

**Capacity Development Unit**  
**Implementation of MoPR CD Action Plan - Phase 2**  
(Mid-July, 2013 – Mid-July, 2014)

**Background**

Capacity Development Unit (CDU) has implemented 'Implementation of Capacity Development Action Plan (CDAP) of Ministry of Peace and Reconstruction (MoPR) – Phase I' which will conclude by mid-July 2013. This program was developed in adherence to Capacity Development Strategy (CDS) 2012-2015 and CDAP 2012-1013, prepared by MoPR with the support of the Technical Cooperation Pool of Capacity Development of MoPR and Peace Fund Secretariat (TC Pool).

CDU has drafted an updated CDAP for July 2013 to July 2016 based on CDS of MoPR which is being processed for final approval. On this basis, a proposal for 'Implementation of Capacity Development Action Plan of MoPR – Phase II' is submitted to the TC Pool for financial support.

**Overview of the Implementation of MoPR CD Action Plan - Phase 1**

The project period of phase 1 program was extended by the Steering Committee from March 2013 to conclude on mid-July 2013 with some adjustment in the activities.

The program has five intervention areas and most of the activities in the intervention areas have been accomplished. Performance Based Incentive System (PBIS) taskforce is in the process of preparing its report by mid-July, 2013. National and international exposure program have been held as planned. 66 staffs of MoPR participated in national exposure and 48 staffs participated in international exposure program. A Training Need Assessment (TNA) was conducted through national consultant and the report is received in January, 2013. Training program is being designed on the basis of the report and other relevant documents. Organizational Culture and Climate (OCC) taskforce is implementing 'Enhancing Physical Working Environment of MoPR' project which is expected to be accomplished by mid-July 2013.

Similarly, Organization and Management (O & M) taskforce is now conducting O & M study of MoPR with the help of a national expert. The report is expected to be prepared by mid-July, which will lead to initiate process of restructuring of MoPR. The Peace Focal Points (PFP) is reactivated and revised ToR is being prepared to motivate, mobilize and institutionalize this forum.

Out of the total programme budget of NPR 17 m around NPR 14 m has been spent till June 15.

**Purpose of the proposal**

The main purpose of the program is to enhance capacity of MoPR in strategic, organizational, individual and OCC level as specified in the CDS so that the ministry can effectively and efficiently perform its roles and responsibility.

**Project Detail:**

**a. Title of the Project:**

'Implementation of Capacity Development Action Plan of MoPR - Phase II'

**b. Project duration:**

This project will be implemented during Mid-July 2013 to Mid-July 2014.

**c. Major Activities:**

The main guideline for implementation of this project will be the CDS and CDAP of MoPR along with decisions taken by the CDU. However, its main activities will be as follows:

1. **Restructuring MoPR:** Facilitate the functions of the taskforce constituted by the MoPR for its O & M study. One national expert has been hired for this purpose and final report is expected by July 2013. This project will also contribute implementing the report as appropriate.

2. **Reactivating and mobilizing Peace Focal Points:** The ministry has recently reactivated the PFP through the CDU. This project will support to revise ToR of PFP and mobilize it for coordinating line agencies of the GoN. The PFP will be institutionalized and strengthened through need based capacity development activities. This mechanism will be mobilized for mainstreaming 'Peace Sensitive Development Approach (PSDA)' to be prepared by the ministry.
3. **Mainstreaming 'Peace Sensitive Development Approach':** The ministry has prepared a 'PSDA Paper' with the purpose to orient all development policies and programs in a conflict sensitive approach. This project will support the ministry to mainstream this approach paper through PFP and other effective mechanisms.
4. **Performance management/incentive system:** One of the major intervention areas of the CDS is to manage performance of the MoPR staffs effectively. Study of existing performance management and incentive system of MoPR is visualized as first step of identifying the effective performance system. Therefore, this project proposes a systematic study of existing performance management and incentive system of MoPR. After the study report, a Performance Based Incentive System will be designed and implemented.
5. **Improving visibility of MoPR:** Communication strategy is formulated by PFS to improve communication, information and visibility of the MoPR and PFS. Apart from this, the project will support in designing the emblem, logo, souvenir, and other such materials and also facilitate to distribute them to improve the visibility of ministry.
6. **Skill and Knowledge based training:** A series of skill and knowledge based trainings on peace building, conflict transformation; general public management, etc. will be conducted as identified or indicated by the TNA report. Service providers from the public training institute such as Nepal Administrative Staff College will be identified for conducting such trainings. Competent private training institutions will also be identified and hired for these purposes.
7. **National and international exposures:** Another intervention recommended by CDAP is national and international exposures to MoPR staffs to enhance their real life experience and knowledge in peace management. This project proposes national and international exposure activities suitable to MoPR staffs for their capacity development. National exposure will be organized through field visits to the districts.

Similarly, MoPR staffs will be provided opportunities to observe and learn from international experiences in peace management. They will be sent to different countries to attend relevant training, workshops and observation of best practices on peace related sectors.

8. **Sharing knowledge and experience on contemporary peace issues:** Various workshops, seminars, colloquium and interaction programs will be conducted to share knowledge and experiences on contemporary issues of peacebuilding. Services of national and international experts will be utilized in such programs as resource person, facilitator and moderator.
9. **Enhancing physical working environment:** Without improving physical working environment of MoPR, capacity development of the organization cannot be accomplished properly. Therefore, in this phase, an activity will be designed to improve physical environment and ambience of the MoPR. The OCC taskforce will take ownership and initiation in this regard.
10. **Coordinating with Senior Management Group (SMG) of MoPR:** The SMG will be consulted and informed by the CDU time to time to ensure consent and ownership of the ministry in the CD activities. Regular joint meeting between SMG and CDU will be organized.

11. **Readdressing peace mechanisms:** The adequacy and effectiveness of the peace mechanism constituted by the MoPR such as the Local Peace Committee, PFP will be reviewed and will be attempted to readdress the mechanisms for better performance and results.
12. **Enhancing academic and research and development capabilities of MoPR staffs:** Schemes will be developed for MoPR staffs to encourage them to enhance their capacities on academic qualification and R & D skills in related fields.
13. **Sensitizing senior level authorities on contemporary peacebuilding:** sensitizing program to the senior bureaucrats, politicians, civil society leaders, corporate managers will be organized to create conducive atmosphere in governance, public management and society for sustainable peacebuilding endeavor.
14. **National and international technical inputs:** The time and effort of the present implementing mechanism of CD activities may not be sufficient for implementing this program. Therefore, national and international expertise will be sought for technical input on various activities and program. Such input will be identified during the implementation and will be planned for hiring or acquiring such inputs.
15. **M & E framework:** CDU is planning to constitute a M & E taskforce for formulating M & E framework to evaluate and monitor the CD activities and assess its achievements. As an entry point, a presentation by an expert was organized in MoPR on June, 2013 which was participated by the members of SMG, CDU and taskforces.

**d. Approaches:**

This project will be implemented according to the basic norms and guidelines of the TC Pool. The CDU will be the implementing agency.

**e. Cost of the Project:**

The total cost of the project is NPR 65.3 million (details attached).

**Funding:**

The entire cost of the project except for managing technical input to implement the CDS/CDAP (5.5 under Steering and Implementing Structure) is proposed under track 1 of the TC Pool. The GoN rules and procurement procedure will be applied while using track 1 funds. MoPR/CDU will be responsible to handle accounts and audit.

The proposed activities and corresponding budget are as hereunder:

**'Implementing Capacity Development Action Plan 2013-16 - Phase II'**  
(Programme Budget for Mid-July, 2013-Mid-July 2014)

**Pillar 1: Strategic/institutional level CD**

**Objective:** MoPR effectively cooperates with institutions in its environment based on a clear mandate and strategic orientation.

SN	Intervention area	Activity	Programme for implementation of CD AP activities
			Tentative Program
1.1	Mission and mandate clarification	Revisiting mandate of MoPR (according to Allocation of Business Rules) <ul style="list-style-type: none"> <li>Review mission and vision in contemporary context</li> <li>Develop mission and vision to address the present context</li> <li>Make all policies and plans compatible to mission and vision</li> </ul>	Create conducive environment to revisit mandate of MoPR according to contemporary context of peace building in the country
1.2	Strategic Planning	Formulate Strategic Plan of MOPR <ul style="list-style-type: none"> <li>Formulate Strategic Plan of MOPR for five years</li> <li>Develop of Work Plan to implement the Strategic Plan</li> </ul>	Identify feasibility of formulating comprehensive strategic plan of MoPR
		Mainstreaming PSDA in all public sector <ul style="list-style-type: none"> <li>Disseminate and publicize the approach</li> <li>Formulation of strategy/plan to mainstream the approach</li> </ul>	Mainstream 'PSDA' through PFPs in approximately 40 agencies including GoN ministries
1.3	Policy making function and peace & reconstruction policy	Formulate peace and reconstruction policy of MoPR and facilitating policy coherence with other Ministries <ul style="list-style-type: none"> <li>Review of major policies and update the policies</li> <li>Identify new areas for new policy and formulate the policy</li> </ul>	Review policies of MoPR for consistency and integration with mandate and mission of MoPR
1.4	External coordination and Cooperation mechanisms	Develop the coordination and cooperation mechanism with state agencies <ul style="list-style-type: none"> <li>Review present coordination mechanism</li> <li>Assess present peace mechanism</li> <li>Update and develop comprehensive mechanism for coordination and cooperation with line ministries, political parties, civil society, media, peace promoters and general public in national and local level</li> <li>Strengthen and institutionalize Local Peace Committees (LPC)</li> <li>Strengthen and institutionalize Peace Focal Points/persons (PFP)</li> <li>Create and activate Leadership Circle (LC) comprising senior officials of MOPR and relevant Government agencies for strategic coordination and cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen and institutionalize PFPs for better coordination with line ministries</li> <li>Establish and activate Leadership Circle among relevant line agencies</li> <li>Sensitize senior level of politician, bureaucrats, social leaders and corporate entrepreneurs on role and responsibilities of MoPR</li> </ul>
1.5	External Communication	Develop and execute communication strategy of MoPR <ul style="list-style-type: none"> <li>Review and assess present communication policy and program</li> <li>Develop comprehensive communication strategy for MOPR and execute the strategy</li> <li>Mobilize media for communicating peace messages to general public in national and local level</li> <li>Standardize and simplify communication and information instrument to build confidence of general people in peace process</li> <li>Develop partnership with media, political parties, civil society organizations and so on in view of communication coordination and cooperation</li> <li>Strengthen outreach programs</li> </ul>	Coordinate with the implementation of communication strategy of MoPR/PFS
			<b>Total</b>

**Pillar 2: Organizational Level Capacity Development**

**Objective:** MoPR accomplishes its responsibilities based on more effective structures and systems.

SN	Intervention area	Activity	Programme for implementation of CD AP activities
			Tentative Program
2.1	Revisiting MoPR structure	Restructuring MOPR Organization <ul style="list-style-type: none"> <li>• Conduct comprehensive O &amp; M study</li> <li>• Review and assess national and local level organizational network (e.g. LPC, local relief and rehabilitation system, involvement of NGA)</li> <li>• Strengthen district level mechanism and structure</li> </ul>	<ul style="list-style-type: none"> <li>• Complete ongoing O &amp; M Study of MoPR</li> <li>• Implement the O &amp; M report</li> </ul>
2.2	Adequate staffing	Review and maintain staffing pattern and strengthen staffing system	Monitor staffs vacancies and facilitate for timely fulfilling the vacancies through transfer and recruitment
2.3	HR Management and Development	Establishment of Human Resource Management System <ul style="list-style-type: none"> <li>• Promote Human Resource Management System and Establish Human Resource Unit within Administration Section</li> <li>• Formulate Human Resource Policy/Plan</li> <li>• Design and implement transparent selection system including inclusion principle for nomination in capacity development programs</li> <li>• Design and implement database system to monitor competency gains and losses</li> </ul>	Establishment of Human Resource Unit within Administration Section
2.4	Transfer Management	Mitigate negative impact on competency loss by managing effective transfer system <ul style="list-style-type: none"> <li>• Ensure implementation of existing civil service regulations on tenure and transfers as a minimum</li> <li>• Design and implement staff retention schemes to prevent competency loss and utilizing competency in performance (e.g. bonding system, coordination with MOGA for not to transfer without prior consent of MOPR)</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with MoGA for effective staff transfer management</li> <li>• Analyze competency loss and gain through regular monitoring activities</li> </ul>
2.5	Performance management/ incentive system	Design, establish and maintain performance management system to optimizing output and managing results <ul style="list-style-type: none"> <li>• Design performance based incentive system (PBIS) as per government regulation</li> <li>• Get necessary consent from government</li> <li>• Apply PBIS in MOPR to ensure accomplishment of expected performance</li> <li>• Projectize major activities of the ministry including regular works so that performance management could be made objective</li> </ul>	Improving performance management (Introducing PBIS in MoPR)
2.6	Management Information System (MIS)	Maintain, update and utilize Management Information system (MIS) <ul style="list-style-type: none"> <li>• Assess and upgrade present MIS</li> <li>• Design and execute comprehensive MIS including all significant information along with staff information</li> <li>• Establish objective data base</li> <li>• Create easy access in the database and MIS of all divisions, sections and units of the Ministry</li> </ul>	<ul style="list-style-type: none"> <li>• Link CD activities with MIS of MoPR</li> <li>• Establish CD MIS</li> </ul>
			Total

**Pillar 3: Individual level Capacity Development**

**Objective:** Motivated MoPR employees effectively perform their tasks based on adequate knowledge and skills.

SN	Intervention area	Activity	Programme for implementation of CD AP activities
			Tentative Program
3.1	Induction package: Working at MOPR	Conduct 'induction' program for all staffs <ul style="list-style-type: none"> <li>• Design Induction program on Module basis</li> <li>• Conduct induction program to all staff on specific characteristics of MoPR including Conflict &amp; Peace orientation as specified by the Modules</li> <li>• Design and conduct orientation and socialization program to all new staff of MoPR</li> </ul>	Organizing Induction Programs
3.2	Knowledge Sharing	Conduct knowledge and learning sharing program for enhancing knowledge of MoPR Staffs <ul style="list-style-type: none"> <li>• Series of presentations/ workshops on Conflict and Peace issues by national and international conflict and peace specialists available in Nepal or visiting</li> <li>• Organize retreat programs for senior officials on peace process management</li> <li>• Organize Leadership Colloquium programs</li> </ul>	Organizing workshop, seminar and colloquium on contemporary issue and topics on conflict transformation, peace sensitive, conflict analysis and peace related subjects.
3.3	National and international exposure	Conduct National and International exposure programs for experience sharing, knowledge of best practice, practical things, observe real situation <ul style="list-style-type: none"> <li>• Organize National Exposure programs on local peace initiatives, local peace mechanism, relief and rehabilitation and local peace programs</li> <li>• Organize International Exposure and training program for international experience in peace and conflict themes</li> <li>• Design of a multiplication mechanism for exposure results (e.g. in-house presentations, workshops, reports after exposure)</li> </ul>	<ul style="list-style-type: none"> <li>• Organizing national exposure programs for MoPR/PFS staffs on local peace initiative (learning and experience sharing with local peace managers, promoters, activists and beneficiaries)</li> <li>• Organizing international exposure programs to learn and share experience on conflict transformation, peace building, reconstruction, techniques of peace management etc.)</li> <li>• Participate in international trainings in peace management and peace building useful and relevant to MoPR staffs</li> </ul>
3.4	Training	Design and conduct knowledge and skill based training on need and demand base (based on TNA report) <ul style="list-style-type: none"> <li>• Conduct general/basic training on peace and conflict sensitive themes for all professional staffs of MoPR</li> <li>• Conduct professional/specialized/specific peace related trainings on work/assignment/project based peace management</li> <li>• Organize refresher trainings to those who had already attended basic and professional training</li> <li>• Identify the areas of coaching/mentoring need to perform specific task and design such trainings and conduct</li> <li>• organize short term trainings to support staffs on secretarial practice, general peace management and office management</li> <li>• Organize functional skill training such as English language, computer skills, and so on</li> <li>• Organize skill based training for support staffs including etiquette, discipline and manner</li> </ul>	<ul style="list-style-type: none"> <li>• Designing knowledge and skill based trainings according to TNA (Peace Management/General Public Management/ general and specific trainings in peace building/ national and International level)</li> <li>• Enhancing technical skill (English Language, Computer, IT etc.)</li> <li>• Encouraging additional academic degree on peace related subjects</li> <li>• Enhancing R &amp; D capabilities by assigning individual and group assignment</li> </ul>
			Total

**Pillar 4: Organizational Culture and Climate**

**Objective:** MoPR employees cooperate and exchange information in an enabling working atmosphere.

SN	Intervention area	Activity	Programme for implementation of CD AP activities
			Tentative Program
4.1	Physical working environment	<p>Enhance physical working environment and ambience</p> <ul style="list-style-type: none"> <li>• Asses physical working environment of the ministry and identify the improvement areas</li> <li>• Beautify and equipped the main gate, reception, lobby, passage, garden and parking space</li> <li>• Improve and maintain water supply, electricity, refresh rooms and veranda</li> <li>• Make meeting rooms, conference hall and waiting rooms more equipped and comfortable for meetings and other relevant work</li> <li>• Improve kitchen and pantries</li> <li>• Rearrange displays, name plates and notice board for more visibility and usefulness</li> <li>• Improve, update &amp; maintain standard of electronic comm system, e.g. internet, web-system</li> <li>• Improve and update Library developing as e-library, resource center</li> <li>• Clean-up store &amp; other space of the ministry by old and useless furniture and other materials</li> <li>• Paint and furnish the office building and re-layout offices according to structure of ministry</li> <li>• Improve physical facilities and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing physical working environment in MoPR/PFS</li> <li>• Upgrading electronic system of office management (internet, website etc.)</li> <li>• Upgrading office layout and equipment</li> <li>• Establish 'Peace Education, Information and Resource Center (PEIRC) in MoPR and upgrade library and document management</li> </ul>
4.2	Communication, information and meetings	<p>Revisit meeting system, information needs and flows within and between Divisions and Units</p> <ul style="list-style-type: none"> <li>• Activate and equipped Senior Management Group (SMG)</li> <li>• Regular holding of intra-Division meetings</li> <li>• Develop information dissemination system (e.g. through Notice Board, electronically)</li> <li>• Development of grievances handling system focusing on lower and middle level staff</li> <li>• Regular holding of staff meetings of all staffs</li> </ul>	<p>Improving regular meeting systems (guidelines, recording, facilitating, implementing the decisions)</p>
4.3	Cooperation culture	<p>Enhance cooperation culture</p> <ul style="list-style-type: none"> <li>• Identify priority groups for team development</li> <li>• Identify and design system for regular inter-divisional meetings</li> <li>• Conduct team development workshops</li> <li>• Develop and introduce ministerial code of conduct, etiquette, behavior and manner</li> <li>• Enhance service delivery quality</li> </ul>	<p>Conduct interaction programs for effective group dynamics and improve culture in team working</p>
4.4	Identity of MoPR	<p>Design and conduct activities that clarifies and promote Identity of MoPR</p> <ul style="list-style-type: none"> <li>• Conduct visioning and consensus building workshops with all employees (How do we want this Ministry to be?)</li> <li>• Create environment to discuss about image and perception of MOPR among senior and professional staffs</li> </ul> <p>Identify and implement identity building measures</p> <ul style="list-style-type: none"> <li>• Develop code of conduct on MoPR working culture (e.g. protocol, etiquette, standards, working culture, promptness of work)</li> <li>• Establish minimum standards for working culture that represent the MoPR image</li> <li>• Arrange program of dialogue among MoPR stakeholders to promote identity of the ministry</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and adopting peace service delivery norms and standards</li> <li>• Improve visibility of MoPR (designing, producing and distributing peace related emblem, logos, souvenir, branding etc.)</li> </ul>
			Total

## 5. Steering and Implementation Structure

**Objective:** CD steering and management structures ensure effective implementation of the CD Strategy and Action Plan.

SN	Intervention area	Activity	Programme for implementation of CD AP activities
			Tentative Program
5.1	Capacity Development Unit	Regular activation of CD) <ul style="list-style-type: none"> <li>• Revisit the CDU composition and ensure wider participation of MOPR and donors</li> <li>• Link CDU with senior management group</li> <li>• Coordinate effectively with TC Pool and contributing donors on capacity development programs</li> <li>• Ensure regular meeting of CDU and proper maintenance of record of discussion of the meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Review the composition and representation of CDU and modify accordingly</li> <li>• Ensure regular operation of CDU</li> <li>• Coordinate with SMG, TC Pool SC, NPTF Board/PFS, GON-DG meeting, and similar type of network</li> </ul>
5.2	Thematic Task Forces	Establishing Thematic Task Forces on actual themes of the CD process: <ul style="list-style-type: none"> <li>• Ensure regular meeting of the taskforces</li> <li>• Encourage to develop programs related to taskforce and implement according to the CD action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of necessary taskforce with the approval of CDU and MoPR</li> <li>• Regular operation of thematic taskforces               <ul style="list-style-type: none"> <li>✚ O &amp; M taskforce</li> <li>✚ PBIS taskforce</li> <li>✚ OCC taskforce</li> <li>✚ TNA taskforce</li> </ul> </li> </ul>
5.3	Reviews and management of risks	Evaluate and review the progress and analyze the risk factors of CD activities <ul style="list-style-type: none"> <li>• Introduce regular staff information on status of CD process</li> <li>• Maintain and improve M &amp; E system to monitor implementation of Capacity Development Plan</li> <li>• Conduct lessons Learned workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain data, information and record of CD activities (Institutional Memory)</li> <li>• Improve and maintain M &amp; E system for CD activities</li> <li>• Conduct sharing workshop and interaction program of learning from CD activities</li> </ul>
5.4	Senior Management Group	Link CDU with Senior Management Group (SMG) of MOPR <ul style="list-style-type: none"> <li>• Maintain joint meeting with SMG</li> <li>• Consult SMG with strategic and policy related matters of CD activities</li> </ul>	Regular joint meeting with SMG for strategic and policy related matters of CD activities
		<b>Total</b>	
5.5	Technical Input	<ul style="list-style-type: none"> <li>• Manage technical input to implement the CDS/CDAP</li> </ul>	<ul style="list-style-type: none"> <li>• Identify necessary national and international technical input and prepare ToR for such input</li> <li>• Manage for acquiring such input through Track 2 budget</li> </ul>
<b>GRAND TOTAL Track 1 expenses (all five pillars)</b>			<b>65.3M</b>