



NEPAL POLICY INSTITUTE

Strategic Plan, 2022-2025

FINAL

Summary

“... to serve Nepal and Nepali people anywhere and everywhere by providing rigorous and high quality public policy knowledge and discourse”

(Vision statement of NPI from its Founding Strategic Plan, October 2018)

December 2021

(The Strategic Plan benefits from the extensive feedback provided by NPI Expert members at two discussion sessions on 27 and 28 November 2021, and in follow-up feedback provided on the revised Draft Strategic Plan)

A. Introduction

1. Nepal Policy Institute Stichting (NPI) was conceived as a global initiative centered on the dynamism and potential exhibited by the Nepali diaspora in nation building not only with knowledge from elsewhere applied to problem sets in Nepal but also sharing knowledge of development work in Nepal with others outside the country. In that regard, it serves as an entity not only on policy research but also as a knowledge platform.
2. There is substantial comparative advantage that NPI has in terms of bringing to bear expertise and professional nous inherent in the large number of public policy scholars, researchers, academics, practitioners, thought leaders, and experts from different fields all over the world that can substantially contribute to the policy analytic and development space in Nepal. Occupying this unique space allows NPI to have meaningful impact on helping the country achieve the various development and strategic goals it has already outlined.

B. Strategic Policy Context

3. The policy landscape within which NPI operates is characterized by fast-paced internal and external developments, conflicting interests and priorities of key policymaking actors, the plethora of time-critical policies that demand the attention of all governments in the country, as well as a fair degree of uncertainty. The strategic policy context for NPI's work is thus characterized by several drivers:
 - a) Growing realization in the Nepal Government of the need to engage the Nepali diaspora.
 - b) Incorporating the demands and aspirations of policy reforms of not just the government in Kathmandu but also across the different provinces and sub-national levels.
 - c) Sustainable Development Goals (SDGs) localization exercise currently ongoing in the country, an awareness in the upper echelons of the national government, and indeed elsewhere, that achievement of the SDGs for the country is impossible unless local governments are brought closer into the picture.
 - d) The intense competitive landscape of NPI and the need for it to seriously consider how best to carve a niche for itself and leverage its work.
 - e) The need to consider not only how to respond to the demand for rigorous policy advice from all quarters but also, just as importantly, how best to put forth policy advice that may not necessarily be sought but that is much needed in the current context.

C. Vision and Mission

4. **NPI's Vision:** stemming from the extensive discussions and soul-searching during the founding of NPI in 2018, its vision continues to remain very apt: *"... to serve Nepal and Nepali people anywhere and everywhere by providing rigorous and high quality public policy knowledge and discourse."* This is enshrined in the Institute's Founding Strategic Plan.
5. **NPI's Mission:** Powered by the global Nepali diaspora, NPI will be an anchor – and provide space – for interested individuals willing to collaborate to provide evidence-based, multi-disciplinary, and actionable public policy recommendations to facilitate sustainable and people-centered development in

Nepal. Its mission, as befits its global characteristic, is centered on providing and promoting widely-sourced knowledge and discourse about public policy as it relates to Nepal.

D. Theory of Change

6. At the core of NPI's work is a Theory of Change that explains how NPI will be a trusted provider of policy analysis, advice, and recommendations in the achievement of Nepal's development objectives. The causal chain proceeds as follows:

IF governments (both federal and sub-national) as well as non-government and private sector entities in Nepal wish to meet their development/corporate objectives efficiently and effectively,

THEN they will need to increasingly source policy/management advice that is well informed, credible, and evidence-based,

BECAUSE development/corporate policies are pluri-disciplinary and multi-dimensional requiring a comprehensive approach that is based on consideration of learnt experiences from different contexts and policy domains and are evidence-based and actionable.

NPI's value-add is that it brings to the table credible and visible country- and/or theme-specific expertise on a range of subjects and areas from all over the globe, and it is able to put together bespoke and situation-specific policy solutions to its clients.

7. The long-term outcomes of NPI's work center on its recognition as a source of trusted policy advice and simultaneously as evidence of better informed policies and practices of governments and other clients. Both of these are expected to contribute to better development results for the country in the sectoral and thematic areas where NPI will carry out its work.

E. Scope of Work & Areas of Operation

8. The scope of work of NPI is centered around:

- a. Public policy research, analysis, impact assessment, and recommendations about alternatives and options.
- b. Creation and promotion of on-line and off-line platforms for public policy learning, sharing, networking, debates, and discourse, including capacity building initiatives and executive training in the areas of public policy at sectoral and entity levels.
- c. Publication of various materials and products in diverse media.
- d. Participation and representation at Government of Nepal forums and meetings at central or provincial level in Nepal or at Nepali Missions abroad.
- e. Participation – and representation – in international, inter-governmental, non-governmental or multi-sectoral forums, conventions, and meetings on Nepal.
- f. Starting or engaging in public debates within the scope of its mandate.
- g. Task-specific or longitudinal partnership, joint work or contracted work with governmental, non-governmental, or private institution in Nepal or globally.

9. **Suite of areas for thematic and sectoral focus.** NPI's strategy for the 2022-2025 period is to focus proactively on specific areas that build on the strengths of its experts taking into account the

current situation on the ground and also pertinent policy issues that look set to dominate public discourse (see Table 1):

Table 1. Suite of Areas of Expertise of NPI

	Core Area	Examples of Sub-fields ^(a)
1	Migration and remittances	Including in terms of gender considerations, human rights, and opportunities for development; economic impacts of remittances; financial flow systems
2	Academia-industry collaboration	Management research, management consulting, collaborative research, private sector participation in academic endeavors
3	Agriculture	Agriculture policy and development, market development, post-harvest loss management, agriculture value enhancement, supply chain management
4	Business & industry	Market and product development, regulation, MSME (micro, small, and medium enterprise) development, public-private partnerships, use of technology
5	Governance and public sector management	Economic affairs management, federalization, public policy processes, anti-corruption, civil service reforms, public financial management, civil society, community-driven development, public procurement, service delivery, resource mobilization (including tax policy and administration), SDG localization
6	Quality education	Human capital development, education policy, skills development, technical and vocational education, educational services at sub-national level
7	Resiliency	Climate resilience; natural disaster policy; social coping mechanisms; disaster preparedness and management; post-disaster rehabilitation, social innovation, IT-based knowledge solutions
8	Public health and social protection	Post-Covid social protection and recovery assistance, primary health care policy, health education policy, health service delivery at sub-national levels
9	Environmental and climate change	Climate change adaptation and mitigation, natural resource management, renewable energy
10	Intersectional and cross-functional	Cross-referential within these suites of core areas of work (eg, fiscal federalism and climate change, governance and public health, energy policy and technology, etc.), policy audits of cross-referenced subject areas; capacity building at sectoral and entity level

^(a) This list – not meant to be comprehensive – is for exemplification purposes only, and exhibits the specific sub-areas NPI experts could be engaged in.

10. Indeed, the NPI roster of experts shows an impressive array of skills and competencies, all of which can be tapped as the demand may arise. NPI will be open to considering other possible areas in which expertise may be available down the road; an organic approach will be utilized to ensure that such areas are also taken on board as the situation on the ground may merit.

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