

Transition and National Capacity Development in Mine Action

Program Directors and UN Advisors Meeting
16 April 2008

Q & A – group 1

1. What capacities need to be developed?	<ul style="list-style-type: none">- Develop a common understand of Mine Action within the national authorities- Create human capacity effectively- Institutional set-up is adapted properly to the national structure- National ownership of the program
2. Why should they be developed?	<ul style="list-style-type: none">-Help making Mine Action a priority within the government- Secure that Mine Action is included in national planning (MA strategy)- Secure an understand of Mine Action within the government- Increase the political will toward Mine Action
3. How should these capacities be developed?	<ul style="list-style-type: none">- Training- Education- Conduction of Workshops- Exchange of information through country visits, conferences etc.
4. How should progress be measured?	<ul style="list-style-type: none">- Through creation of a generic framework (five pillars) with clear objectives and benchmarks- Establish a follow-up mechanism- Monitoring and Evaluation
5. How would you define “success” and prepare for transition	n/a

Q & A – Group 1 *cont.*

<p>6. What role should national authorities have in achieving transition?</p>	<ul style="list-style-type: none">- Implementation according strategy/ national MA plans- Mobilization of resources (internal and external)- Authorities must have appropriate political will to bring forward Mine Action- Proper equipment and material for securing sustainability in programs
<p>7. What role should the UN have in achieving transition?</p>	<ul style="list-style-type: none">- Provide technical and advisory support- Develop human resources/capacity
<p>8. What are the key challenges and constraints in achieving transition?</p>	<ul style="list-style-type: none">- No common definition and understanding of “transition” among involved entities (UN, various ministries, civil society)- Proper monitoring and evaluation

Q & A – group 2

<p>1. What capacities need to be developed?</p>	<p>NON-TECHNICAL</p> <ul style="list-style-type: none">•Planning & operation management•Logistic and financial management•Resource mobilization, writing reports and proposals•National staff development and training•Identification and support to government bodies with clear MA mandate <p>TECHNICAL</p> <ul style="list-style-type: none">•Capacity to undertake, MRE, VA, clearance, etc•Centralized and comprehensive database (operations, management and finance)•Definition of minimum national standard
<p>2. Why should they be developed?</p>	<ul style="list-style-type: none">•To reduce costs through national implementation•To ensure sustainability of programme•To develop donor and community confidence•Improve governance•To be closer to communities and increase impact of operations•To ensure maximum level of national capacity to support programme•<i>Ultimately</i>, to enable transition

<p>3. How should these capacities be developed?</p>	<ul style="list-style-type: none"> •Through the development of a comprehensive, time-bound transition ‘roadmap’ or plan •Through time bound technical support (short term consultants rather than rotating technical advisors) •Through timely and appropriate training support
<p>4. How should progress be measured?</p>	<ul style="list-style-type: none"> •Through quality external evaluations that measure both UN capacity building support and government programme and technical capacity.
<p>5. How would you define “success” and prepare for transition?</p>	<ul style="list-style-type: none"> •Quality of work doesn’t diminish following transition, standards are maintained •Presence of national organization comprised of committed and capable staff. – <i>full ownership and political will</i> •Donors remain interested •Efficiency and effectiveness of programme is maintained and improved.

Q & A – Group 2 cont.

6. What role should national authorities have in achieving transition?	<ul style="list-style-type: none">•Leadership•Partnership•Provide the best and most able staff and resources they are able to bring to the table•Maintain confidence and political will
7. What role should the UN have in achieving transition?	<ul style="list-style-type: none">•Time-bound, quality technical, logistic, administrative support and advice•Time-bound and well defined capacity building support•Coordination support•Support resource mobilization, monitoring and evaluation•Mainstreaming Mine Action into development
8. What are the key challenges and constraints in achieving transition?	<ul style="list-style-type: none">•Accountability of national and international actors•Corruption, mismanagement and inefficiency of national and international actors•Competing priorities of government•Availability of skilled and committed staff in UN and government•Maintaining political will•Ensuring advisors and international actors have willingness and ability to transfer skills to national counterparts

Group 3

1. What capacities need to be developed?	<ul style="list-style-type: none">•New discipline,•legal framework,•Government Institutional capacity (Policy and Regulatory, monitoring coordinating institutional structure)•Operational capacity.•Resource mobilization and management capacity (political climate)•National ownership is key...
2. Why should they be developed?	<ul style="list-style-type: none">•To create a national sustainable capacity that can addresses the “problem”•National ownership
3. How should these capacities be developed?	<ul style="list-style-type: none">•Based on the national context•Assessment Build on existing capacities•Appropriate national counterparts engaged•Strengthen/complement existing capacities•By encouraging national ownership at the highest level as early as possible•Awareness of the problem•Ensuring sound management practices•UN facilitate tools and support
4. How should progress be measured?	<ul style="list-style-type: none">•UNICEF transition document, Checklist•Indicators and measurements should be developed by/with national counterparts•Institutional capacity•National counterparts ability

Q & A – Group 3 cont.

5. How would you define “success” and prepare for transition?	<ul style="list-style-type: none">•A national capacity able to manage its self with out any external advice, including resource mobilization, operative and operational management etc.•National ownership
6. What role should national authorities have in achieving transition?	<ul style="list-style-type: none">•Take ownership of the transition process and lead it•Willingness to assume responsibility (National ownership)
7. What role should the UN have in achieving transition?	<ul style="list-style-type: none">•Facilitate and support the transition•Build capacity as early as possible•Assess, identify and build on existing capacity•Donor coordination (safe guard national ownership)•Clear exit strategy for UN support
8. What are the key challenges and constraints in achieving transition?	<ul style="list-style-type: none">•Breaking the dependency receiving support•Breaking the habit of UN doing the job instead of assisting counterparts•Government provide appropriate HR•Changes in context of the environment•Lack of political will to address the problem•Basic management culture•Managing donor agenda

Q & A – group 4

1. What capacities need to be developed?	<ul style="list-style-type: none">•Monitoring, evaluation and transparency•Financial management and mobilization•Human resources (UN and Nat.)•Governance•Coordination (inter-agency, inter-ministry)•Legal framework / organizational structure (sometimes)
2. Why should they be developed?	<ul style="list-style-type: none">•Sustainability•Efficiency•Donor confidence•National pride
3. How should these capacities be developed?	<ul style="list-style-type: none">•UN and Nat. planning from <u>DAY ONE</u> (where possible)•Development professionals & Mine Action experts working jointly•One UN mainstreaming (RC function) without losing MA expertise or funding

Q & A – Group 4 *cont.*

4. How should progress be measured?

- M & E one size fits all inappropriate; guidelines helpful.
- Realistic, graduated benchmarks and periodic review & peer / donor review.
- Mix of quantitative and qualitative indicators
- Capacity development indicators in addition to outcome indicators.
- Pull out dates often unworkable (crisis)

5. How would you define “success” and prepare for transition?

National institutions functioning largely effectively (as described in cap. dev) in an independently verifiable manner.

Q & A – Group 4 *cont.*

6. What role should national authorities have in achieving transition?

- Involvement from day one (at which point exit strategy is developed for UN) with active engagement in target setting throughout cycle.

7. What role should the UN have in achieving transition?

- Propose and agree benchmarks for transition.
- Promote system-wide coherence within broader development paradigm
- Coordinate cross-sectorally to identify successful capacity bldg approaches
- Ensure development experts inform process, versus over-reliance on technical experts.

Q & A – Group 4 *cont.*

8. What are the key challenges and constraints in achieving transition?

- Renewed conflict
- Obtaining genuine Govt. support
- Institutional memory / staff continuity
- UN HR – understanding cap dev.
- Affordability
- Graduated but flexible timetable
- Donor trust in local ownership and management

Q & A – group 5

1. What capacities need to be developed?

Coherent, effective, sustainable management

- Financial
- Administrative
- Appropriate strategic planning and prioritization
- Human resources

Operational management

- National standards and SOPs
- Evaluation systems, QA QC
- Operational capacity
- Task coordination, planning and prioritization
- Data management – IMSMA
- Victim assistance capacity
- MRE capacity

Resource mobilization

National training capacity

National MA legislation

External advocacy

Communications – national and provincial

Q & A – Group 5 *cont.*

3. How should these capacities be developed?	<ul style="list-style-type: none">•Government commitment•Strong human resources•Training on above topics and ongoing monitoring of progress
4. How should progress be measured?	<ul style="list-style-type: none">•National mine action legislation passed into law•National institutions in place to manage effectively all elements of mine action•External and internal audits•Reports on all activities disseminated and acted on•International / external evaluation
5. How would you define “success” and prepare for transition?	<ul style="list-style-type: none">•Evaluation which show that the prerequisite elements are in place, so donors are willing to fund bilaterally

Q & A – Group 5 cont.

<p>6. What role should national authorities have in achieving transition?</p>	<ul style="list-style-type: none">• Development or improvement of the capacities above• Mainstreaming of MA into national development planning and policies
<p>7. What role should the UN have in achieving transition?</p>	<ul style="list-style-type: none">• UNDP do resource mobilization and send direct to MACs• Support development of systems to demonstrate accountability to donors• To support areas where national institutions need more growth• To put in place an independent, non UN evaluation capacity• Simplification of NEX and DEX
<p>8. What are the key challenges and constraints in achieving transition?</p>	<ul style="list-style-type: none">• Financial resources• Mainstreaming of MA into development policy• Internal and external advocacy and dialogue

Next step

- Help facilitate the transition process for both the UN and National authorities
- Based on inputs from group discussions guidelines will be shared for feedback
- Questions???

Thank You!