were formed. These committees included village committee, ward committee, area committee, city committee, district committee, regional committee, national committee and then central committee consecutively.

Following are the membership criteria and structures for each party:

S.N.	Party Name	Membership Criteria	Local Structure
1.	UCPN-Maoists	<ol style="list-style-type: none"> 1. Should be over 16 years of age 2. Should accept the party policy programme and decision 3. Good Ethical behavior 	<ol style="list-style-type: none"> 1. Gathering of institutionalized members and supporters who support party rules; and selection of leadership also done 2. Inclusion of various groups, class and ethnicity is attentively considered to form an all-inclusive unit

2.	Tarai Madhesh Democratic Party	<ol style="list-style-type: none"> 1. Nepali citizen and should be 16 years old 2. A person with criminal record is not permitted to stay in or join the party 3. A person with exceptional work or contribution towards the society 	<ol style="list-style-type: none"> 1. Based on the regulation of the party, every VDC will have ward unit committees; nine members are local from the same ward who accept party rule and then form a ward unit committee 2. An 11 member VDC committee is formed by a male and a female member from each ward committee
3.	Madhesh People's Rights Forum Democratic	<ol style="list-style-type: none"> 1. Ordinary membership given to persons affiliated to the party 2. Active members chosen from ordinary members 3. Persons with ethical values, no criminal record, are loyal to the party and support the present inclusive principles 	<ol style="list-style-type: none"> 1. With the main basis as inclusion, formation of party at local level 2. People who support the ideology of inclusiveness and the party form the organization at the grassroots level at ward level first, then at village level and then at district level through inclusiveness and participatory democracy
4.	Nepali Congress	<ol style="list-style-type: none"> 1. Persons who adhere to the party principles and polices 2. Persons with dedication and respect to the party 	<ol style="list-style-type: none"> 1. Through local election or by nomination on the basis of inclusiveness, ward unit is formed and in turn town or village committees and then district committee formed. 2. Everything is managed by the ward unit
5.	CPN-UML	<ol style="list-style-type: none"> 1. Nepali citizen 2. Accept Marxist Leninist democracy and party's regulation 3. Those who are recommended by branch committee and who are approved by district committee and regional committee 	<ol style="list-style-type: none"> 1. Party active group formed by those people who respect the party, those who accept the party principles, are just supporters of the party, but are not institutionalized members 2. Through general election of institutionalized members and nomination by the upper committee, units are formed
6.	Federal Socialist Forum Nepal	<ol style="list-style-type: none"> 1. Identify supporters of the party 2. From those supporters, members are selected 3. A temporary committee is formed from supporters and members 4. Temporary committee is then formally established into a local party unit through a general meeting 	<ol style="list-style-type: none"> 1. Based on the party regulation, a meeting of supporters and members through a participatory and inclusive way establishes ward committee

Responding to the question about what was needed after the federal structure was established in Nepal, the Maoist party said that institutional structure should complement the federal model.

Though the present statute has not included federalism, the party has already formed Units based on a federal model, for example, Newa Pradesh, Kirat Pradesh and Madhesh Pradesh. When the federal structure is established in Nepal, all the parties should accept each other's existence. Nepali Congress expressed that regional representation was already in practice and that what should be done at the VDC level needed discussions.

Similarly, UML opined that in order to devolve the rights from the central level to local level, parties should take measures to amend their legislations and ensure all rights at the lower level.

With the end of the discussion, a short tea break was announced after which, Mr. Rolf Aagaard-Svendsen was invited to present Danish experiences on Parties and Local Democracy and on Danish values of local democracy.

He began by saying that Denmark's area is 43 thousand square miles which is much smaller than Nepal. It consists of more than 400 islands. His comparison between Denmark and Nepal is drawn in the following chart:

	Nepal	Rank in the world	Denmark	Rank in the world
Area	147 thousand square mile	94	43 thousand square mile	134
Population	32 million	42	5.6 million	116
Midiron age	23.4		41.8	
Life expectancy	68		79	
GDP per capita	2500		45800	
Literacy rate	63.9		99	
Transparency index	27 %	130	91%	1

He informed that Denmark joined the UN and NATO between the years 1945 to 1950 and later joined the EU in 1973 and has the oldest monarchy with a line of 54 monarchs. At present they have a queen who is responsible for passing all regulations. The royal family is not allowed to vote. The constitution was signed by the king in 1849 and it was carried out in a peaceful way. In Denmark, the parliament is called people's council, elections are held once every four years, and the Prime Minister has the right to call for election at any time within three weeks in advance.

The constitution ensures the liberty of any political and religious convictions. There is freedom of speech and writing. Any change that needs to be made in the constitution is done through national referendum. The constitution says that there is shared power with three main divisions of power: the secretary authority is the government, the legislative authority is the parliament, and juridical authority is the court of justice. The constitution has been amended several times and in 1915, the majority vote system was changed to a proportional representation system in national elections. Women finally got the right to vote in 1915. The present constitution consists of 11 chapters and 89 paragraphs.

He updated that the last election was held on 18th June of 2015 that saw a contest among nine parties, following which a government led by the liberal party was formed. Usually, the government is formed as a coalition government by different parties, but this time it was not possible. So, the present government is led by a liberal minority party supported by the Danish people's party, the liberal alliance party and the conservatives. The opposition are social

democrats, social liberals, socialist people party with green alliance and the alternative. Even though the present government is a minority party, it can make agreements with parties in the opposition and not only with supporting parties.

He further shared that the Danish local government system is secured by the constitution. The constitution states that there should be municipalities which carry out almost fifty percent of the governmental task. In regard to the social service which is the biggest proportion of the public spending in Denmark, the municipalities have a comprehensive responsibility for providing financial supplying social authority and social services: child care, schooling, special school for children, special school for adults, care for the elderly, health care (preventive care and rehabilitation), activation and employment for the unemployed without insurance..

They take care of integration and language education for the immigrants, tax collection, supplies and emergency preparedness, environment, nature, preparation of local plans regarding waste and water supply. Likewise, local business service, promotion of tourism, regional transport, local road network, libraries, music schools, local sports facilities and culture are all responsibilities of the municipalities. According to the municipality policy, each municipality must have a library, music school and sports facility to promote cultural association.

While the municipalities undertake these huge tasks, the state is in-charge of the police, defense and legal system, Foreign Service, official development assistance, general planning with the health care sector, education and research except for primary schools and special education, employment with insurance taxation and collection of debts with public authorities and the general road network. The main responsibility of the regions is the hospitals.

Election for the municipalities is held every four years on the second week of November. One has to be 18 years old to have the right to vote and run for elections, has to be Danish citizen or EU citizen or have three years of permanent residence in Denmark. The parties and local people get together and make a list of problems they want to address, run for election and enter the city council; so the drive to run for election and enter the council is mostly guided by finding solutions at the local level rather than by political ideology. The city council meets once a month and has an open agenda and the public can attend the meeting. The council has committees and each committee has five to nine members who are the councilors. Their tasks include preparation and carrying out the council decisions and make decisions in their own fields.

The municipalities have freedom to organize their own committees. The mayor is the chairman of the council, of the finance committee as well as that of the administration. The mayor has political and administrative responsibilities. The mayor is one of the council members, elected by the city council. The municipality budget is split into various fields – 32% of the budget is for social welfare and health, 25% is for children, 14% for education. Labor market gets 6 %, public utilities 8%, administration 10%, racial services 4%, libraries and culture 1%; and high-income municipalities have to allocate 14% of its budget to those municipalities with lower income.

The political parties at the local level make the foundation for political municipal council and for the parliament also. It is a platform for electing local representatives and influencing local democracy as well as for achieving democracy and political power not only to address local affairs but also national affairs. The local units have responsibilities for nomination of candidates, not only for municipal councils but also for the parliament.

With such rich sharing of the Danish local governance structure, participants had several questions and curiosities regarding the Danish democracy.

Question and Answer Session

1. *What are the sources of the funds for political parties?*

Political parties are partly funded by the state, partly by their members and partly funded by other supporters; so there are three different kinds of funds for the political parties. But the big part of the funding is from the state.

2. *The liberty of speech and writing is provided by the constitution. If people of a certain region want to separate, can they talk or write about it? Denmark is a kingdom, can people talk against the kingdom or not?*

Some parties think that Denmark should have a monarch. Unlike Thailand, one is not imprisoned for 100 years if he/she talks badly about the monarch. People can talk about separate regions, but Denmark being so small, the question of independence of this or that part does not arise within Denmark. There are however movements in Faroe Islands and Greenland which want to be independent states. They have their own parliament but have one representative in the Danish parliament. However, the queen is still the queen of both Faroe Islands and Greenland. Their foreign policy is the same as Denmark, so there are certain things that they cannot decide on their own but their wish for independence is expressed freely. For instance, Greenland is not part of the EU.

3. *The literacy rate of Denmark is 99% but the percentage of men and women is not defined and what is the ratio of women in politics?*

Women are more literate than men in Denmark or in the same numbers. Although women got voting rights a hundred years ago, their number is still not 50 percent in the parliament; there are only about 37 to 40% women in the parliament and even less in some municipality councils.

At the end of the session, Mr. Binod Kumar Bhattarai of Nepali Congress said that Denmark is on top of the happiness index, it received 9.11 out of 10 rating on the democratic index while Nepal was marked 4.77. He informed that within the democratic index, Denmark ranked the top while Nepal scored 27%. Transparency is highly valued in Denmark, everything from the tax money collection to its expenditure are posted in websites. If the income is about 10,000, almost 6,000 of it is paid in taxes which is invested in gaining free education for children including meals, free health care, and free drinking water etc. So the Danish people are happy to pay high income tax.

Mr. Bhattarai further informed that in 2012, they were invited to visit Denmark and study on how things were implemented. Reflecting on his observations, he said that parties in Denmark celebrate Constitution Day on their own in their own locality and spend their own money. Party affairs were celebrated like family affairs with people bringing their own food and mats. In Nepal, a lot of time is spent in formalities like sitting arrangements, but in Denmark State Ministers and Central Ministers mingle and interact with public and party members freely. And they do not mind later becoming the mayor or deputy mayor of their municipality. The constitution ensures that the local units have election once every four years. Election is held on the third Tuesday of November every four years. They make plans for four years accordingly.

SESSION 3: UNDERSTANDING OF GENDER EQUALITY, INCLUSION, GOVERNANCE

Mr. Dharma Bhattarai was invited to facilitate the session on gender equality, inclusion and governance. He started by saying that the topic was very important but also very difficult and yet not given the attention it deserves. It is difficult to transform overnight the culture of segregation and marginalization which has been there for hundreds of years. He said that most of the time the participation of women in such programmes is a lot less compared to men because the trend of women participation had only recently begun. Likewise, women trainers are very few.

Next, he asked the participants to explain the meaning of gender. The participants supposed that gender meant both male and female and now third gender also, but in the session context it meant female. Ms. Najbul Khan of Nepali Congress said that sex was distinguished physically with both male and female and third gender while gender was defined by socially ascribed roles for male and female. She further said that she was sad to see that there was no female trainer in the workshop even though she was happy with the subject matter of the workshop. Another female participant wanted to draw the attention of the organizers to qualified female trainers.

Mr. Bhattarai requested the organizers to address the demand of availing and increasing qualified female trainers. Coming back to the main topic, Mr. Bhattarai said that it was necessary to differentiate between sex and gender. Gender referred to the roles of male and females defined by society while sex simply denoted male or female by physical attributes. Based on this, Mr. Bhattarai referred to the main objective of the discussion which was to recognize and internalize about how socialization impacts on gender relations and women's ability to participate and contribute in parties. He added that economic and social exclusion were two main reasons for discrimination of women, marginalized indigenous peoples, marginalized Madhesis, people of remote areas, Muslims, Dalits, handicapped (people with special needs), and third gender. He said that discrimination usually started from the family with a differential treatment for son and daughter within the family. The role of the father and mother was defined by the family.

The discrimination between male and female was present in every family, be it the Brahmin family, Dalit family or a poor family. These families make the community and whatever is learnt within the family is reflected by the community. Members of the same community form the political parties and institutions; hence, these institutions reflect the values and practices of the community. Therefore, this vicious cycle perpetuated itself and if this was not changed it would lead to downfall of the society. He stressed that three main elements were crucial for any individual and for any party to challenge this cycle – knowledge, attitude and skill. More than knowing about this subject, it must be felt, accepted and applied. If all parties were responsible, accountable to the citizens, empathetic towards the citizens, then they needed to feel the issue and move forward.

He then asked the participants to form three groups and discuss about discrimination at the family, community level and political levels. The groups were given specific questions which they discussed and presented their responses on, accordingly.

Group 1

1. *What sort of gender discrimination is seen at the family level? What sort of opportunities are given to women and what sort of opportunities are they excluded from, which affects the involvement and contribution of the women in the political parties?*

In the mountainous region and amongst indigenous people, women are at the forefront, in the mid-hills women are treated equally, but in Tarai, women are more discriminated against.

Gender discrimination is different at various communities and geographic locations. But, in general gender discrimination persists everywhere in Nepal e.g., sons are sent to private schools and daughters are sent to government schools. Likewise, sons are more likely to be taken to private clinics where the cost of treatment is expensive whereas daughters will be treated at local small clinics. Moreover, sons are given more priority and opportunity to study abroad even if it entails spending lots of money, but the family wouldn't invest a lot in the education of a daughter. Daughters are not allowed to enter politics and do not get to inherit the wealth of the family, thus, gender discrimination begins in the womb of the mother.

Group 2

- 2. What sort of gender discrimination is seen at the community level? What sort of opportunities are given to women and what sort of opportunities are they excluded from, which affects the involvement and contribution of the women in the political parties?*

Gender discrimination at the community level is the same as in the family level. A woman who successfully runs a family is equally capable of running committees or organizations. At different levels of an organization, there should be a provision of one seat only for women; she might not talk about politics but she would definitely raise issues of women. Within family, gender discrimination is that of an individual, but at community level, it is communal exclusion signifying a deeply-rooted organized discrimination. For example, in Terai, the issue of dowry is decided by the Panchayat (village leaders) or in the Muslim society, the community decides that a male uttering 'talak' three times is inevitably granted a divorce. Likewise, there is discrimination between the rich and the poor.

Group 3

- 3. What sort of gender discrimination is at the party level? What sort of opportunities are given to women and what sort of opportunities are they excluded from. And how inclusive are the parties?*

Gender discrimination at the party level denotes a lack of fulfilment of responsibility. Even if an opportunity is given to a woman to hold a position within the party, usually male members do not support her and help her progress. In fact, they try to suppress her. Using physical and family limitation of women as an excuse, women are not given any key responsibility or key leadership position within the party. There typically is no support to reinforce or encourage women to progress in their political career. There are many examples of unqualified men getting important positions, often sidelining qualified deserving female candidates for the same positions.

Looking back into history, our society evolved from matriarchal society into a patriarchal one. During matriarchal times, women gave men important positions but when the power came in men's hand, the political parties became responsible for making gender discrimination at family and community levels systematic.



The group discussion and presentations were deemed interesting and crucial. Mr. Bhattarai pointed out that all the three groups negated to mention the fact that one main reason why women could not make headway in politics was because of the belief of the people that politics was evil, that politics was a dirty game and only people with immoral ethics join the politics. This belief affected women more than men. Therefore, Mr. Bhattarai stated that it was important to change the beliefs of the people about politics. He further said that everyone talked about bringing women into mainstream politics, but refused to let the women of their family join politics. In order for the women to enter the political race, seats should be reserved for them.

Schools, society and families played an important role in shaping the beliefs of the people. Discriminating practices, culture, beliefs were continuously being carried forward. The mind set of people was influenced by age-old beliefs and practices which eventually became the truth, and was used as a tool to discriminate women. Mr. Bhattarai reminded everyone that the important question now was about bringing changes, about us as individuals willing to bell the cat because if one brought changes within his/her family, then it was possible to change the society. Most of the women who are in politics are from families with political background. If changes were brought about within the society then that change would bring about transformation in politics which, in turn, would change the nation.

Mr. Bhattarai went on to state that the culture of positive segregation should be built where the needs of the marginalized people were addressed through equitable and inclusive approach. In order to bridge the gap between various groups, equitable approach was necessary to bring them at the same level. The political parties should also think about how they were going to

apply inclusive methods to help women compete in this field. He named a few examples of developing strategic interest and practical needs for women empowerment, one being the GoN's inclusive effort to providing special coaching and preparation classes to women for the state exam to become civil servants.

In his concluding remarks, Mr. Bhattarai said that there were differences between men and women in terms of physical attributes. Women were considered weak by the society even though most of the hard labor was again done by women. He said that every woman was skilled in one way or the other; hence, enhancing those skills through various means and provisions would justly and accurately empower women at large. He ended the session with a short story and told the participants that it was in their hands to take the lessons of the day forward and apply them accordingly.

Mr. Mahat, the facilitator, requested the participants to write two or three important points that they learnt from the sessions of the day on a personal level and as a member of the party, and about ideas they could take from the day to transform their parties at the local level.

End of Day 1

Day 2

The objectives of the day were to identify good practices for supporting local branches, members and target groups, measures to motivate party members, understand about social fundamentals of a sustainable political association, and financial management.

The facilitator for Day 2, Mr. CK Lal started with a recap and review of the previous day and set the context of the role play. He stated that parties that call themselves national parties were taking up provincial agendas as well. Even if they were now members of a national party, tomorrow they might think of opening a provincial party. He reminded the participants that they themselves were the teacher, the facilitator and the participant, so they have to practice what they were learning in the training. Since the previous day's sessions were about forming new local units, in the role play, they had to suppose that they were going to form a party in the province e.g. they were going to establish a provincial party named 'national injustice end party'. He asked the participants to divide themselves into six groups with four people at each table. There were six important elements when opening a new party, namely, ideology, leadership, coalition, publication, resources, and monitoring and evaluation. For this exercise, each group was given one element to work on and was asked to select a team leader, an opposition leader, a coordinator who played the role of a mediator and a spokesperson. Points were to be given by the members of the Steering Committee. Even representatives from Denmark were requested to form a group, if tomorrow Denmark decided to become a federal country. The details of the role play are in the following tables.

Group 1: Resources

Team leader	Opposition Leader	Coordinator	Spokesperson
<ul style="list-style-type: none"> The party should be transparent with resource collection Resources should be collected by organizing some events The political party should invest to generate income to run the party Resources should be generated through publication of books or papers The government should provide some grant for the party 	<ul style="list-style-type: none"> Internal resource which is generated from levy (membership fee) should be set External resource is donation and it should be constitutional in nature and other through income generation investment Publication through advertisement and sale of publications 	<ul style="list-style-type: none"> If the suggestions given by the team leader and rival leader are carried out in a transparent way, then it would be successful 	<ul style="list-style-type: none"> The party should be independent, otherwise it will have dependent ideologies This party should be self-reliant and it has no intention of handling the party resources in a non-transparent manner The party is planning on generating resources from the members and leaders of the party

Group 2: Ideology

Team Leader	Opposition Leader	Coordinator	Spokesperson
<ul style="list-style-type: none"> Without thought or ideology, a party can't survive To end injustice, 	<ul style="list-style-type: none"> Firstly, ideology of any party is the main factor, people join the party after learning about the 	<ul style="list-style-type: none"> With the vision of ending injustice in the society, firstly the ideology should reflect the vision. 	<ul style="list-style-type: none"> In our society there are injustices based on class, gender, language, religious and other

<p>the party would create all-inclusive society and bring about socialism because there are various kinds of injustice in our society: class injustice, gender injustice, caste and language injustice, geographic injustice</p> <ul style="list-style-type: none"> • The party is formed to end such injustices • These kinds of injustices are due to corruption; if strong measures are taken to form incorruptible party to run the country then there would be no injustice in the country. 	<p>ideology, principles, goal, manifesto of the party</p> <ul style="list-style-type: none"> • Any party ideology should strengthen democratic inclusiveness on the basis of population. 	<p>After that, the party should have activities that reflect the vision</p>	<p>sector and in order to end this injustice, we have to form an all-inclusive impartial society.</p>
--	---	---	---

Group 3: Leadership

Team Leader	Opposition leader	Coordinator	Spokesperson
<ul style="list-style-type: none"> • A good leader should be friendly, visionary, planner, patient and who doesn't make false promises • Someone who can ensure 50 percent participation of women • One who doesn't hurt others verbally 	<ul style="list-style-type: none"> • A leader should be hard working, courageous, patient, visionary, and practical and should be competitive 	<ul style="list-style-type: none"> • A role of a coordinator is to create an environment for dialogue between the leader and rival leader, hold talks individually with the leaders and bring about coordination among them 	<ul style="list-style-type: none"> • The party has decided to organize a training to develop leadership quality • A leader develops transparent policy • Makes local units progressive

Group 4: Monitoring and Reform

Team Leader	Opposition leader	Coordinator	Spokesperson
<ul style="list-style-type: none"> • Without monitoring none of the organization or institution can function • When a party is established it has to be monitored to 	<ul style="list-style-type: none"> • Agree with what the team leader said but if it is only talk then it would be the end of the party 	<ul style="list-style-type: none"> • There aren't any differences between the team leader and rival leader but even though they come from different parties they have to 	<ul style="list-style-type: none"> • When a new party is formed, the role of a spokesperson is very important • Internal role of a spokesperson is to publish internal bulletin and take it

<p>see if it has proportionate participation, whether they have strict policy for membership recruitment, whether the record of the member at local level is reliable or not, whether the party is transparent with their resources or not, whether there is discipline in the party, whether the work is being done according to division of work</p> <ul style="list-style-type: none"> • Evaluation of the workers should be done • Appropriate training should be provided to party workers 		<p>come to a common understanding even if they have differences of opinion. There should be discussion amongst them to resolve any issue without making it public</p>	<p>up to the local level and externally a spokesperson has to promote the new party through media including social media like Facebook</p> <ul style="list-style-type: none"> • Nepal is a federal state and there are various regional languages, so it is a job of the spokesperson to publish bulletins in regional languages too • Form information desk in every village
---	--	---	---

Group 5: Coalition

Team Leader	Opposition Leader	Coordinator	Spokesperson
<ul style="list-style-type: none"> • The party will have central committee, regional committee, district committee, election constituency committee, city metropolitan council, ward committee, branch committee • Village and city wards will be at equal level in the committees • While forming the organization there should be geographic participation and on that basis one male and one female member from one area will be 	<ul style="list-style-type: none"> • The citizens have been unjustly treated by the parties of this country; hence, the new party should ensure that there is no injustice and that people are treated fairly 	<ul style="list-style-type: none"> • The leaders should understand viewpoints of everyone i.e. those of cadres as well as opponents • If everyone is given equal responsibility, then there are no conflicts • Everyone should meet with each other and hold discussions to develop positive ideas and all groups of society should be included not only in words but also in action 	<ul style="list-style-type: none"> • There are some common issues but there are still some differences which need to be further discussed and resolved

included <ul style="list-style-type: none"> • Inclusiveness and proportionate participation is taken into account • The ratio of young and old will be 1:3 • 50% of members should be women • Both male and female members should retire after the age of 70 			
--	--	--	--

Group 6: Publicity

Team Leader	Opposition Leader	Coordinator	Spokesperson
<ul style="list-style-type: none"> • Discussion is regularly held between the leaders and members on how to take the party forward • The promotion department is formed on the recommendation given by the gathering after which the meeting of promotion department decided on publicity policy development 	<ul style="list-style-type: none"> • After assessing the injustice in the community, the party should promote information in the communities 	<ul style="list-style-type: none"> • No matter how good the party policy and ideology are, if it is not promoted then that party cannot successfully move forward 	<ul style="list-style-type: none"> • Dissemination of information through publication of bulletins, pamphlet and poster, and through online posts • The promotion of party policy through mass gatherings.

The Danish Group had all agreed that Denmark was too small a country to be a federal state.

Summarizing the role play session, Mr. CK Lal said that they all had differences in ideology. He informed that the highest point that the judges gave was to the resource group. He hoped that whatever the participants had shared in the training, they would bring that into practice in their own parties.

SESSION ON ORGANISING A LOCAL UNIT

Next, the Danish presenter Mr. Rasmus Falck Østergaard's, member of Red Green Alliance Party both at the local and national level, highlighted the importance of organizing a new local unit. He said that it was important to have a clear concept of a new unit because the bylaws directed one on how to work and how to make members part of the unit. He informed that in Denmark, the local bylaws were under national bylaws. Local units were not permitted to have their own bylaws in conflict with the national bylaws. When making the bylaws, they had to be

aware of the role of the unit. How to make the members part of the unit, how they could participate in the unit and also what kind of role they have with the national party. It has to be decided how often and when the General Assembly would be held, and the time the agenda should be sent so that every member was aware of when the General Assembly was held. There should be rules in the bylaws for the board on how the board was going to work and how many members the board would have. There should be rules on the power of the unit. It was important to have rules on how to resolve any disagreement on the decision made by the board. There should be rules on who could be members and member fees. Similarly, there should be rules on how to select candidates for local and national parliaments. Furthermore, there should be rules for economy of the unit. He said that bylaws kept changing because the unit keeps changing; therefore, bylaws should also set guidelines on how to close a unit. He concluded his presentation by stating that all the bylaws were made public.

Following Mr. Østergaard's explanatory presentation on the Danish bylaws of local units, Mr. Binod Kumar Bhattarai of Nepali Congress Party gave a short photo presentation of his Denmark visit. He said that their visit to Denmark was to learn how Danish units functioned as local bodies. Once, he was invited to attend a gathering to celebrate the constitution day and there he saw how relaxed and informal the gathering was; there was no disparity in positions and everyone from the minister level to local party members mingled amiably. Mr. Bhattarai and few of his party members tried to exercise and ensure similar ambiance in their party assembly here in Nepal but it was not possible because later on people started to vie for acknowledgement in line with their position.

Next, Mr. Leon Sebbelin from the Danish Social Liberal Party, and who is a member of Municipal Party, gave a presentation on how to form a new local branch. He informed that his Municipality had a 25-member council and he was once a mayor.

According to Mr. Sebbelin, it was important to have a strong connection between the central level and the local level in order to broaden the policy of the party and because local unit was the face of the party at the local level. It was much easier for the local units to discuss with local people about local problems. If there was more than one branch within a constituency, then it was important for different branches to work together especially during election to ensure the voters that the party, despite different units, was moving in the same direction. He said that in order to garner local support, it was important to have local meetings to get an overview of important policy issues and key local characteristics. He advised central parties to hold talks with current party members and get involved in major local events because local support was important to make new branches or units successful. He further stated that procedures were different from party to party. In Denmark, the rule was no member could be excluded or thrown out. Formal rules were important and should be followed. National political issues can collide with local interests; but, serious confrontations on these issues can be avoided. It was important to have understanding and agreement with national level branch to accept flexibility on issues.

With regard to acquiring new members, he said parties should identify potential members through papers, or sometimes members of the party might know others, or the party ideology may appeal to certain groups, or the party may have an ethical or a religious basis that some people might connect with. In terms of targeting particular groups, gender issues must be addressed and it was important to ensure equitable recruitment of both sexes. He mentioned that to set up a successful branch, it was important to include members from marginalized groups.

He further explained about the division of labor within a new local unit. Forming different working groups was extremely pertinent for overall management of the unit with bylaws, clear policy and transparency in place. It was also important to have close cooperation with and support from central headquarters and neighboring units. Local communication and support were other key elements to know what they had achieved and where they were heading to.

With such instructive and useful presentation, the participants had few questions for Mr. Sebbelin.

Question and Answer Session

1. *You said the rule says no throwing out of party members?*

Yes, we don't want to have the possibility of throwing out members

2. *In Denmark, are there full-time party workers? Are council members volunteers or paid?*

At the national level, we have parliament members, and we have press members and other staffs who are paid. At the local level, members of the council or committees get minimal salary, but you can't live off that.

3. *What was your salary as a Mayor? Does your party get donations, if so do you have to pay taxes?*

As a mayor, my salary was 55000 kroner. Donations have to be transparent; if anyone commits donation, it's visible in the internet even before we get it.

4. *In times of peace and conflict, how should we go forward especially since we are in transition phase?*

It's difficult to say for me but what we are doing here is important; so, try to select the best people within your party. It's a big problem; so, you have to work together especially on maintaining transparency even if you are from different parties. In Denmark, it's socially unacceptable to be corrupt. In some other countries, it may be part of the system, but in Denmark it's not in the system at all, maybe that's why we are the No. 1 country in transparency and integrity.

Comments on Presentations

Participants then provided their general comments on and learnings from the Danish presentations. Mr. Parasuram Meghi Gurung learnt that in Denmark they wanted people who could work with the people and address local issues and problems. He said all the governance systems around the world started with local units, and provincial units. Two main topics that came out of this session were how to establish a new unit and how to recruit members. He said that in Nepal there are 4000 VDCs but none of the parties have local units in all these VDCs or any development plan to reach all those villages. It may be that it was not necessary, but he felt that the participants were motivated to work and learn from Denmark. He further opined that in Nepal during local elections, it was always a run for who was going to be in what position and appointing one's own people with no transparency, and decisions made behind closed doors. For him, the issues on corruption and transparency and how Denmark viewed corruption as a

social crime was an important lesson to take in mind and imbibe while expanding party units locally.

Likewise, Mr. Arjun Thapa reflected on Mr. Sebbelin's presentation on the importance of bylaws within local units. He inferred that Nepal should also adopt these bylaws so that each unit or board was guided by the laws carefully and transparently. Since Nepal was adopting a federal structure, each party should also develop the party constitution and structure according to the federal structure. He reminded the participants that party members were always vying for bigger positions and always aiming for central level positions, but in Denmark, the political culture and values were so much ingrained in strengthening the core foundation of a party - local units and councils. Similarly, Mr. Khimlal Devkota commented that parties in Nepal should orient their work toward adopting Denmark's model; that there was definitely something to learn from the world's happiest and corruption-free country. He was motivated to learn about the funds generated from the voters (6 kroner per voter) and how it was used and mobilized productively. He said that in Denmark the board met once a month, but here in Nepal, it depended on the will of the president or chairperson of the party to call for the meeting, and there was no monitoring mechanism. He was further impressed by the fact that Denmark really adhered to the rule of law and transparency, which was the reason for their progress.

Following the general comments, a group work was given on forming new units. Participants were divided into four groups. Each group represented a party which had to form a new branch. Groups 1 and 2 discussed as to who the potential members and target groups should be for managing the process of forming this branch. Similarly, groups 3 and 4 discussed the key elements of managing branch formation.

Group Presentations

Group 1: The potential members were those who would associate themselves to party's ideology and those who were interested to join the party. Target groups were those who came from all walks of life.

Group 2: All those who were nationalists and those who pursued social work selflessly, those who were independent, respected and educated and who represented different ethnicities and excluded groups were potential members.

Group 3: The key elements of managing branch formation were: identification of members, interaction among the members regarding the formation of local unit, and information dissemination.

Group 4: The key elements included: defining the basis for issuing membership, determining meeting place and time, having the bylaws on inclusive representation, assigning a coordinator and having logistics in place.

After the group work, Danish representatives commented that they were impressed with the way participants have really examined and internalized the topics in detail. The way the participants were involved in the planning process, and thought about targeted groups etc., were indeed commendable. They stated that it was not easy to get things done, and that hard work, success and failure were all parts of the struggle of local units, but it was all for a worthy cause and that was to do good for people at large.

SESSION ON MOTIVATING MEMBERS/FINANCIAL RESOURCES

The session began with a group work with Groups 1 and 2 asked to discuss how to motivate new members so that they continued being party members, and how to maintain team spirit

among the branch members. Similarly, Groups 3 and 4 were asked to discuss how the parties would generate and manage financial resources to operate party activities.

Group Presentations

Group work questions	Group 1	Group 2
<i>How to motivate new members so that they continued being party members and how to maintain team spirit among the branch members?</i>	<ul style="list-style-type: none"> • Provide equal opportunities and the division of labor should be based on their capabilities 	<ul style="list-style-type: none"> • Trainings in relevant subjects • Provide responsibilities based on their capacity • Support them during hard times and coordinate with higher entities
	Group 3	Group 4
<i>How the parties would generate and manage financial resources to operate party activities?</i>	<ul style="list-style-type: none"> • Generate financial resources in various way, but firstly there should be a good flow of information about membership; they could collect levy, collect donation from individuals and public officers, obtain state grant, bring out publications, and do innovative works • Manage finances by mitigating expenses and by devising proper rules 	<ul style="list-style-type: none"> • Identify interested groups and people who could support, levy membership fee, through publications, and from party itself • Set financial regulations, manage budget practically and control expenses

Comments for the group work included one suggestion to conduct social audit to make the resources more transparent. Danish experts commented that both the central and locals units should come together for the training of new people trying to run for municipality. They should work together within the party. Team spirit was also very important for them to succeed. About finances, the best way was to use banks because using cash was not very practical and transparent way of transactions.

The facilitator Mr. Sahadev Mahat noted that the day was indeed productive and useful, with lots of sharing and learning. He said that the whole nation was waiting for an ideal leader and it was everyone's collective hope to have a visionary leader. If they continued sharing and discussing like they did in the training, there was a possibility of finding that kind of leader amongst them.

Then, he asked the participant to note down what were the key lessons they had learnt from that day. Which lessons and learning of that day would they put into practice if they were to bring change within their party and reform local units. He requested the participants to ponder over those two questions for the next day.

End of Day 2

Day 3

The objective of the day was to learn about effectively planning and managing for election and campaign.

The facilitator began the day by asking the participants to think about the questions that were given to them at the end of previous day for two minutes. With a quick recap, he started the session on planning for election campaigns.

SESSION ON PLANNING FOR AN ELECTION CAMPAIGN

The session began with a short group work. The participants were divided into four groups to work on the task of identifying key elements for an election campaign for their parties.

Group Work on Identifying Key Elements for an Election Campaign

Group 1

- selection of candidates
- prepare election manifesto
- prepare election timetable
- prepare election materials and logistics
- select publicity committee
- election programme and preparation of human resources accordingly and forming of identification committee (identify the weaknesses of not only their own party but also those of the competing parties as well)
- financial management
- organize interaction programme between the voters and the candidates

Group 2

- Register the party at the given time
- Form election management committee and various sub-committee through meetings of cadres
- Nomination of candidates through a democratic regulation
- Prepare party declaration, election manifesto and other materials
- Strong financial management and balanced mobilization
- Preparation of overall action plan and timetable for election
- Strong but respectable election campaign

Group 3

- Bring the party policy and manifesto amongst the people
- Division of tasks: some will take care of information, some will go from door to door campaign, some will organize general meetings; the party will make their presence felt in the constituency
- Train party cadres on the objectives of the party and how to go to election
- Identify the hopes and aspirations of the voters
- Financial resources
- Mobilize social networking sites and all modes of communication to disseminate information

- Form cultural troupe
- Door-to-door visit by the candidates
- Conduct voter education
- Arrange for booth representatives to ensure security of the ballot boxes

Group 4

- Form a main committee for campaigning
- Assign commander for electoral constituency
- Form different departments like publicity, logistics etc.
- Include members from sister organizations
- Establish centrally located secretariat in each constituency
- Prepare timetable and plan
- Form different departments and committees with sub-committees
- Translate leaflets in local languages,
- Form a committee to assist the finance department in management of finances
- Form a monitoring team to monitor all activities
- For publicity purpose, mobilize people according to the needs of targeted people e.g. if we go to a Gurung community, we'll highlight the main outline of our manifesto in the Gurung language with the help of sister concerns, institutions and organizations at the local level who are affiliated with the party.

After the presentations, the groups were asked to discuss and identify three major elements for election campaign.

Group 1: Selection of capable and qualified candidates, election manifesto should be attractive, financial management

Group 2: Overall election plan, financial management, strong publicity campaign

Group 3: Campaign publicity according to code of conduct, donation collection and financial management, emphasis on voter education

Group 4: Formation of organized groups and preparation of election timetable, media mobilization and communication strategy, and education of voters

Comments on Group Presentations

Remarking on the group discussions and presentations, the Danish politicians said they were impressed with the lively discussions indicating that the participants were really engaged in the issues. Everything written in the Guide was covered and the participants had a good grasp of what has to be done in the campaigning. Even though it was difficult to choose only three key points, the participants selected the key points. One key important point was the preparation because preparation was everything. If everything (financial management, campaigning, selection of candidates, educating the candidates, mobilization, timetable etc.) was prepared well ahead of time, then they had made the best possible basis for winning the election. During election, any unforeseen things can happen; so, if they were well prepared then they could tackle those unexpected happenings that may affect winning the elections.

Presentation on Effectively Managing Campaign

Ms. Kisser Franciska Lehnert was invited to present on the topic of effectively managing election campaign and media. Ms. Lehnert had 11 years of experience in dealing with media during five campaigns, two national and three local. As an independent politician, she worked

with the liberal parties, was a member of the city council and worked as a mentor. According to her, there were many important factors to consider in campaign activities, including that related to communication. A few of them that she cited were:

- To get a good team together (diverse groups which can bring diverse values and ideas to the table)
- To know your municipality, voters, your access, work with other parties
- To target voters, what kind of people and groups you want to vote for you e.g. her targeted voters were young people so she accompanied to the town square her young friend who was very good at beat boxing and who started beat boxing there which attracted a lot of young people; this way it was easier for her to hand out her flyers, her political material and she could talk to the young people. For that, preparation was very important.
- To engage in street activities for voters and candidates to meet and interact, make events happen and connect to local issues.
- Radios are good mediums as well, because it's good publicity and it's also cost-effective.
- Visible communication – big posters and banners, stickers on car windows, trucks, public buses. The point is to have productive uses of your network and connections who can contribute with different things.
- Alternative and different communications – street activity (a socialist politician gave bread in the street to people along with flyers); door-to-door campaign to get direct and personal way to meet voters; innovative ways to put up banners (she took a photo of her banner upside down and wrote that she would stand on her head for the people, meaning, that she would go that extra mile for her people and posted the photo on instagram, that caught the eyes of a media person who came to interview her and in this way she got media publicity).
- Advertisements in newspapers and media where parallels are drawn to ideals
- Participate in alternative events throughout the year and create awareness
- Social networking- facebook, instagram, snapchat, youtube, twitter

By and large, she said that the key focus areas included knowing the voters, the opponents - not only to work together on common issues but also to know where not to go and clash with them, the sponsors who could lend their support in any way like lending their cars, shoes etc, and not in monetary terms alone. The candidates should learn from their mistakes but not get stuck with it, and keep working hard at all times. Her key point was “You win the elections between elections”. Her message for the women participants was to keep fighting and sometimes to think and live outside the box.

After this presentation on innovative ways of managing a campaign, the groups were requested to discuss what they learnt from the presentation and come up with queries or comments to be clearer about the issue.

Question and Answer Session

1. *In Denmark, the candidates have one-to-one interactions with the voters and they listen to the plight and pathos of the people which Nepal should also put into practice. During an election campaign, the leaders of Nepal talk about different ideologies like Marxism, or Federalism and so forth in a very simple language so that common people could understand them; do the politicians in Denmark do the same? The leaders also try to appeal to communal and religious issues that make the people emotional and sentimental, and because of their sentiments they cast their votes; does this kind of practice exist in Denmark?*

There is a big difference between local and parliament elections. During the election for a higher level, they do talk about idealism, but in my personal experience, the more one can relate to the people they talk to and still keep their ideal in place, the more one listens to the people, relates with their beliefs, wishes and issues, and be on the same level as the people – this is what makes good politicians in Denmark and they are the ones who get elected and they go all the way to the parliament because nobody doubts them and the people are clear about the party beliefs.

2. *How much did you spend and how was the fund collected? In your election system, is there any limit or threshold as to how much you could spend?*

In Denmark, the state gives a small amount of money to the party and to the local units. This money is normally used for election materials for the whole party. My local unit got 3-5% from the mother party. Then we talked to individuals, families, friends, and sponsors and generated 10% more for the party. The candidate also manages the funds on their own. Last time, I ran the election against a rich guy and he spent 100 times more than I did but he got 100 votes less than me. So my specialty is not money but the ability to get help. There's no barrier on how much fund we get but if it's more than 20,000 Kroner, then it would have to be transparent to the public. One party (red green alliance) paid taxes to the main mother party for the money they received for election to the parliament. If parties are offered money by sponsors who want anonymity and the contributions not made public, then they would not accept the money. All funds have to be transparent and all the people at the local level know who is supporting who.

3. *You had promised the people that you would stand on your head for the people. Did you fulfill that promise after winning the election?*

I didn't literally stand on my head, and this slogan was for local election, but I did stand on my head for the local voters. I worked hard to fulfill the people's wishes. I was just one amongst the 21 members but I did manage to get three things through. I did anything within my power to fulfill the people's wishes.

Comments on Presentation

The participants felt that everything Ms. Lehnert said was interesting. Some of the practice they had been carrying out were quite similar to what was being done in Denmark, but the difference was in their perception e.g. here in Nepal when a half-filled glass is seen they would only see the half empty part. If a cadre was given 10 responsibilities and if nine things were carried out properly and one not, then the nine things would also be negated, but in Denmark even if someone provided one meal, that was appreciated a lot. The participants felt honored to meet with and hear Kisser and see her come this far as a single mother. After much struggle she had reached this point which was an inspiration for them. They had learnt a lot from that session. The participants stated that the majority of women in Nepal were illiterate, so they felt they had to struggle even more.

In general, the participants found the method with which political parties ask for votes in Nepal very different from Denmark. They felt the reason the political leaders could not grow in Nepal was because they didn't interact with the people, of their inability to reach the people. Another thing that they noted was that during elections, various parties had their slogans but made more for the parties than for the people, whereas, in Denmark, the parties' slogans reflected the wishes of the people. The leaders in Denmark went to peoples' home and locality in a timely

manner and understood the wishes of the people. On the contrary, leaders in Nepal made false promises. After learning from Danish experiences, the participants were inspired and committed to adopt similar practices in their respective parties.

Bringing the session to a close, Asta Laxmi Shakya, senior leader from CPN-UML, welcomed and thanked all four guests from Denmark. She said that even though Denmark and Nepal were far in terms of distance, they were close when it came to learning. When DIPD formed JOMPOPS, they carried many works forward, they went to Denmark to observe and discuss issues with Danish politicians. She stated that there was zero corruption in Denmark and the citizens paid their taxes, and got free health and education care etc. which were something Nepal can learn from. Likewise, Denmark also had learning from Nepal like how they worked collectively and in unison despite the diversity. The constitution had stated that the election at local level should be held soon; thus, the material and knowledge coming out of the workshop was very important for the participants. She hoped that the training would be even more successful if some of the lessons learnt in the training were applied in various parties. She recalled that during the initial phase of forming JOMPOPS, there were some disputes amongst the six parties' representatives, but they had worked out their differences and were now working collectively. She affirmed that they had come a long way together with the support from DIPD and would continue to strive to strengthen JOMPOPS to make it more effective.

SESSION ON MANAGEMENT/FUNDING OF CAMPAIGN

After the lunch break, the facilitator Mr. Sahadev Mahat divided participants into four groups to come up with ideas on management of campaign activities and management of funding of the campaign.

Group Work on Management of Campaign Activities and Funding of the Campaign

Group 1

- Publication and dissemination of election materials
- Holding mass meetings
- Face-to-face interactions between candidates and voters
- Collection of donations by the candidate on a personal level, fund allocated by the party sponsorships and help from various people

Group 2

- Building an organisational structure for the campaign like forming committees and sub-committees
- Management of required materials – bulletins, posters, flyers, use of transport and through print and electronic media for publicity
- Organize door-to-door programme along with the candidate; organize voters' education programme with the help of volunteers and party cadres; gathering of students, youths and women affiliated with the party; and debate amongst intellectuals and concerned people
- Funding from party treasury, contribution from the candidates, donations from supporters and well-wishers; and management of expenses (required for forming and running the structure), and ensuring transparency on income and expenses

Group 3

- No political speech during social or religious activities
- Identify major needs and come up with ways to meet those needs
- Candidates should be transparent about funds
- Funds generated through donations, contributions

Group 4

- Form election committee and nomination of commander
- Slogan for election
- Division of work
- Adopt one-door policy: one person looks after the account
- Follow election directives and the code of conduct while formulating election budget and carry social audit on all expenses
- Identify sponsors

Comments on Group Work

Danish participants remarked that, in Denmark, they got contributions from friends and members. It would be handy to have a list of people to call if the party needed logistics support – those people could be friends, families or members. Another way to generate funds for election was from the fees collected every year. It was very important to be realistic because it was better to do 10 things better than do 100 things improperly. Media campaigns should start earlier than those by other parties. If something major is happening and the party didn't know about it during the planning, then the party should change their plan to fit into what was happening in the community during the election campaign period.

SESSION ON FACILITATION SKILLS

Subsequent to the detailed discussions and the session on campaign management, Mr. Uttam Uprety started the session on facilitation skills with the hope that the session on facilitation would equip the participants in conducting similar trainings in future.

Setting the context, he said that the word facilitation was used extensively and often equated to training, teaching and presentation in Nepal. But a facilitator's role was also to mediate and aid the session and not take the role of a content expert. Facilitation skills were an art which helped groups in achieving their objectives with the groups achieving the goal on their own at the end. In different settings, different definitions can be applied. Overall, facilitation skills promoted good thinking, created environment for full participation and brought about inclusive solution. For this, a good facilitator always encouraged full participation, promoted mutual understanding and cultivated shared responsibility. By supporting everyone to do their best, a facilitator enables group members to search for inside solutions and build sustainable agreements.

He added that in terms of training, a facilitator should support everyone to do their best thinking. The various use of facilitation skills in different levels were determined by the level of participants' knowledge on the subject matter. Three main pillars of participatory process in facilitation included: the product clearly defined and realistic, appropriate participants to take the scope of decision into consideration, and applicable process that considered people dynamics.

He further stated that a facilitator had to carefully analyze and understand group dynamics in decision making. It was the duty of the facilitator to create the atmosphere to bring out divergent views to find consensus. These kinds of processes should be carefully considered to foster conducive environment. In the context of a training, on the first day, most participants would feel apprehensive and awkwardness to speak and act in a certain way and after a while they ease up slowly toward the closure, so the facilitator should create an environment for the participants to ease up. He said that certain skills were necessary to facilitate this process from apprehension to closure. The facilitator has to create an environment for the participants to sit together and share each other's ideas. Through the sharing of experiences, the participant moves from question to creation phase. Through the creation process, the participants come to understand and recognize different contexts and perspectives. So, it was the job of a facilitator to bring the group from apprehension to closure by using various tools. He mentioned diverse communication styles like slow speakers, loud speakers etc., who all should be made to understand the issues and key messages. If participants seemed confused, then the facilitator's job were to ask the speaker to give examples, so the listeners can learn from the experience even if they did not understand the subject, this was called "drawing the people out". Facilitative listening skills included paraphrasing, mirroring, gathering ideas going around, stacking, time tracking, encouraging, balancing, making space according to the needs of the programme and creating space for special group, and listening for common ground.

According to him, following were the key issues to consider while preparing for training

- Understanding the uniqueness of adult learning process, how adults need to be engaged, different from enforced learning
- Understanding the learning needs and the objectives of the learning
- Appropriate flow of content
- Training materials and relevance – people already know how much you are prepared, this shows in the beginning
- Appropriate methods – methods and contents differ according to the need of the target group and topic
- Consider having a training plan
- Different methods to deliver training activities (lecture-based, guided question-answer, etc.) but in adult learning, more engaging methods like role plays are used. The need to use different methods is important to make the training successful and interesting. Thus, selection of methods depends on the objective, group dynamics, power dynamics, time, space and technology

Question and Answer Session

1. *You taught us how to teach. Am I correct in saying that the art of speaking and teaching is inherent by birth.*

One can develop that habit or skill like we have heard some people say: "I was very shy when I was in school but with time and experience, I developed my skill." Facilitation skill was high in demand but short in supply. So anyone can always develop that skill, but one needs to practice. One of the participants said that she hadn't taken any ToT training, but if one has determination and confidence, one can do it, like she said: "I haven't taken any proposal writing training, but I write good proposals."

After the end of the facilitation session, preparation for group work for the following day began. The participants were asked to make six groups according to the parties that they belonged to.

Each group was given a topic to discuss and come up with 20 minutes' training design on the topic. The topics for each group were as follows:

1. MPRF-D: Inclusive democracy
2. CPN-UML: Formation of local units
3. Nepali Congress: Election campaign activities
4. UCPN-Maoist: Progress of Nepali society and social justice
5. TMDP: Leadership/nationalism
6. FSFN: Gender inclusion

Mr. CK Lal then reflected on the day which he deemed was a mixed one with some bitterness, saltiness, and sweetness but overall culminated into one with a good taste. He thought that the group works were good and useful exercises. There was a great possibility that whatever the participants had learned in the training might not be exactly exercised within their parties because they were not only trainers but politicians as well, but he hoped that they would not forget their responsibility to create good future leaders. He concluded by saying that the whole day's deliveries were tasty and good.

End of Day 3

Day 4

The day started with a review of the previous day and quickly saw group presentations on the topics that were given on the previous day. The objective of the group exercise was to focus on facilitation skills. Each group was observed on the way and methods used to present and facilitate their topic. The observers were asked to provide their feedback on two points – on the presenter's good points and on areas of improvement. The groups were also asked to assess the presenter's facilitation skills.



GROUP PRESENTATIONS: PRACTISING FACILITATION SKILLS

Group 1 (Nepali Congress): Election campaign activities **Facilitator: Nazbul Khan**

Ms. Nazbul Khan, facilitator for the election campaign activities, began by saying that Nepal was now ready for local-level elections, and now was the time to think about the code of conduct, and the preparation plan and she hoped that everyone worked together to achieve the goals. She then asked the participants to voice their expectations on what they would like to learn and know about election campaign. She expressed solidarity and a need for collective work through a song and asked the participants to sing along with her.

Ms. Khan noted many challenges while going into election; especially women faced extreme barriers and problems than men. She reminded everyone not to forget their dear and near ones

during election times since they were the first supporters. She concluded the presentation by emphasizing some crucial factors for winning election, namely, youth, women, media mobilization, financial and organizational management, and adherence to election code of conduct. All these should be done with honesty and cooperation.

Comments from Observers/Participants

In general, Ms. Nazbul Khan's presentation was considered good and participatory. She engaged the participants with good warm ups and the song was very relevant to the topic. She added lots of quotations which further enhanced the topic she was presenting. The only room for improvement was that she should have made more eye contact with the participants and not use strong words like "enemy" which a facilitator would avoid.

Group 2 (TMDP): Leadership and nationalism

Facilitator: Indu Gupta

Ms. Indu Gupta started with a question on the key qualities that a leader should have and gave the participants two minutes to think about it. The answers to the question included qualities like clarity, good listenership, quick decision-making, good personality, saintly quality, honesty and clear image. She said that a tiger did not need to be taught on how to be a tiger meaning, the quality of a leader was inherent and that this kind of training was just to sharpen the already existing qualities. She stressed that a leader always had close connection with the people. Through an illustration, she stated that a leader should be visionary as well and be able to analyze both the weaknesses and strengths of her/his party, the cadres etc.

Comments from Observers/Participants

Her good personality, smiles and the feeling of accessibility and comfort she gave to the participants was very good. Her use of illustration was good but she could try to be more serious and not seem to take the issues she was addressing lightly. She should not show her back to the participants.

Group 3 (MPRF-D): Inclusive democracy

Facilitators: Bir Bahadur Mehta and Laxmi Thakur

Mr. Mehta recited a story about Ram and then asked the participants to write down in one word how they could translate inclusive democracy in practice. He said that understanding inclusive democracy was one thing but it had to be practiced as well which was crucial in retaining peace, justice and equality and ultimately achieving inclusive democracy in true sense. He made the discussions interactive, frequently prompting the participants to speak. Ms. Laxmi made the participants read out the answers as to how they could translate inclusive democracy into practice. Participants' responses included information and awareness about what constituted democracy, including everyone's thoughts, acknowledging the voice of minority, empathy, no discrimination, and accepting diversity participation at all levels. The facilitators reiterated that all participants were well aware and had knowledge about the topic of inclusive democracy and hoped that each one practiced that within his/her own party.

Comments from Observers/Participants

Mr. Bir Bahadur Mehta was rated to be good overall. The observers said that the issue of inclusive democracy was big, so maybe few data could have been included. In terms of content, he mixed reservation issue, which was a social issue, with inclusive democracy. His presentation was also participatory and inclusive just like the topic he was covering and his movement around the room was good. They further noted that he could improve on arranging the materials beforehand and not ask for it in the middle of his presentation. Likewise, Ms. Thakur's facilitation reflected emotions and passion; she was an example of inclusive democracy. As a trainer, she could improve on time management and avoid lecture-based methods.



Group 4 (UCPN-M): Progress of Nepali society and social justice Facilitator: Ms. Ram Kumari Chaudhary

She began her presentation by asking the participants to take a few deep breaths to help them focus during the presentation. She thought that the topic given to her group was important because how everyone perceived about their country was indeed important. No matter which party one was from they still had to think about their country. The need of the nation at the moment was for all to come together and take it forward. She stated the objective of the session which was to bring about economic growth of the country. It was not a job of one party or a leader alone to develop a country. It was the job of the people and the parties.

She added that Nepal still had caste, gender, class and regional discriminations. Capitalism was still very prevalent in the society even though the people's movement had ended the system of monarchy. With the end of monarchy, her party's main political framework was working on developing the culture of socialism and socialist economy. She added that in order to bring about progress and changes in the society, knowing the characteristics of Nepali society was important so that they could identify the weaknesses and build on and strengthen the good aspects of the society. She said that this diversity was challenging but a successful tackling of this challenge led to development.

She moreover added that the country was rich in resources but because in the past the management of the natural resources was not linked to the development of people's lives, Nepal remained one of the poorest countries in the world. Nepal had taken a long time to bring political changes. If one looked at France and England the period taken for political change was short. Once the political change was realized, they went into economic transformation and developed themselves but Nepal took decades for the political change. Now with the new constitution, political changes had been institutionalized; now the need of Nepal was to develop the economic status in a way that created equality amongst all. Regarding social and cultural development, since social discrimination was the fruit of an authoritarian system, the constitution supported peoples' wishes and barred social discrimination of any kind. However, this still needed to be translated into practice. This could be achieved by starting the change from oneself and then bringing the change in the society, within the parties and in the nation eventually..

She stated that every party should follow democratic norms, policy and methodology. She shared that common issues and challenges should be collectively addressed regardless of individual party ideologies. There should be agreement and cooperation on zero tolerance for corruption. She strongly suggested that all parties should punish their members if found guilty of corruption and throw them out, because corruption negated the whole process of development. All the political parties should use a development model that would build and enhance a democratic society. They should all come together to decide on common issues and draft policies and yearly plans accordingly, with consultations and participatory approach from the grass root level. Then, a division of labor and a strict monitoring framework should be developed and implemented to ensure transparency, accountability, integrity and inclusion at all levels. By adopting this method, and with the lessons learnt from the experiences of other developed countries, Nepal should achieve in 20 years what other countries took 50 years to accomplish. Developed countries took time to develop technologies and policies, but Nepal could quickly learn from them and save time by appropriately adopting those technologies, education and experiences.

She then concluded her presentation by asking the participants if they were ready to create a developed and egalitarian society, to which everyone's response was yes.

Comments from Observers/Participants

In general, the content was complete and concise. The way it was presented was very good, and the content was accurate. The observers, however, felt that the preparation was not adequate since there was some confusion on the group members' responsibilities. Also, as a trainer, the issue that they are addressing should not be too political. The presenter was advised to maintain eye contact with the participants and not read everything from the power point. As experienced trainers, they should have summarized a maximum of six points in bullets or should animate the bullets and show one point at a time so that the participants do not get distracted.

Group 5 (Federal Socialist Forum Nepal): Gender equality
Facilitator: Ms. Nirjala Limbu

The presenter began the presentation by wishing all participants in various ethnic languages and the participants to introduce themselves briefly.

Within the topic of gender equality, she said her group chose to elaborate more on the differences between gender and sex. Under gender, they listed social differences between man and woman and, under sex, they listed biological and physical differences of men and women. She said that the role, responsibility, inheritance and development of man and woman were all created by society. Sex was unalterable but gender was changeable because it was created by the society. Equality, she defined, was the end of the discrimination of women, poor, ethnic groups, indigenous nationalities, Madheshi, Silpi or Dalits (skilled workers, artisans), and other marginalized groups, ultimately leading to the end of differences in access, status and honor.

The participants were then asked to give one example of social differentiation between adolescent male and female.

Participant 1: When male and female twins are born the villages, the male child is nursed by the mother and the baby girl is fed either goat's or cow's milk; so, the discrimination begins as soon as a child is born. Similarly, girls are more likely to be sent to less expensive government schools than the boys who are sent to private schools.

Participant 2: A girl's diet is often not as nutritious as the boys. When they become adults, men get first priority for further education, employment etc.

Supporting the implication of gender inequality in the cited examples, Ms. Limbu said that by nature women being weaker in physical structure needed more nutrition than men, but sadly, the Nepali patriarchal society often neglected the need and care of women. She reiterated that change began from home and then translated into communities and society at large. She again cited examples of gender discrimination in Terai within Madheshi community with the issue of dowry; if a woman didn't bring enough dowry with her then she would be burnt alive or was tortured with various mental and physical abuses. News of such incidents was printed time and again in the papers.

She said that there were various forms of discrimination prevalent within the society, depending on the geography and ethnicity of the people. She then asked the participants for possible solutions to eliminate any form of discrimination from the society, to which the participants responded:

Participant 1: First of all there should be massive awareness programme.

Participant 2: The constitution has rules and regulations to bring about equality which should be widely disseminated to the public. Those very regulations should be strictly adhered to and implemented and there should be enforced punishment for anyone who violates those regulations.

The facilitator underlined the importance of giving equal opportunities to women based on their qualification, ability, specialty and difficulty. Vis-à-vis empowerment and access to resources, she said that women contributed a lot in political development but they never really got to enjoy

the fruits of their labor after the huge political changes in Nepal. The participation of women was immense during the uprising for democracy in Nepal but they were not given due recognition with any important designation even after the revolution. She reflected on the saying that politics was the engineer of the society but until and unless there was significant and meaningful participation of women, there would be no development in totality. Therefore, she strongly opined that improvement and adjustment to include more women representation at the political level should begin immediately, and that political representation should be proportionate to female population of the nation. Both men and women should get equal rights, equal status and equal responsibility and have equal access to development resources. Both male and female should be equal in process and by definition. She informed that her party's policy, article 4 and sub article 9, directed to end discrimination of Madhesi, indigenous nationalities, Muslims, backward class, Dalits, and women by the society and to develop an equal, impartial Socialist Democracy.

Comments from the Observers/Participants

By and large, the attempt to make the session participatory was very good and their topic on gender equality was well covered. The slides they had used to support their presentation was also very relevant and appropriate. The facilitators used a good method of noting down every comment to create group memory. The courage shown by the female presenter to present the issues of gender discrimination was positive. Things that could have been improved included: clearer outline for the presentation, better time management, clearer division of work within group members, bringing in the issues of third gender in the whole gender discrimination paradigm, using appropriate term to denote a group (e.g. Silpi referred to skilled artisans from any groups, whereas Dalits denoted a distinct group, socially discriminated and excluded by the Hindu caste system; so, the two should not be mixed together), and more information about Beijing convention and other national and international human and women rights instruments.

Group 6 (CPN-UML): Formation of local units

Facilitator: Ms. Purna Jaisi

Ms. Purna Jaisi started the presentation by informing that her party had organized a big gathering and party workers in huge numbers were present at Tokha village where they gave membership to a lot of people. The objective of the camp was to take the party policy to the local village level, talk about party local committee and establish units accordingly.

She then asked the participants to take part in a role play about forming a village unit. Some participants were selected to take on the roles of the President, Chief Guest and a facilitator to facilitate the gathering in the village and the rest of the participants were members and well-wishers who would provide opinions on the kind of leader and committee they should have for a strong, committed and durable village level unit to exist.

Participant 1: Fifty percent of the members should be women and that too should be inclusive, and the remaining fifty percent should also be inclusive on the basis of membership.

Participant 2: If it is a VDC level committee, then there are nine wards or settlements within one VDC; so, one male and one female from each ward should be represented. This way, the demand for 50% women would also be met. To make the unit more inclusive, farmers, women, students, and other youths should also be included.

According to the President's advice, there should be a minimum of 18 members in the committee which should be legislatively permitted. At the end, upon general consensus, the

motion was passed for a 21-member committee. The discussion also addressed the issues of designating key positions to women. From the major positions like the president, vice president, secretary, joint secretary and treasurer, at least two were recommended for women. With the unanimous agreement on the four-year term for the elected body of the village unit, the role play came to an end.

The facilitator expressed her gratitude to all the participants for a healthy discussion and role play and closed the session.

Comments from Observers/Participants

The session was more of a facilitation process than presentation which was good. The facilitator effectively used supporting materials like flash cards, made eye contact, and smiled which proved that she was confident and were used to conducting such programmes. The observers commented that the topic of the session was about forming local units but the criteria for forming a local unit were not defined. If they had mentioned in advance the criteria of the process, then there would be less confusion. As discussed the previous day about conversion and diversion zone, to take the participants towards conversion zone, the facilitators have to explore their options prior to conclusion.

INTERACTION WITH DANISH REPRESENTATIVES

With the end of the detailed group presentations, an interaction session with the Danish guests was held to discuss, share and query on the lessons of the whole training period.

Question and Answer Session

1. *Denmark is very transparent and they are funding this training with people's tax money. Do you think the taxpayers got the desired outcome?*

At present, the answer is yes because the process has just begun in Nepal but what transpires on the ground after this training would really validate the worth of the taxpayers' money. When all of you go back to your parties and establish good democratic practices, then we can confidently say that the taxpayers' money was well spent in the truest sense.

2. *We learnt that the foundation of democracy are local units. These kinds of trainings are usually conducted at the central level. Are you going to organize such trainings at the local level?*

It is the responsibility of the participants to take the training to the local level. You all have attended the training; therefore, now it is your responsibility to take it to the next step. We would support local-level initiatives but it is the responsibility of the participants and their parties and the leader of their parties to support this process.

Ms. Kisser Franciska Lehnert said that she learnt a lot and would take those lessons home from Nepal. She felt fortunate to have Denmark as her home. She said the participants were fortunate to be Nepalese because they all revealed and expressed so much passion and zest about Nepal. She was proud to be associated with them. Many things that they took for granted in Denmark was so difficult here; but many things still needed to be worked on for democracy, both here and in Denmark. She added that when a society was developing, the system had to be developed along as well to include a democratic system. If people and citizens continued to

be part of democracy, then they had to be part of the decision-making process as well. Patience was a virtue as well in achieving democracy. She then thanked everyone and gave her good wishes. When they started the working group in 2012, they didn't know what was going to happen, but, over time they reached this point by working together. So, for her, it was an extremely privileged, exciting and enriching experience.

Mr. Sebbelin was also very thankful for the experience. It was his first time in Nepal but he would like to come back again and bring his wife along to see the beautiful country. The movie that was shown on the opening day of the ToT was an eye-opener for him because the things that they took for granted in Denmark were often difficult in Nepal. He mentioned there was still a huge task ahead of them but to see the six parties working in harmony and unison was indeed a great experience and hope for him. He was sure that the people and the country would in due course achieve true democracy. It was not just matter of one year but for years to come, they would keep discussing and developing democracies in both the countries.

Mr. Østergaard said that he agreed with Kisser and Leon on having a great experience here in Nepal. Democracy was a daily struggle even in Denmark; they kept discussing on how to keep Denmark democratic. The society was constantly evolving and developing, and accordingly, democracy should also be developed. In Denmark, they made sure that every citizen was part of the decision-making regarding development. Nepal should also create their own democracy. He gave his best wishes to the participants for their new tasks at hand.

Likewise, Mr. Hjortdal also said that he felt privileged to be in Nepal. When they started a working group in Copenhagen in 2012, they didn't know what was going to happen. They were from different parties and were asked to make a guide for political parties at the local level. They were very excited to come to Nepal for the first time in 2012. They had expected to organize this training earlier but due to the political situation and the subsequent earthquake, it was not possible. For him, all the wait was worthwhile with such good outcomes of the training. He said that democracy came in many colors. Democracy in one country was not the same as democracy in another. Regarding gender, Danish women got voting rights 100 years ago but they still talked about gender rights in Denmark. They discussed about how to include women in the boards of big companies. There was still not enough women representation in parliament and local municipalities. He sincerely hoped that it does not take Nepal 100 years to secure gender rights. He hoped that the Danish model of democracy inspired the participants to bring about real changes in their parties and in the nation as a whole. The slogan of DIPD was "Ideas to inspire"; so, he wished them good luck and success.

GROUP WORK ON ACTION PLAN

After the sincere good wishes and will of the Danish friends, the day proceeded to a final group work exercise. Each party was asked to make an action plan of the topic that they had chosen; reflecting where the party was at and where they wanted to head to, taking into consideration the lessons and skills they had learnt from the ToT and to take it forward to the local units. Mr. CK Lal, as a facilitator, requested the parties to take this seriously and not to take this lightly as an exercise but to truly feel responsible to make a tangible action plan and implement it because the action plan reflected their commitments. The groups were asked to choose a leader to present the action plan; the chosen team leaders took an oath to faithfully facilitate the process of developing the action plan. The guide was useful for the municipality; so, each group also had to select a municipality to start the ToT with.



After the discussions, each group presented their action plan as follows:

Party: UCPN-M

Objective: Policy on Election Campaign

Location: Itahari municipality

	Activities	Implementation Strategy	Responsible person	Timeline	Monitoring
1	ToT	Select 2 participants from each village ward and ensure participation of 55 people	Ram Kumari Chaudhary	2073 Baishak 21	Dinanath Sharma, Dharma Dutta Devkota
2.	Look for resources – DIPD Decision and preparation by the party Establishment of Management Committee	Trainers – Party Sahakarya Samyantra	Party members		

Party: Nepali Congress

Objective: Process of inspiring leading party workers

Location: Municipality (with participants from 30 municipalities)

	Activities	Implementation Strategy	Responsible person	Timeline	Monitoring
1	Set the nomination process of leading party worker	Central Training department	Training department	Within 2073 Baishak	Central committee
2	30 representatives of Municipalities	Participants selected on basis of geography and region	Relevant Municipality	Jestha 15	Training department
3	Nomination of 30 party workers	Written notification	30 Municipalities	End of Jestha	Training department
4	Resource person	Ex-trainers	Training department	End of Baishak	Training department
5	Prepare training material (audio visual)	Training with training material	Training department	Second week of Jestha	Training department
6	Accommodation and logistics	Relevant municipality	Training department	End of Jestha	Training department
7	Conduct training	Relevant training department	Training department	Second week of Ashad	Training department

Party: MPRF-D

Objective: Reform local unit building

Location: Municipality

	Activities	Implementation strategy	Responsibility	Timeline	Monitoring
1	Meeting	Notification	Training department	First week of Jestha	Local Unit, VDC,
	Gender equality training	Selection of women participants	Official of VDC		Monitoring Committee
2	Intergenerational interaction programme	Party leader of various age groups and participation of cadres	Training Department	First week of Asoj	Central Committee
3	Workshop for targeted groups (dalit, women, indigenous peoples etc)	Women, Adibasi Janajati, Dalit, OBC, single women	Division of labor	First week of Mangsir	

Party: CPN-UML

Objective: Increasing new members

Location: Dipayal District, ward no. 7

Municipality: Dipayal

	Activities	Implementation strategy	Responsible person	Timeline	Monitoring
1	Identification of prospective people and community		Trainer	Within 2073 Jestha 10	Upper Committee In charge
2	Meeting, debate, distribution of publication				
3	Information on policies of the party				
4	Giving membership to interested people				
5	Handing more than 150 membership on basis of inclusion				

Party: TMDP

Objective: Generation of funds for election at local level

Location: Chin basta VDC Ward: 1 Municipality: Chin basta

	Activities	Implementation strategy	Responsible person	Timeline	Monitoring
1	Generation of election fund	Promotion in ward 9 for a day	Hare Ram Yadav	073 Baishak 25	B. P Yadav and J. P. Thapa
2	Main source of funding by DIPD	Collection of fund from all the members on the basis of their income during a meeting	Surendra N. Mandal, Uday, Indu, Takim	073 Baishak 27	
3	Public Financial audit	Make the fund given by the party public in the meeting	Finance Officer	Baishak 28	
4	Look for sponsors other than the members	Information and fund raising campaigns and events	Election committee	Baishak 29	

Party: FSN

Objective: ToT on inclusion of women in politics (strengthening of local unit)

Location: Taplejung Municipality

	Activities	Implementation strategy	Responsible person	Timeline	Monitoring
1	Increase the participation of women in politics	Publicize and request the women of the ward to participate in the training	City President Nirmala	Baishak 4	District Secretary Digambar Prepare a form and monitor by interviewing the participants
2	Meeting of City Committee	Notification		By Baishak 15	City Committee
3	Women meeting in wards 1,2 and 3	Documentary (10 minutes)	Nirmala/ Raghu	Baishak 8	On Baishak 16, present progress report in the committee meeting
4	Meeting of the women in wards 4,5, and 6	Participatory	Abhishek/ Shanta	Baishak 10	Responsible person
5	Meeting of the women in wards 7, 8 and 9	5 women from every ward			“
6	Resource person leader of Federal Women Forum				
7	Funding by City Committee with the help of member				

Mr. CK Lal commented that overall, all the action plans were specific and measurable but some did not commit fully. In terms of achievability or affordability, the parties should not really depend on DIPD alone; realistically, most trainings were in Jestha/Baishak (February); so, whether it was possible or not was still questionable.

The workshop closed with Mr. Sahadev Mahat, singing a song of perseverance, encouragement and hope – “If you’re in the deep water, don’t come up without the pearl” – which followed with an evaluation form to be filled by the participants. He expressed a vote of thanks to DIPD team, the JOMPOPS Steering Committee members, the Danish representatives and the participants and closed the ToT workshop with best wishes to the participants in moving forward with good leadership.

CLOSING CEREMONY

Ms. Shrishti Rana, DIPD representative, specified that DIPD was formed by the representatives of Danish political parties in the Parliament. It aimed to work and support developing countries like Nepal where democracy was just beginning. In Nepal, DIPD worked actively with political parties and specifically with JOMPOPS to implement the programme. She then requested the members of the Steering Committee and the Danish representatives to hand out ToT certificates to the participants.



Followed by the certificate distribution, Ms. Chitrlekha Yadav, in her closing statement, hoped that whatever the participants had learnt or were trained on, and their experiences and learnings of four days, they would exercise them lifelong, since learning was a lifelong process. She said that they should not confine their knowledge and learning to themselves but should share with others. Quoting the English saying, “Knowledge is not enough, you need to apply; knowing is not enough, you need to act”, she reminded everyone that now was the time to act. Everyone wanted democracy and this was only possible when no one was left behind. Whatever was taught in these four days would definitely help the participants in moving forward. She concluded by wishing everyone the best in the coming new year.

Mr. Dina Nath Sharma was confident that the programme was successful and all the discussion very useful. He thanked everyone including the facilitators, presenters, Danish guests and DIPD. He said that the seed of democracy was being planted in the soil of Nepal and they were fighting for democracy for the past 100 years. What they learnt from Denmark was the strong culture of coalition over 100 years. To strengthen democracy, a great deal needed to be learnt

from the Danish experiences. He said that the six parties had established JOMPOPS in partnership with DIPD with the foremost aim of strengthening democracy by sharing experiences of Denmark. They made exchange visits and, with Danish politicians, developed a guide for strengthening political parties at the local level and later a ToT course which was successfully conducted. 25 members of the six parties were now trained in various subjects regarding democracy at the local level. He further stated that if the importance of the training was fully accepted then the participants would be successful in taking it to the local level since it was the responsibility of the participants to take a new kind of democracy to the grass root level. He hoped that the participants would apply and practice at the ground level what they learnt during the training. With this, he announced the closing of the training.

EVALUATION

All the 25 participants filled out the evaluation forms. In general, the training was viewed to be extremely useful and effective. The participants gained a wealth of knowledge and inspiration that they committed to practice in context, within their parties, at the local level. The most common responses to each evaluation question were as follows:

- I. What are the important issues you have learnt during these four days through various activities and discussion?
 1. The importance of transparency in becoming a successful party
 2. Learn and adopt political practices of Denmark
 3. Establishment of local units and management of fund
 4. Election campaign
 5. Adopt democratic ideology in decision-making
- II. From your learning in these four days, what are the changes or improvements that need to be made in your party, party branches and party functions?
 1. Transparency in managing party funds
 2. Organize trainings
 3. Unbiased evaluation of the party workers
 4. Dialogue between the leaders and cadres
 5. The central committee should listen to local units
- III. According to your evaluation, what are the things you need to develop as a trainer?
 1. Get enough information; study
 2. Listening capacity needs to be developed
 3. Build confidence
 4. Improvement in presentation
- IV. Three important issues that need to be included in the training of your party
 1. Importance of local branches of political parties - formation of units, main activities and tasks, structure of political parties.
 2. How to form new local branches
 3. Winning election