

**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'**

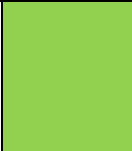



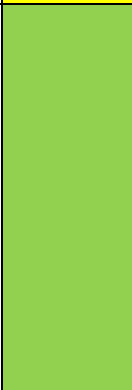
**(Program for Mid-July, 2013-Mid-July 2014)**

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

		officials of MOPR and relevant Government agencies for strategic coordination and cooperation			
1.5	External Communication	<p>Develop and execute communication strategy of MoPR</p> <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	<p>Restructuring MOPR Organization</p> <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	<p>Establishment of Human Resource Management System</p> <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.

		<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

		<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

		<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

	<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>		
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### 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