



Government of Nepal
Ministry of Peace and Reconstruction

Capacity Development Strategy

**Enhancing MoPR Capacities to Effectively Deliver its
Mandates**

(January 2010 – December 2011)

Kathmandu, February 2010

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1. Introduction and Background

In the last three years, Nepal has undergone tremendous political changes after a decade long overt and protracted conflict. Comprehensive Peace Accord (CPA) was signed on November 21, 2006 between the Seven Party Alliance (SPA) and the Communist Party of Nepal (Maoist) that paved the way for the Constituent Assembly (CA) elections in April 2008. Following the CPA, Peace Secretariat was formed to support the peace process and further negotiate with Maoists to open avenues for peace and reconciliation. The continued expansion of the scope and volume of activities of the Peace Secretariat led into the establishment of a separate ministry to coordinate the overall peace and development agenda of the country. Thus the Ministry of Peace and Reconstruction (MoPR) was established in April 2007, taking over the functions of the Peace Secretariat to provide a strengthened internal structure for enhancing coordination of peace efforts, and assist national recovery and development through conflict management, truth finding and reconciliation and social reconstruction.

In addition to the ambitious mandate that ministry is carrying out through its six divisions and sixteen units, it is also involved in the management and implementation of the instruments/mechanisms that are created to facilitate the peace process in Nepal. They are:

- MoPR is managing the Nepal Peace Trust Fund (NPTF), which is a government owned and managed multi donor trust fund that was established in February 2007, to provide the required technical and financial support to implement the Comprehensive Peace Agreement. NPTF aims to implement programmes and projects in the following areas: i) Cantonment management and rehabilitation of the combatants of the Maoists; ii) Rehabilitation of the displaced persons; iii) Act relating to the election of the Constituent Assembly and other election; iv) Promotion and strengthening of peace and security; v) Implementation of the peace process and also the provisions of the Peace Accord and other subsequent agreements; vi) Implementation of programme related to mine action; vii) Reconstruction of the physical infrastructure; viii) Rehabilitation of the conflict affected individual and families.
- The Ministry is involved in the coordination of the United Nations Peace Fund for Nepal (UNPFN) that was established on March 2007, to complement the NPTF. The UNPFN was created to mobilize resources to the UN System in Nepal in support of activities of clear, short-term relevance to the peace process. UNPFN is also expected to enhance UN coordination in support of the peace process and to support coherence, efficiency and aid effectiveness in relation to the peace process. The UNPFN fosters activities under five main priority areas: i) cantonment/ reintegration; ii) elections/governance; iii) recovery/quick impact projects; iv) rights and reconciliation.

- MoPR is also managing the Emergency Peace Support Project (EPSP), which is a World Bank financed emergency peace support initiative. The EPSP intends to help the Government of Nepal to fulfill its commitments under the Comprehensive Peace Agreement and the subsequent 23 points Agreement.

Following the Introduction and background, **Section 2** provides highlights on the capacity assessment process and the core and functional issues identified for capacity development; which will be addressed by the capacity development strategy. Reconstruction addressing the needs of conflict affected people and IDPs and human resources emerged as the core competency to be addressed with utmost urgency whereas, Monitoring, Evaluation and Reporting, project management, situation analysis and strategic planning emerged as the functional capacity with wider capacity gaps that needs to be filled through the introduction and implementation of capacity development strategy.

Likewise, **Section 3** explains the capacity development strategy geared towards filling the capacity gap in core and functional issues as identified by the capacity assessment. This strategy envisages five key outputs: i) National Peace Policy and Coordination Mechanism Established; ii) Peace Accountability Systems Introduced and Implemented; iii) Competencies and Knowledge on Peace and Development Enhanced; iv) Leadership of the MoPR Officials Developed; v) Capacity of NPTF Secretariat Enhanced.

Section 4 explains the technical support to be provided to NPTF for timely and effective implementation of the capacity development strategy along with its management, coordination mechanisms and monitoring and evaluation plan as well as ongoing capacity building and training of all the concerned staffs and officials based on organized learning principle. **Section 5** consists of total indicative budget along with its output-wise cost breakdown.

2. Capacity Assessment

Capacity assessment of MoPR was conducted from 04 July-19 August 2009 by UNDP country office in Nepal with the technical support of UNDP Regional Centre in Bangkok through identification of the core and functional issues. The findings were also complemented through self-assessments.

Organizational Structure of the Ministry of Peace and Reconstruction

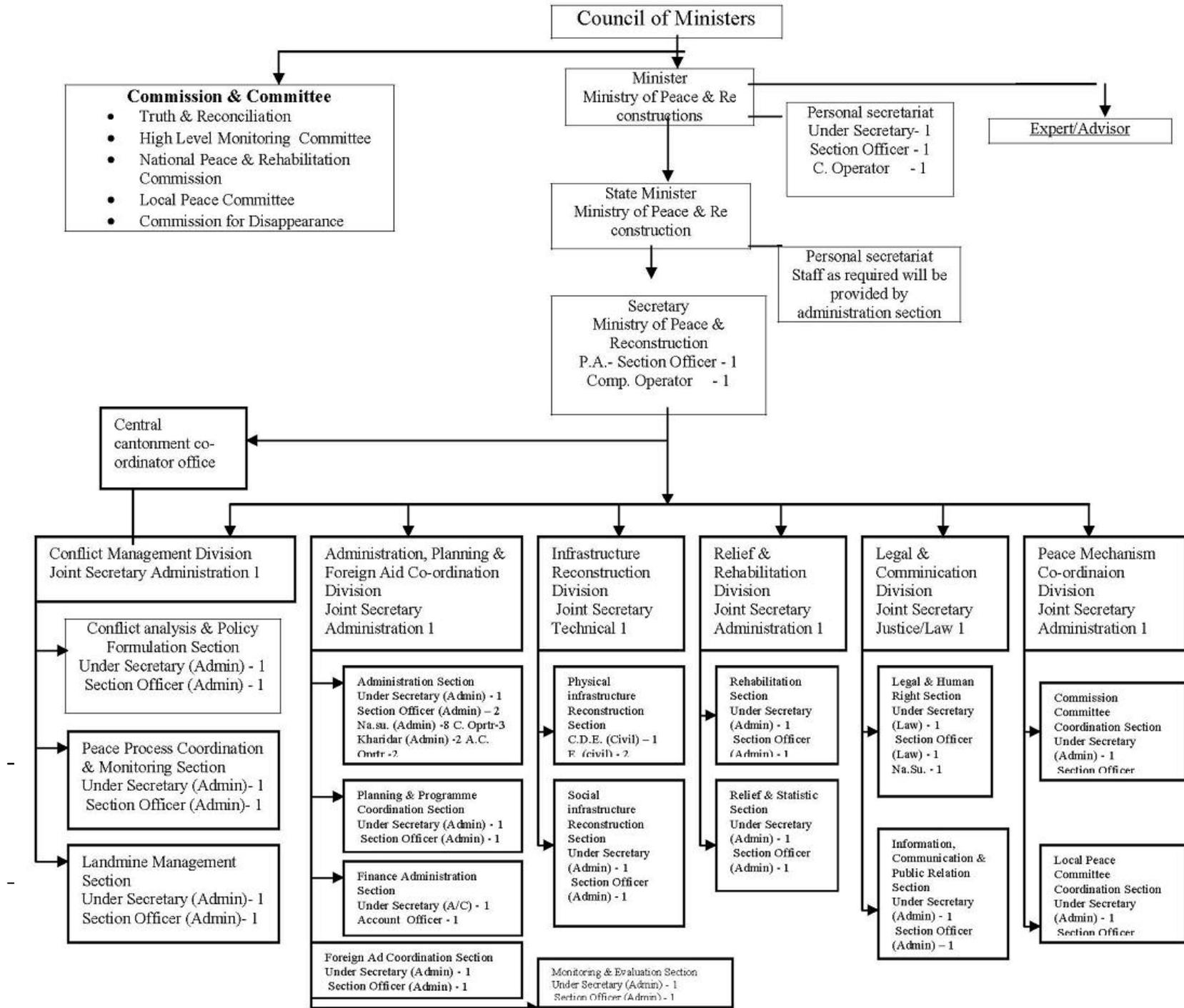
The Ministry of Peace and Reconstruction (MoPR) was established in April 2007 for enhancing coordination of peace efforts, and assist national recovery and development through conflict management, truth finding and reconciliation and social reconstruction. The current organizational structure of MoPR has six major divisions; namely: a) conflict management; b) infrastructure reconstruction; c) relief and rehabilitation; d) Legal and communication; e) peace mechanism coordination; f) Planning, administration and foreign aid coordination.

The Ministry is headed by a Secretary, while each division is led by a Joint Secretary, who is further supported by under secretaries, section officers and non-gazetted staff members. The Ministry has 98 staff members, out of which 47 staff members (48%) are gazetted staff.

Following presents the organogram of the Ministry:

Organizational Structure

Schedul 1



A brief description of work conducted by six divisions is provided below:

Conflict Management Division

This division conducts relevant research and policy studies on conflict management and providing assistance and advice to relevant ministries in the preparation of area-specific policies, including monitoring their implementation. This body is responsible to coordinate with different stakeholders and supports for the facilitation of interaction and dialogues between the concerned parties. It monitors and evaluates the Comprehensive Peace Agreement and the subsequent agreements and also facilitates for the identification, establishment and mobilization of the required mechanisms for establishment of sustainable peace in the country.

Administration, Planning and Foreign Aid Coordination Division

This division is responsible for conducting functions related to structural and financial administration of the ministry. It coordinates with the National Planning Commission, Ministry of Finance, and other central level organizations for drafting the conflict-sensitive plan and budget. This division coordinates with the Peace focal points of different ministries and also works as the spokesperson for the ministry. It is also responsible for the periodic review and regular monitoring of the programs conducted by the ministry. It manages the human resources and mobilizes the funds received for the capacity development of the ministry. It coordinates with all the departments and units to apply conflict preventive and conflict sensitive approaches in all the policies and programs of the ministry.

Infrastructure Reconstruction Division

This division is responsible for the preparation of the policy, strategy and workplan for reconstruction of the infrastructures damaged during the conflict. It collects data and information and conducts periodic review of infrastructures that were damaged along with analysis and prioritization of the need for reconstruction. Likewise, it implements, coordinates and monitors progress of reconstruction and rehabilitation programs, and maintains documentation of reconstruction efforts. This includes coordination of programs with implementing agencies, prepare and approve the budgets and programs related to reconstruction along with its monitoring. It also coordinates reconstruction related projects in NPTF.

Legal and Communication Division

This division has the responsibility to draft the legal procedures and policies as per the prevalent law and agreements for peace mechanisms. It provides necessary support for the implementation of the suggestions and recommendations received from human rights organizations for the protection and promotion of human rights. It supports the implementation of the suggestions and recommendations from the peace mechanisms and Office of High Commission of Human Rights. This division also works as a focal point for implementation of any international treaties related to peace and conflict management ratified by Nepal. This division works as resource and depositary center as it is responsible for the management of the resources and study materials regarding the transitional justice, conflict

management, peace process, rehabilitation, reconstruction etc. This division is also responsible for bringing uniformity on the messages published and disseminated by the Ministry.

Relief and Rehabilitation Division

This division is responsible for preparing the policies and programs for relief and rehabilitation of the conflict affected people. It drafts the policies for trauma healing, rehabilitation and reconciliation and other conflict affected people and oversees its implementation. This division plays a crucial role in updating the data and information related to the conflict-affected people. It conducts need identification, studies and research related to conflict-affected people. This division also provides legal, financial and other support to conflict affected people and their families such as scholarship to the children, psycho-social counseling and healing for those mentally affected during conflict etc.

Peace Mechanism Coordination Division

The major mandate of this division is coordination among different commissions, committees etc to be established for ensuring the sustainable peace in the country. It is responsible for management of the funds and human resources required for mobilization of the established commissions and committees. This division is responsible for conducting coordination activities for the establishment and functioning of the Truth and Reconciliation Commission, National Peace and Rehabilitation Commission, Commission for Disappearance and other commissions and committees. It also facilitates the establishment and mobilization of local peace committees at the local level to institutionalize the peace process from the grass root level. It also plans and manages the trainings and capacity development programs required for the officials for facilitating the peace process.

Findings of the capacity assessment report indicates that MoPR, being a new institution, faced issues of unclear mission and mandate, weak implementation mechanism, inadequate organizational and staff competencies, limited staffing and inadequate budgetary resources among other constraints. Ten core issues were identified from the consultative meetings, key informant interviews and focus group discussions with the relevant government institutions that are directly involved in peace process; which are listed below:

- Peace coordination
- Human resources
- Leadership development,
- Policy, planning and research and development
- Peace negotiation
- Peace mechanism
- Conflict affected people (e.g; IDPs)
- Cantonment management,
- Reconstruction
- Transitional justice

These ten core development issues were then related to six functional capacity needs which were also identified through initial consultations; which are as follows:

- Capacity for Stakeholder Engagement
- Capacity for Visioning, Policy Formulation and Strategic Planning
- Capacity for Policy/Programme/Project Management and Implementation
- Capacity for Information and Communications/Advocacy
- Capacity for Financial Management
- Capacity for Monitoring, Reporting and Evaluation

A summary of the core and functional capacities of the MoPR indentified during the CA process is presented below:

Functional Capacity	Current Capacity Rating	Desired Capacity Rating (by 2011)	Capacity Gap
Monitoring, Evaluation and Reporting	1.78	3.22	1.44
Policy/Project/Programme Management and Implementation	2.03	3.60	1.57
Situation analysis, strategic planning and Visioning	2.04	3.54	1.50
Financial Management	2.06	3.13	1.07
Information and Communication/Advocacy	2.26	3.58	1.32
Engaging in Multistakeholder Dialogue	2.33	3.78	1.45
Average	2.08	3.47	1.40
Core Capacity	Current Capacity Rating	Desired Capacity Rating (by 2011)	Capacity Gap
Reconstruction	1.28	3.60	2.32
Conflict-affected people including IDPs	1.91	2.97	1.06
Human Resources	1.93	3.40	1.46
Coordinating peace and Reconstruction	2.09	3.47	1.38
Policy, Planning and Research and Development	2.14	3.49	1.35
Cantonment Management	2.14	2.58	0.45
Transitional Justice	2.18	3.96	1.78
Leadership Development	2.29	3.43	1.14
Peace Mechanism	2.34	3.60	1.26
Peace Negotiation	2.46	4.20	1.74
Average	2.08	3.47	1.40

Overall capacity rating of the organization is 2.08, which indicates that a number of policies and guidelines exist or have already been formulated but with very little implementation. The capacity gap that has to be bridged within three years is 1.40, which should be the focus of capacity development strategies for the MoPR. In case of core issues, reconstruction, addressing the needs of conflict affected people and IDPs and human resources emerged with the lowest capacity ratings whereas, Monitoring, Evaluation and Reporting emerged as the

weakest competency followed by policy/programme/project Management and implementation and Situation analysis, strategic planning and visioning in terms of technical capacities.

Full Capacity Assessment report was made available to all partners on 14 August 2009.

3. Capacity Development Strategies for MoPR

The Capacity Development Strategy aims to enhance the Ministry's capacities in the following major four areas based on the assigned function to; and result of the comprehensive capacity assessment that was carried out in 2009:

- 1) Enhance structural capacities of division, departments and sections of the ministry in terms of roles, responsibilities and division of labor. It will also support the establishment and function of the anticipated committees and commission, as per the CPA and subsequent peace agreements, that will require MoPR support;
- 2) Strengthen MoPR capacities in developing peace related policies, strategies, dialogue papers, programs and projects that fall under its responsibilities. It will also enhance Ministry's capacity in coordination of peace related activities and initiatives that are undertaken by the government departments and other organizations both national and international to ensure coherence, synergy and complementarity;
- 3) Enhance the capacities of the MoPR's staff and officials in effectively discharging their assigned tasks. It also includes capacity enhancement of the Peace Focal Points, local peace commissions and other related bodies that are established to mainstream peace in government system at the national and local levels, local bodies and civil societies;
- 4) To document Nepal's Peacebuilding and conflict transformation experience in order to develop a peace and transformation model to be shared with other countries facing similar challenges.

Based on the capacity assessment results, the capacity development response is geared towards moving MoPR from its current capacity rating of 2.07 to a rating of 3.47 by 2011, bridging a capacity gap of 1.40 within a span of two years. The proposed strategy is to enhance MoPR's capacity to respond to the country's rapidly evolving Peace building and recovery needs, and to institutionalize mechanisms that are expected to have a long term impact, contributing effectively to the national peace agenda.

Capacity Development Strategy envisages **five** key outputs:

3.1 National Peace Policy and Coordination Mechanisms Established

As MoPR has to work in close coordination with different Ministries, civil society organizations, private sector, international NGOs, and development agencies for other peace and development works at the national and local level, there is a need to strengthen the overall national framework and strategy for more effective peace and development coordination by bringing together different stakeholders and development actors under one unified direction and platform, and build on existing strengths, resources and initiatives. Activities that will be implemented under this component will include the following:

3.1.1 Support and facilitate the establishment of key committees including the Truth and Reconciliation Committee (TRC), High Level Peace Committee (HLPC), and other peace related committees and commissions.

The project will provide advisory services upon request from the Ministry to support the formulation of the terms of reference (TORs), particularly the Truth and Reconciliation Committee (TRC), the High Level Peace Committee (HLPC), and the Special Committee on Reintegration, given their relative urgency, as well as support to the Ministry in convening multi-stakeholder dialogues to ensure that the TORs fully reflect the needs of right holders, and that duty bearers are given adequate responsibilities and accountability for fulfilling those rights.

3.1.2 Developing a Peace and Development communications Strategy

The objectives of the communication strategy will be three fold: i) To enable MoPR to reach out the wider population and the conflict-affected people and inform them of progress in the peace process, ii) To develop a more streamlined communications procedure between MoPR and other line ministries particularly with regard to coordinating events, programmes and policies, iii) To strengthen the internal communication system within MoPR.

3.1.3 Launching a “Peace Newsletter”

As part of the MoPR communications strategy and to support knowledge building and networking, a “Peace Newsletter”, will be regularly published by MoPR by itself or in coordination with the other Ministries or development partners in both Nepali and English languages. The newsletter will contain the news, information and updates on peace programs and projects, announcements, articles and feature stories and first-person reporting on the various aspects of the peace process.

3.1.4 Launching a “voices Campaign”

The voice campaign will provide the opportunity for different voices (i.e. target groups, stakeholders etc.) to articulate their needs, express their feelings as well as provide feedback to the Ministry regarding their work on peace and development. This campaign will also contribute to the important process of nation-building – developing consensus around common aspects of Nepali identity, mutual interests, and shared goals –an important prerequisite to the successful restructuring of the state.

3.1.5 Strengthening Peace Focal Points

Establishment of Peace Focal Points (PFP) by MoPR is an important initiative to be sustained and institutionalized by mainstreaming peace and development across all ministries. PFPs will be strengthened for their roles and functions towards enhancing coordination, monitoring and implementation of peace programmes. PFPs will serve as communications liaison within their respective ministries on peace and development, and will be provided knowledge and skills as well to assist their mainstreaming functions.

A document detailing implementation of this outcome will be developed later.

3.2 Peace Accountability Systems Introduced and Implemented

This component aims to address the weakness in monitoring, evaluation and reporting (MER), towards increasing productivity and performance and also be accountable to the stakeholders on questions about weak performance appraisal and monitoring system in the government. It will also look at building the professionalism and prestige of MoPR as an organization, and of its individual staff members as well.

3.2.1 Introduce a common National Monitoring, Evaluation and Reporting (MER) System on Peace and Reconstruction

National MER system will be piloted, that will allow MoPR and other agencies to track, monitor and analyze progress in peace, reconstruction and rehabilitation programs, based on targets set by various Ministries and/or in approved programme documents and as carried out by the implementing partners. The MER system build on existing MER frameworks and good practices that are already being used by different ministries.

3.2.2 Introducing Results-Based Management within MoPR

MoPR will initiate its own internal strategic and work planning to come up with a cohesive organizational framework and strategy for peace and development. This will allow the divisions in the ministry to likewise develop their own divisional workplans, and for individual staff members to align their own workplans to divisional results accordingly as well.

3.2.3 Strengthening Performance Monitoring within MoPR

This activity aims to address the weak performance appraisal and monitoring system in the government. This will be done by regular work planning and target-setting, with specific linkages to divisional and individual results, against which the performance will be benchmarked.

3.2.4 Promoting Inclusiveness

MoPR will support an MoPR-wide training and orientation on Gender Mainstreaming and Inclusiveness, which will serve as an input for allocating 45 percent of open positions for marginalized groups including women, janjatis, madhesis, dalits among others.

A document detailing implementation of this outcome will be developed later.

3.3 Competencies and Knowledge on Peace and Development Enhanced

This component aims to equip MoPR with the right documentation and information system, as well as facilitate access of information to the general public on peace and development.

3.3.1 Strengthening Management Information System (MIS) in MoPR

The objective is to consolidate and facilitate access to information and documents that are currently stored in various separate ministries, agencies, departments, academic institutions, and development organizations. The Information and Communications Division (ICD) will be provided an adequate support to gradually move away from paper-based information and communication system and establish and strengthen an electronic system for collecting, compiling, recording, processing and analyzing information related to peace and development in the country.

3.3.2 Enhancing Research and Development

The capacity assessment revealed the serious dearth of reliable data and information that guides MoPR and government decisions and policy directions. There exists the need to conduct the research and documentation on national and international practices in peace process, advocacy along with the best practices.

3.3.3 Competency and Skills Development for MoPR Officials and Staff

A number of skills and competency gaps that have been identified during the capacity assessment will be addressed through various capacity development activities such as trainings, workshops, seminars, conferences, coaching, mentoring and learning missions to other countries or environments on various topics as identified from capacity assessment.

3.3.4 Organizational Review and Restructuring

The strategy will support an organizational review and restructuring of the MoPR divisions to allow the Ministry to effectively fulfill its mandate, avoid duplication and streamline its functions, and respond more effectively to emerging needs. This streamlining will also look at current staffing, and support competency-based recruitment of new staff members into the Ministry.

3.3.5 Introduce a Mentoring and Coaching Programme

A mentoring and coaching programme will be introduced as a process towards institutionalization of capacity development activities within the Ministry. The project will also seek institutional partnerships between MoPR and relevant ministries in other countries in the region facing similar peace and development issues.

3.3.6 Strengthening the Local Peace Process and Partnership

This component aims to bridge the gap in the capacity of central structure and that at the local level, by linking the positive achievements at the national level to promote positive change on the ground. This activity will support the relevant division (LPC cell) of the Ministry of Peace and Reconstruction in the establishment and strengthening of the Local Peace Committees (LPCs) in 75 districts.

A document detailing implementation of this outcome will be developed later.

3.4 Leadership Skills of the MoPR Officials Developed

The professional and technical capacities of the current leadership in MoPR need to be enhanced with functional capacities to ensure a well-rounded approach to peace and development in the country. In this regard, a training and exposure program will be conducted by Asian Institute of Technology (AIT) Bangkok, for the senior officials of MoPR and NPTF, which will cover a broad areas on leadership development such as; strategic planning, operational planning, monitoring and evaluation, team building and delegation, communication for leadership development, change management and conflict transformation etc. The key learning from the program will be shared and widely replicated among the other officials of MoPR and NPTF for its wider impact and sustainability.

3.4.1 About the Training

Leadership in MoPR is one of the prime concerns as identified through the capacity assessment. Thus the leadership training is designed with the objective of contributing towards institutional capacity building of the senior officials of MoPR for effectively managing the change process and establishing sustainable peace in Nepal. The training comprises of three modules; Module one is about the theory and practices in leadership development with case studies and guest lectures by eminent personalities who have substantially contributed in conflict transformation. This part of the training is facilitated by Asian Institute of Technology, Bangkok. Module two is about the exposure trip to be conducted in Band Aceh, Indonesia whereas Module three is about the leadership for peace process to be managed by Administrative Staff College in Nepal. However, there will be exchange of the programs in AIT Bangkok and NASC as the representatives from both the institutions will be attaining in the program facilitated by each other, that also ensures the skills transfer and capacity enhancement of the local institution here in Nepal.

3.4.2 Sustainability

Upon the completion of the Module I of the training in AIT Bangkok, the participants will formulate a Strategic Improvement Plan for next six months, to be implemented and monitored while they are back in Nepal after the training. The officials participating in the training will also be mobilized as the master trainers for replicating the training ministry-wide after they return from the training. NASC will play the role to monitor the implementation of SIP and replication of the training across the Ministry. Exchange of the trainings with the representation of local institution to AIT Bangkok and vice versa will serve as an important mechanism to enhance the capacity of local institution in leadership training. The lessons learnt at the international level will be further replicated by NASC while conducting other similar training at the national level for Ministries or other related organization.

3.4.3 Exposure Trip

As part of the training, the participants will be taken for the exposure trip in Band Aceh, Indonesia where they can learn and internalize the first hand experience on conflict transformation, peace building and their success stories. Since the nature of conflict and subsequent peace process in Aceh and Nepal are similar in many grounds, it is anticipated that important lessons can be learnt by the participants. Therefore, the overall objective of study visit is to enhance knowledge of senior officials of MoPR on policy, programs, and approaches for peace building and conflict transformation.

A project document for the implementation of this outcome has been preaphas, approved and being implemented.

3.5 Capacity of NPTF Secretariat Enhanced

This component of the strategy aims to strengthen the Nepal Peace Fund Secretariat (PFS) in effective management, planning, implementation, monitoring and evaluation of NPTF resources and projects. The peace fund is established to facilitate and support the implementation of the Comprehensive Peace Accord (CPA) that brought to an end the 11-year civil war in Nepal. The peace fund supports projects in the areas of: a) management of cantonments and reintegration of combatants; b) rehabilitation of internally displaced people (IDPs); c) election of constituent assembly and future elections; d) support to constitution building secretariat; e) strengthening of law and order and police administration; f) support to the peace structure, outreach and coordination; and g) reconstruction of physical infrastructure. Support will be provided to NPTF primarily in three areas:

3.5.1 Implementation of Work Plan and Action Plan

Technical support will be provided to NPTF for implementing the workplan and adherence to the immediate action plan. Strategic, management and advisory support will be provided to NPTF to ensure effective management of peace fund. Continuity of the advisory support to MoPR will help in effective communication among NPTF stakeholders; timely preparation and dissemination of the NPTF four-monthly progress reporting; better coordination with the UN Peace Fund that is complimentary to NPTF; inclusive, participatory and gender sensitive management of NPTF projects; and greater engagement of the civil society in the implementation of the funds.

3.5.2 Accountability: M&E and Audit

Technical support will be provided to NPTF to enhance its accountability to the stakeholders primarily by strengthening its monitoring, evaluation and reporting capacities as well as timely audit of the peace fund resources. Regular monitoring based on the monitoring framework will be ensured in MoPR by backstopping them with the technical inputs whenever required and taking the timely corrective actions to mitigate the deviations if any. Similarly, timely auditing and preparation of financial reports will be ensured toward greater financial accountability and good governance.

3.5.3 Logistical Capacity

NPTF will be provided with logistical support for its establishment and operation. Peace Fund Secretariat (PFS) being the only full time entity established in MoPR for facilitating all the administrative, fund management, donor coordination and other management functions, there is requirement of well equipped Peace Fund secretariat with adequate number and quality of human resources.

3.5.4 Review of NPTF

A joint government/donors review of NPTF is being conducted by a team of six national and international experts. The review mission started its work on 1st February and expected to present its findings and recommendations to the joint Government and Donors Advisory Group (DAG) on 15 February 2010. The review mission is expected to take a more strategic look at the achievements of the NPTF over the past three years and evaluate the NPTF results and its peace building impacts to which it has contributed. It will specifically:

- Evaluate the quality and impact of projects supported by the Fund and assess their cumulative impact on the peace process
- Assess the strengths and weaknesses of the Fund's governance, technical and financial management structures and processes, providing recommendations for improvements where necessary
- Make recommendations on how NPTF could make a more strategic impact on the peace process.

To ensure emerging capacity needs of NPTF and its Secretariat are timely and effectively addressed, the Strategy will incorporate final findings and recommendations of the review mission as and when available.

3.5.5 TA Pool:

The revised Joint Financial Arrangement that was signed between the Government of Nepal and major contributing donors to NPTF states *“The Ministry of Peace and Reconstruction is considering the establishment of a separate and complementary financing mechanism to the Peace Fund in order to effectively support the capacity development of the Peace Fund Secretariat and its implementing agencies, including the Ministry of Peace and Reconstruction. The modalities for this mechanism (Technical Assistance Pool for Capacity Development) will be developed in close consultation with the Donor Advisory Group and will be defined in a future annex to the JFA”*. This provides for better coordination and complementariness for the capacity development initiatives that are being provided or planned by development partners. The strategy, through the TA Pool mechanism, will ensure effective use of TA resources assigned by the participating donors.

A document detailing implementation of this outcome will be developed later.

4. Implementation of Capacity Development Strategy

The Administration, Planning and Foreign Aids Coordination Division (APFAC) of MoPR will manage/coordinate the implementation of the strategy. The Joint Secretary who is leading the above division, supported by Under Secretaries will oversee, manage and coordinate timely implementation, effective resource mobilization and reporting. This will help effective priority setting and better coordination of the strategy with the development partners.

Relevant divisions of the MoPR will develop list of activities for the implementation of the concerned outputs identified in the strategy. The same will be incorporated in an annual work plan and log-frame, which will be implemented, monitored and reviewed by the Administration, Planning and Foreign Aids Coordination Division. Development partners will be consulted/ invited to attend the planning meeting.

Coordination meetings of all the MoPR Joint Secretaries will be held in every four months to review progress towards the implementation of the strategy and discuss the plan for the next four months as per the annual work plan. The meeting will be chaired by the Chief of the APFAC division and interested development partners will be invited to attend the coordination meeting and provide inputs in the review and planning process.

4.1 Gender and Inclusion

The capacity assessment report, which is the foundation for this strategy has revealed that there are only few women within the MoPR and there is need for promoting them at the decision making level. However, Nepal’s Public Service Commission (PSC)

regulations do not make any provision for positive discrimination. Therefore, this strategy will make efforts for providing equal opportunities for women and members of indigenous nationalities within the Ministry and where possible those who fall among the beneficiaries.

4.2 Sustainability of the Outcomes

The strategy aims to introduce capacity development strategies at three levels – policy, organizational, and individual – which are expected to provide long-term contributions to advancing the Nepal peace process. A phase out strategy will include the institutionalization of key project activities within MoPR, to ensure that Government funding will be made available to support such. Likewise, partnerships with other development partners will be sought actively during the implementation of the strategy, to ensure continuity of activities that MoPR might not be able to absorb within its own budget.

4.3 Monitoring and Evaluation Framework:

Monitoring and evaluation of the strategy will be guided by the annual work plan and log-frame. Review and reporting of the progress shall be conducted in every four months, which provides the opportunity to discuss progress, achievements and challenges to adjust the plan for the subsequent four months and contribute to developing a detailed work plan for the following year. Ongoing monitoring and internal evaluation will be carried out on a regular basis to constantly keep track on the progress and improve the performance. In accordance with the standard procedures (to be developed), the strategy will be monitored through the following:

4.3.1 within the annual cycle

On four monthly basis, monitoring and evaluation shall record progress towards the completion of key results of four months and report the deviations if any. The findings and recommendations of the monitoring/evaluation will be shared in the four monthly meetings among the MoPR officials and development partners.

4.3.2 Annually

An Annual Review Report shall be prepared by the MoPR and shared with the development partners. As minimum requirement, the Annual Review Report shall consist of achievements against pre-defined annual targets at the output level; risks and challenges faced during the implementation of the strategy; lesson learned.

4.3.3 End Report

There will be a final evaluation of the strategy during the last quarter of 2011 or – in the event that the strategy is extended – of the final year. This will assess the contribution

of each project by partners in the implementation of the strategy and enhancing the Ministry capacities.

5. Funding Mechanism

The implementation of the capacity development strategy will be managed by the Administration, Planning and Foreign Aids Coordination Division of the Ministry of Peace and Reconstruction. The strategy will be funded through government and donor resources. Bi-lateral and multi-lateral partners will be invited to take part in the implementation of the strategy. Donor assistance will be sought in terms of financial contributions, technical assistance and logistic supports.

MoPR had conducted a mapping exercise of some of its development partners who have ongoing or pipeline projects in support of MoPR capacity development. This exercise that was conducted in early July 2009 revealed greater interest of the partners in support of MoPR capacity development. Building on the result of the exercise, MoPR will effectively coordinate with the interesting partners to mobilize the required resources for timely implementation of the strategy in a coordinated and harmonized manner.

The TA Pool of Nepal Peace Trust Fund will be considered as another financing option to carrying out the activities outlined in the strategy. Followig are some rational for the use of TA Pool to finance the Strategy:

- i) The major objective of the NPTF is to facilitate the implementation of the CPA and other subsequent Peace Agreements which is the core of MoPR mandate. Thus capacity development of MoPR as an institution will benefit various MoPR's divisions and departments that are involved in the implementation of the peace process;
- ii) The TA Pool as stated in the JFA will facilitate capacity development of NPTF Secretariat and that of the implementing agencies. MoPR as one of the major implementing agencies for the NPTF qualify for the use of TA Pool resources. Some of the NPTF ongoing and pipeline projects that are/will be implemented by MoPR include: a) cantonment management; b) peace structures and mechanisms; c) mine action; d) Conflict Affected People including IDPs etc.
- iii) NPTF Clusters/Technical Working Groups are facilitated by MoPR Joint Secretaries who are also managing MoPR divisions. Therefore capacity development of MoPR will comprehensively impact NPTF.