

**Ministry of Peace and Reconstruction**  
**Capacity Development Unit**  
**Implementation of MoPR CD Strategy - Phase 2**  
(Mid-July, 2013 – Mid-July, 2014)  
**Monitoring Report – January 2014**

**Introduction**




This monthly monitoring report gives the glimpse of the implementation status of the CD-Strategy and CD program of MOPR up to December 2013.

**Recent major achievements:**

- Four taskforces are working in there thematic areas: i) Performance Based Incentive System (ii) Organizational Culture and Climate (iii) Monitoring and Evaluation (iv) Organization and Management (O & M)
- Five coordinators/focal points are disgnated to carry out CD activities: (i) Training (ii) HRD (iii) Strategy of MoPR (iv) Peace Focal Points (PFP) (v) International Exposure
- Concept paper on "Formulation of Strategy and Action Plan of MoPR' is prepared.
- Training programs for MoPR staffs are approved: i) Leadership and Group Dynamics in Peace Building by NASC, ii) Office Management by Personnel Training Academy (PTA), (iii) Training for Drivers and Office Helpers by NATHM
- O & M report is finalized

**Ministry of Peace and Reconstruction, Capacity Development Unit (CDU)  
Implementing Capacity Development Action Plan 2013-16 - Phase II'**

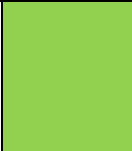



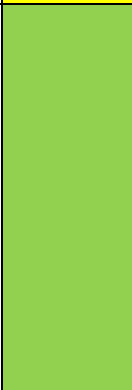
**(Program for Mid-July, 2013-Mid-July 2014)**

|        |   |   |
|--------|---|---|
| Green  |  | Activity is on track or even completed                          |
| Yellow |  | Activity is delayed but can be brought back on track            |
| Red    |  | Activity is in danger of default and requires special attention |

**Monitoring Report – January, 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  | Tentative Program  | Status  | Progress   |
|-----|--|---|--|---|--|
| 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   |    | Strategy of MoPR being prepared  |
| 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   |    | Concept on formulation of strategy of MoPR is finalized  |
|     |  | 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   |    | Conceptualized and workshop is designed for finalizing PSDA  |
| 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   |   | PSDA is in process of finalization   |
| 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</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> |  | 41 PFP nominated, TOR of PFP finalized, CD for PFP is approved, UNDP/CPP is joining the program, orientation to PFP is completed |

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|     |                        | officials of MOPR and relevant Government agencies for strategic coordination and cooperation  |  |  |   |
| 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 |  | Communication strategy being formulated |

**Pillar 2: Organizational Level Capacity Development**

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

| SN  | Intervention area             | Activity   | Tentative Program  | Status | Progress  |
|-----|-------------------------------|--|--|--------|---|
| 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> |        | O & M Study competed and draft report finalized |
| 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                           |        | Almost all vaccancies fulfilled                 |
| 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   |        | HRD concept paper is being prepared.            |
| 2.4 | Transfer Management           | Mitigate negative impact on competency loss by managing effective transfer system  | <ul style="list-style-type: none"> <li>• Coordinate with MoGA for effective staff transfer management</li> </ul>                       |        | HRD concept paper is being prepared.            |

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|     |  | <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>• Analyze competency loss and gain through regular monitoring activities</li> </ul> |  |  |
| 2.5 | Performance management/ incentive system | <p>Design, establish and maintain performance management system to optimizing output and managing results</p> <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)  |  | In the process of consultant selection |
| 2.6 | Management Information System (MIS)      | <p>Maintain, update and utilize Management Information system (MIS)</p> <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>        |  | Website of CDU being designed          |

### Pillar 3: Individual level Capacity Development

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

| SN  | Intervention area                  | Activity   | Tentative Program   | Status | Progress                                |
|-----|------------------------------------|--|---|--------|---|
| 3.1 | Induction package: Working at MOPR | <p>Conduct 'induction' program for all staffs</p> <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   |        | Programing for new commers in MoPR      |
| 3.2 | Knowledge Sharing                  | <p>Conduct knowledge and learning sharing program for enhancing knowledge of MoPR Staffs</p> <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> </ul>   | Organizing workshop, seminar and colloquium on contemporary issue and topics on conflict transformation, peace sensitive, conflict analysis and peace related subjects. |        | continuing process of knowledge sharing |

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|     |                                     | <ul style="list-style-type: none"> <li>Organize retreat programs for senior officials on peace process management</li> <li>Organize Leadership Colloquium programs</li> </ul>  |  |  |   |
| 3.3 | National and international exposure | <p>Conduct National and International exposure programs for experience sharing, knowledge of best practice, practical things, observe real situation</p> <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> |  | A concept paper on International exposure is drafted  |
| 3.4 | Training                            | <p>Design and conduct knowledge and skill based training on need and demand base (based on TNA report)</p> <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>  |  | Proposals from service providers (NASC, PTA & NATHM)) received and CDU endorsed the proposals |

**Pillar 4: Organizational Culture and Climate**

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

| SN  | Intervention area            | Activity  | Tentative Program   | Status | Progress   |
|-----|------------------------------|---|---|--------|--|
| 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</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</li> </ul> |        | Detail program and costing being prepared by the OCC taskforce |

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|     |   | <p>rooms and veranda</p> <ul style="list-style-type: none"> <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> | Resource Center (PEIRC) in MoPR and upgrade library and document management   |  |  |
| 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>  | Improving regular meeting systems (guidelines, recording, facilitating, implementing the decisions)   |  | Formulation of Communication Strategy is in process by PFS |
| 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>   | Conduct interaction programs for effective group dynamics and improve culture in team working   |  | Yet to be started  |
| 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</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> |  | Yet to be started  |

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|  | <ul style="list-style-type: none"> <li>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> |  |  |
|--|--|--|--|

### 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   | Tentative Program   | Status | Progress   |
|-----|---------------------------------|--|---|--------|--|
| 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>  |        | 28 <sup>th</sup> meeting of CDU held   |
| 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> |        | 8 Under Secretaries are nominated as Taskforce coordinators and CD activity coordinators are nominated |
| 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>   |        | Data prepared  |
| 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  |        | Regularly meeting  |
| 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>  |        | planned as and when needed   |