

Nepal Administrative Staff College

Jawalakhel, Lalitpur



STRATEGIC PLAN

(2072/73 to 2076/77)



Nepal Administrative Staff College

Strategic Plan 2072/73-76/77

VISION

Center of Excellence in developing managerial competencies and organizational capabilities of public sector for providing quality service to the people

MISSION

Providing unique learning opportunities to individuals and organizations of public sector through training, education, research and consulting services

CORE VALUES

- Integrity
- Respect
- Responsibility
- Creativity and Innovation

Strategic Fronts

Serving Learners and Clients

1. Ensure training programs be need based
2. Ensure training programs be competency based
3. Communicate with the service recipients effectively
4. Deliver programs effectively
5. Enhance learning transfer to workplace

Improving Service Processes

1. Achieve continuous improvements and operational efficiency Ensure effective communication across NASC
2. Making NASC a load shedding free zone
3. Specialize job responsibilities and domain
4. Create state-of-art learning facilities for residential programs
5. Utilize physical Infrastructures and resources properly
6. Promote functional coordination
7. Providing quality residential environment in Hostel
8. Provide quality food and canteen facilities
9. Develop supportive legislative framework for strategy implementation

Learning and Growth

1. Develop professional capabilities of staff continuously
2. Promote research culture
3. Expand service domain of NASC
4. Promote knowledge sharing and enhance institutional memory
5. Promote consulting service business
6. Create value in capacity building efforts of NASC through collaboration
7. Enhance outreach of learning opportunities
8. Enhance Quality Work Life (QWL) at NASC
9. Promote result oriented culture
10. Reduce HR costs and enhance overall efficiency of human resources

Managing Financial Resources

1. Ensure effective liquidity management
2. Ensure benefit sharing be performance based
3. Ensure sufficient fund for staff development
4. Enhance employee welfare incentives

Strategic Objectives

Monitoring and Review

Level	Involvement and Expectation
Governing Council	Six monthly review of performance against annual business plans; Annual review of the Strategic Plan
Executive Committee	Quarterly review of performance against strategic plan; Quarterly review of the annual business plan
Executive Director	Monthly review of performance against annual business plan; Monthly review of Senior Directors' individual job plans
Senior Director	Monthly review of progress against individual job plans; Monthly review of individual team members' job plans
Faculty and Staff	Monthly review of progress against individual job plans; Involvement in preparing and review of annual business plan and strategic plan

Contents

	Page No.
1. Background.....	1
2. Performance review.....	1
3. Strategic context.....	3
4. Strategic issues.....	4
5. Vision.....	6
6. Mission.....	6
7. Core values for nasc.....	6
8. Strategic objectives.....	6
9. Strategic plan for FY 2072/73-76/77.....	6
10. Serving learners and clients.....	7
11. Improving service processes.....	9
12. Learning and growth.....	12
13. Managing financial resources.....	16
14. Making it happen.....	17
15. Monitoring and review cycle.....	17

Annexure

NASC Strategic Plan FY 2072/73-2076/77

BACKGROUND

Nepal Administrative Staff College (NASC), as a premier training institution established in 2039 with the following objectives, has been involved in capacity development of the government and public sector through training, research and consulting services:

- Providing training for the employees of Government of Nepal and public enterprises;
- Identifying measures for enhancing the capability of administration of Government of Nepal and management of public enterprises to contribute towards development programmes of the country.
- Undertaking problem oriented research, consulting and information services program for preparing training materials and making training more useful.

Since its establishment, NASC has been organizing various programs, projects and activities in the area of training, research and consulting services to achieve its broader objectives of capacity building of public sector. From the period of 1995, NASC has practiced strategic planning formally in its operation. Major thrust of the prior strategic plan has remained similar over the periods so as to bring improvements in its core areas of human resource development.

Upon completion of last period strategic plan (FY 2066/67-2070/71), NASC has developed strategic plan for the next five years. In the process, strategic planning workshops, series of meeting and focused group discussions were conducted with senior faculties, functional managers, and all the staff of NASC. The workshop reviewed previous plan, outlined strategic issues and possible ways of resolutions in the form of recommendations through structured group discussion.

PERFORMANCE REVIEW

As of 2014/15, more than 45 thousand officers have been trained through more than 2 thousand programs in 33 years of service. It has also carried out a large number of training and research consultancies for public organizations. With a theme of Management Reforms at NASC, the last Strategic Plan (2009 – 2014) outlined four strategic fronts- Training, Research, Internal Capacity Building and External Linkages Promotion. The strategic goals were:

- Delivering and improving training services;
- Developing trainers and building training capacity;
- Developing Organization Development related research services;
- Delivering research and information services;
- Promoting linkages and collaborating with other agencies; and,
- Developing organizational and management capacity with a strategic planning approach.

Review of the strategic plan shows satisfactory improvements in the outlined objectives. Some specific achievements in the period are as follows:

1. Transformative improvements in SEDP and BAT Design:

Senior Executive Development Programme (SEDP) has been redesigned in modular basis and has been launched successfully in two groups of executives. The program has included five modules- Leadership, Integrity, Strategic Management, Policy Management, and Governance to meet the learning requirements of senior executives. Action learning has been introduced in between two modules and capstone project at the end.

Basic Administration Training (BAT) has been redesigned in terms of contents and methodology making it residential course of six months duration. Initially, the program was targeted to the Class-III officers of Administration Group only. From this year, the training has been conducted including newly recruited officers from audit, foreign affairs, and parliament services.

2. Research initiatives

Along with the training programs, efforts have also been made to conduct research activities by internal faculties in various areas. NASC officials were involved in eleven research projects in two fiscal years. Training on research methodology was given to the officials to enhance operational skills in conducting research. As an important aspect of research activity, NASC has initiated publication of peer reviewed journal- Journal of Management and Development on a regular basis.

3. Recruitment of proficient staff

NASC has developed enriched recruitment criteria to attract highly qualified persons seeking career orientation in training, research and consulting services. Candidates having first division with distinction and those securing first or second position in University level only are eligible for the position of officer at NASC. 5 years of experience is required for the position of Director of Studies and 3 years of experience for Deputy Director of studies. NASC has recruited 12 officers as Training and Research Officers, and 5 officers in the position of Director of Studies in this period. Similarly, 10 senior assistants were also recruited through open competition in this period.

4. Restructuring of NASC

NASC structure was designed with a view of functional specialization as well as efficiency in management of training, research and consulting activities. Functional structure consists of five main departments- Management Learning Group, Governance and Development Management Learning Group, Public Service Training Department, Research and Consultancy Services Department, and Management Service Department- and different specialized centers within them.

NASC HR policy, 2070 and Employee Code of Conduct, 2069 were developed. Similarly, Program Monitoring and Evaluation Guidelines, 2070; Research Guidelines, 2069; and Guidelines for Consulting Services, 2069 were developed and are in practice.

5. Extended collaboration with international and national institutions

NASC has also expanded its collaboration with UNDP, ADB, DFID, Integrity Action and other international institutions for capacity building of human resources in the areas of ICT for Governance and Development, Inclusive Governance, Disaster/Climate Risk Management, Conflict Sensitivity, Integrity building etc. Similarly, MoU has been signed with Lal Bahadur Shastri Academy of Administration, India; Asian Institute of Technology, Thailand; University of Industry Alliance, Bangladesh; and, Management Development Institute, Gurgaon, India, and Kathmandu University School of Management (KUSOM), and South Asian Institute of Advanced Studies (SIAS) for collaboration and cooperation in the areas of capacity building and conducting programmes. Similarly, MoU with Chinese Academy of Governance (CAG), Sri Lanka Institute of Development Administration (SLIDA) and Bangladesh Civil Service Administration Academy (BCSAA) is in progress.

6. Internal capacity development

Training and development activities for staff have been rigorously designed and delivered within country and provided opportunity to participate in some programs outside the country. Similarly, exposure visits for the senior managers and faculties has also been organized in various areas of operation.

NASC is undergoing internal reconsolidation. To name few, use of ICT in learning process has been initiated; strengthening of Knowledge Resource Center, automation of operational activities, etc. are undergoing as important activities. Document Management System (DMS) has been implemented and Moodle has been implemented as e-learning platform for Senior Executive Development Program (SEDP).

Learning evaluation in all training programs has been made systematic. In this period, two impact studies of in-service training programs have been conducted and an impact evaluation of the residential Basic Administration Training (BAT) is in progress.

STRATEGIC CONTEXT

NASC has been matured both in relation to years of establishment and contribution in capacity building of public sector. The maturity demands even more effective services in its core area of training, research and consulting. The central element of any organization and service is its people. So, faculty strength of NASC is determinant for delivering high quality learning opportunities to public organizations and managers.

On the demand side of capacity building, public sector, transformation agendas of government, changing political issues and relationship and urgency of governance reform efforts all have created pressure for significant improvements in individual and institutional capabilities of the government and public sector. Administrative Reform Report 2070 and Training Policy 2071 have envisioned the role of NASC as a leading organization in public sector capacity building. Similarly, restructuring of the country would alter the nature and functioning of civil service at central, provincial and local level. This requires special focus on capacity building of civil servants to make them competent enough for better service delivery and promoting better governance. This has ultimately increased the role of NASC in meeting those expectations effectively.

Devastating earthquake of Baishakh 12, 2072 has not only damaged physical infrastructure but severely affected socio-economic conditions and livelihood of people. This has created conditons that bureaucracy as permanent government should always be capable to mange disaster risks and it has compelled the policy makers to think proactively on effective management of disaster risks and build disaster resilient society. In such a post disaster context in particular and normal course of development in general, capability of civil servants in risk taking for public investments has been observed seriously limited due to various reasons. So, it is utmost important that they should be well equipped with necessary skills and competencies to foster strategic thinking, change orientation, service improvements and effective implementation of the development projects. NASC has crucial role in imparting such capabilities to the government officers.

As an importatnt driving forces of change, technology has constantly been upgrading and innovation is intense in all spheres of modern society including education and capacity building sector. Coming to the 33rd years of establishment, NASC is facing challenge of developing leadership at all levels, managing knowledge resources effectively and enhancing institutional memory. NASC's Strategic Plan must take account of such momentous changes around us affecting the learner communities and institutions, and should possess adequate strength and capabilities to deliver more and best possible.

NASC believes in continuous improvements in its service and has been persistently striving to gain excellence in its overall operation. Strategic orientation for more than two decades has been directed towards gaining value addition in all activities of NASC. Organizational learning has been applied into managerial practices. Effective management of its own learning processes is crucial for NASC in the changing context of public sector demands, and in this process, review and customized adaptation of

practices of best-of-class institutions is imperative to improve service standards and determine degree of excellence.

STRATEGIC ISSUES

Being a leading training institution of the country, NASC has enormous responsibility in capacity building of government officers, and human resources in the public sector organizations. It has continuously endeavored to achieve its broader goals with optimum utilization of resources. Since capacity building is ongoing process, it has been continuously updating and upgrading its institutional capacity and resources to meet the challenges in developing administrative capability of public organizations. There are several challenges on the part of NASC in fulfilling this prime responsibility. Along with the challenge to attract, retain and develop skills/competencies of staff and ensure adequacy of competent faculties, NASC is facing challenges in making necessary arrangements of physical infrastructure/facilities which are essential for creating effective learning environment and transforming NASC into a Center of Excellence.

Major strategic issues identified are outlined below.

1. Improving training quality and standards

Standardization of training programs is crucial in terms of making them need based, appropriately designed, effective delivery and learning transfer. Traditional way of designing training activities should be reformed with new approach and methodologies. Similarly, specific considerations are required for residential programs to make them effective in terms of balancing in residential learning environment, learning plan and recreational parts of life.

2. Promoting research works

Research is an important strategic initiative that contributes to the body of knowledge, explores the issues and possibilities; offers solution to problems and backup the training and skill development efforts by providing a very powerful methodological ground. Though research is one of the important strategic fronts for NASC, it has not been adequately linked up with individual performance and training programs. Promoting research culture is critical issue for NASC.

3. Promoting process consultancy

Consulting is another core domain of NASC services. However, this is limited only to training consultancy- in the form of fee based programs. Negligible efforts have been observed in these years in process consulting services in public and private sector. So, there is a challenge for NASC to promote process consulting services with appropriate marketing and promotional strategies. This is crucial in the context of NASC's dependency on government grants to run regular programs and meeting its administrative costs. Organizational development and growth require internal strengths in revenue generation from consulting business on sustainable basis.

4. Designing and delivering academic program with excellence

For more than three decades, NASC has been involved in capacity building mainly through training activities. But academic stream is not established to support the skill development efforts and enhancing knowledge domain of officers in the area of public policy, management, development and governance. So need based design, delivery with excellence and sustainability of proposed academic program are main issues to be addressed at present.

5. Developing professional expertise of staff

Professional expertise of staff is the critical element in overall success of NASC. Excellence in everything we do depends on the professional capabilities, resourcefulness and innovative skills of the faculties and team members. Continuous development of their capabilities is necessary condition to bring about improvements in administrative capabilities of government and organizations through training, research and consultancy services.

6. Developing physical infrastructure and state-of-art learning facilities

NASC is facing space constraints including hostel and recreational facilities especially for residential programs. Development and arrangement of state-of-art residential learning facilities are very important for the overall effectiveness of the programs and grow NASC as center of excellence. Crisis in electricity supply is national problem. Effectiveness of regular works and training programs have seriously been affected by interrupted power supply which, needs to be addressed properly.

7. Enhancing operational efficiency

NASC is organized in core functional areas and management service function to achieve broader objective of the organization. However, internal service processes are not streamlined in relation to standard operating procedures, adequate and appropriate logistics, functional service transfers and communication standards. This has hindered the service quality. Similarly, ensuring quality services in canteen facilities has also been a challenge that requires due consideration.

8. Promoting performance/result orientation

Performance is always the central element of any organization. NASC cannot be the exception. Performance or result orientation among staff is key determinant of success. Creating quality working environment, designing performance management system to examine individual and team contribution in capacity building, and establishing appropriate linkage in performance and reward system are major areas that require strategic considerations to promote result orientation at NASC.

9. Ensuring structural alignment in achieving efficiency

NASC has been organized in functional basis with some characteristics of matrix structure. Establishing effective reporting relationship, promoting synergistic efforts by managing multi-tasking effectively are key issues at present. Structural redesign is essential.

10. Transforming NASC into learning organization for making it Center of Excellence

Learning organization proactively manages its learning processes for improvements and value additions in core areas of operations. It has enriched institutional memory in knowledge management platform and adaptive capability for changes in the environment. NASC has seriously lacking the basic characteristics of a learning organization that are highly required to fulfill its role of policy support to government and capacity building of public sector as a dynamic, vibrant institution and a centre of excellence.

VISION

Center of Excellence in developing managerial competencies and organizational capabilities of public sector for providing quality service to the people

MISSION

Providing unique learning opportunities to individuals and organizations of public sector through training, education, research and consulting services

CORE VALUES

In pursuing its mission NASC has adopted four fundamental values as guiding principles (outlined below) that will be reflected in every decision, action and behavior of NASC staff.

Values	What this means for NASC staff
Integrity	We will be honest, accountable, consistent, transparent and responsible in all our actions, decisions and behaviors.
Respect	We will treat all the learners, clients and visitors with utmost respect and dignity and provide our services on a professional basis.
Responsibility	We will create, share and apply knowledge as a learning organization and held in trust for future generations.
Creativity and Innovation	We will provide the highest quality of capacity building services and continuously strive to improve the standards of professional excellence through creativity and innovation.

STRATEGIC OBJECTIVES

In order to achieve our mission in a way that deals with the range of issues and challenges NASC will face over the next five years NASC has adopted the following strategic objectives as listed in the plan. The objectives will be achieved by developing efficient and effective operational processes; developing, motivating our people and achieving continuous learning and growth; and providing the financial resources necessary to support planned activities. Translating these objectives into action is crucial and NASC has developed an Organizational Scorecard of measures, targets and initiatives that will ensure that the Strategic Plan is implemented.

STRATEGIC PLAN FY 2072/73-76/77

Planning process of NASC is based on a hierarchy of plans that cascade down from the strategic organizational plan to the more detailed one-year departmental business plans. We ensure that all faculty and staff members are clear about the contribution they can make towards improving the quality of our programs and services.

It reflects the priorities of NASC to achieve our mission; meet the expectations of our stakeholders, and deliver best within our means. The Plan commits to actions and performance targets within a timetable that acknowledges the transformative role in capacity building and sustainable institutional development. There is some flexibility to allow for unforeseen events, however, it is expected that NASC will direct the use of all its resources in pursuit of the objectives as agreed and as set out in this document.

Serving Learners and Clients

SN	Objectives	Strategic initiatives	Measures	Responsibility	Critical success factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
1.	Ensure training programs be need based	Assess training needs for regular long courses and short courses	Course designed based on TNA	Coordination and Budget: RCSD Implementation: Concerned Department/Center	Ability to ensure support of client agencies	Long Course- Class-III: 1 Short Course- 1	Long Course Class-II:1 Short Course-1	BAT: 1 Short Course-1	SEDP Class-I: 1 Short Course-1	Short Course- 1
		Assess training needs for specific functional areas of GoN (e.g. Knowledge, Skill and Attitude requirements of Chief District Officers)	Course designed based on TNA	Coordination and Budget: RCSD Implementation: Concerned Department/Center	Ability to ensure support of line agencies	-	1	1	1	1
2.	Ensure training programs be competency based	Design training courses in relation to core competencies and specific area competencies for officers based on TNA (learning requirements and changing context)	standard competency based course	Concerned Department/Center Approval: TCRC	Professional competency of the faculties	Long Course- Class-III: 1 Short Course- 1	Long Course Class-II:1 Short Course -1	BAT: 1 Short Course-1	SEDP Class-I: 1 SC-1	Short Course- 1
		Redesign the Basic Administration Training (BAT) with extended duration and necessary enrichments in contents and methodologies	Basic Administration Training redesigned	Center for Induction Training, Public Service Training Department	Policy and resource commitment of GoN	-	-	1	-	-
3.	Communicate with the service recipients effectively	Publish annual program calendar in the first week of Shrawan, upload in website and distribute printed copies to main client organizations	Calendar published uploaded	Departments/ Centers	Regular updates and uploads	1	1	1	1	1
		Develop organization profile of NASC in the form of digital documentary	Documentary produced	CKMIT/ MSD	Financial Resource	1		1		1
		Publish service blueprint/service charter of NASC in website and distribute print version	Service blueprint developed	CKMIT/MSD						
		Public call for the nomination of the participants in training programs	Published in newspaper and website	Concerned Department/Center	online registration system in place					

SN	Objectives	Strategic initiatives	Measures	Responsibility	Critical success factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
4.	Deliver programs effectively	Orient the coordinators about objectives, modality and contents of the newly designed programs	No. of orientation programs	Departments/ Centers		2	2	2	2	1
		Communicate the resource persons about the session details- objectives, contents and methodology	Communication before one week	Concerned Center	Cooperation of external resource persons					
		Provide learning opportunities to the trainees in participative way across the capacity building programs	Ratio of Participatory learning tools and interactive presentation	Concerned Center	Willingness of participants/Commitment of Resource Persons	20%	30%	40%	50%	60%
		Design and deliver training programs in modular basis with team facilitation approach	Weightage of programs based on modular design and facilitation	Departments/Center / Module Team Approval: TCRC	Focused mobilization of core teams/ Faculty commitment	50%	75%	90%	90%	90%
		Revise evaluation standards and evaluate effectiveness of training programs accordingly	Evaluation standards revised and implemented	PMEC	Incorporating feedback into learning process					
		Improve quality of learning facilities and instructional materials	Determination of minimum quality facilities in place	MSD/Centers	Financial Resources/ Continuous improvement focus of Centers					
5.	Enhance learning transfer to workplace	Follow up the learner and supervisor/s about sharing of learning and performance improvements after long courses	No. of follow up and reports	Department/Center/ PMEC	Objective information from work organization	1	4	4	4	4
		Carry out performance level evaluation of trainees after 3-6 months of completion of training in long courses	No. of evaluations with reports	PMEC/RCD	Cooperation of work organization and trainees	-	2	2	3	4
		Conduct impact assessment of training course periodically	No. of assessment	PMEC/RCD/ Departments/ Centers	Financial Resources	BAT- 1	Class- II: 1, Class-III 1	BAT- 1; Class-III- 1	Class- II: 1; SEDP- 1	
		Create alumni of learners, interact and communicate online, and document success stories in website	Alumni created and no. of interactions/stories	CKMIT/Departments/ Centers	Encouraging learner participation	1	1	1	1	1

Improving Service Processes

S.N.	Objectives	Strategic initiatives	Measures	Responsibility	Critical Success Factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
1.	Achieve continuous improvements and operational efficiency	Develop and implement service standards in all domains of NASC services and administration for internal and external customers	SOP developed	TCRC/MSD	Monitoring and compliance reinforced as per standards					
		Computerize Finance and accounts, HR and other administrative functions	Online operation in place	CKMIT/MSD	Budget, Power backup, and capability operational units					
		Making nomination or registration for training programs online	No. of online registration	Departments/ Centers/ CKMIT	Readiness of nominating agencies and individuals					
2.	Ensure effective communication across NASC	Implement digital notice board service for internal service as well as information to learners	Digital notice board in operation	CKMIT/MSD	Power back up and Regular update					
		Update and upgrade NASC web portal and procure NASC's own email system, content management system	Web portal upgraded and system installed	CKMIT/MSD	Financial Resources					
		Develop Smart Classrooms with state-of-art learning facilities	No. of Smart classrooms	CKMIT/MSD	Financial Resource	1	1	1	1	1
		Develop and implement internal communication standards and promote use of e-mail, and official chat system in all official correspondence	Communication rate	CKMIT/MSD	User adaptability	50%	60%	70%	80%	90%
		Develop NASC IT Guidelines	Guidelines developed	CKMIT/MSD						
3.	Making NASC a load shedding free zone	Acquisition and optimum utilization of power generators and Battery back up	Continuous power supply	MSD	Budget availability					
4.	Specialize job responsibilities and domain	Provide written job description, and performance/ reporting standards to all the staff	Written job description, performance/ reporting standards to the staff	CHRM	Scientific performance criteria					

S.N.	Objectives	Strategic initiatives	Measures	Responsibility	Critical Success Factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
5.	Create state-of-art learning facilities for residential programs	Identify location for developing extended facilities nearby Kathmandu valley	Location fixed and ownership process completed	MSD	GoN support and availability of land at appropriate location					
		Develop detailed plan for structural and architectural design of proposed facilities	Plan developed	MSD	Availability of financial resources					
		Develop state-of-art residential and training/learning facilities in new location	Facilities developed and operated	MSD	Availability of financial resources					
		Rebuild NASC Sampada Sadan (damaged by earthquake) preserving its archaeological value	Refurbished/reconstructed building in place	MSD	Availability of financial resources and Government Support					
6.	Utilize physical Infrastructures and resources properly	Maintain log system in cleaning/ housekeeping and logistics management	Log system in practice	MSD/ Departments/ Centers	Monitoring against the standards					
		Devise annual plan for maintenance of physical properties and resources	Annual plan in place	MSD						
		Arrange office layout as open- office system and develop resource sharing mechanism	Layout rearranged	MSD	Finance arrangements					
		Define staff-logistics standards and provide accordingly	Logistics standards in place	MSD	Culture of resource sharing and rational use					
		Regular monitoring of utilization of physical resources in all organizational units	Monitoring reports	MSD/ Departments/ Centers	Efficiency of physical unit, support of other departments and ownership of staff					
7.	Promote functional coordination	Restructuring for strategic alignment of core functions and responsibilities	Structure revised Elimination of duplication of work	MSD/EC	Approval of Executive Committee and Proper alignment of strategic plan and structure					
8.	Providing quality residential	Appoint residential manager for hostel management	No. of complain reduced	MSD	Regular monitoring by MSD					

S.N.	Objectives	Strategic initiatives	Measures	Responsibility	Critical Success Factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
	environment in Hostel									
		Develop activity plan for the residential learners in line with the program design	Activity plan in place	Residential Manager/ program Coordinator	Commitment of residential manager and program coordinator					
		Improve existing residential physical facilities of hostel	Facilities in place	MSD	Timely identification and reporting of problems					
9.	Provide quality food and canteen facilities	Develop and implement quality standards of food and canteen facilities	Quality standard developed	MSD/ Canteen Committee	Commitment of canteen operator					
		Revise eligibility and selection criteria of the canteen operator	Criteria in place	MSD/ Canteen Committee	Availability of appropriate service provider					
		Upgrade physical facilities of canteen	Facility upgraded	MSD	Agreement between NASC and canteen operator					
		Strict real time monitoring of canteen services and prompt action against non-compliance	No. of complains reduced	MSD/ Canteen Committee	Monitoring capability					
10.	Develop supportive legislative framework for strategy implementation	Develop unified guidelines/directives with necessary amendments in financial regulations, HR regulations, and training/research/consultancy guidelines making them adaptive with the strategic plan	Decision time and rate	Cross functional team	Proper alignment with the spirit of strategic plan					

Learning and Growth

S.N.	Objectives	Strategic initiatives	Measures	Responsibility	Critical success factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
1.	Develop professional capabilities of staff continuously	Devise Staff Career Development Plan with a focus on Continuous Professional Development (CPD)	Plan formulated	MSD /EC/GC	Alignment of plan with financial resources and HR rules					
		Provide opportunities for higher studies, and standard courses for skill development from reputed universities in collaboration with GoN for scholarships	No. of persons-programs/ opportunities	MSD (HR)	Collaboration with GoN and Universities Opportunity based on performance appraisal Staff development fund of NASC	1 PhD, 2 Masters, 5 short courses	1 PhD, 2 Masters, 10 short courses	1 PhD, 2 Masters, 10 short courses	1 PhD, 2 Masters, 15 short courses	1 PhD, 2 Masters, 15 short courses
		Arrange for exploring opportunities of capacity building programs (in the form of scholarship updates/ study updates)	No. of opportunities searched and communicated internally	MSD/CHRM	Commitment of staff					
		Establish Staff Development Fund (SDF) for capacity development of staff	Staff Development Fund Regulation in place	MSD/EC/GC	Sustainable contribution to the fund from internal revenues					
2.	Promote research culture	Regular training programs in research methodology for faculties	No. of training programs	RCD	In-built in research activity	2	4	4	4	4
		Encourage one research paper per faculty per year	No. of research work	Departments/ Centers/ Faculty	Commitment of faculty/ support of RCD/Departments	10	10	15	15	15
		Develop cases/case-lets for case based learning in training programs	No. of cases	Departments/ Centers/Faculty	Commitment of faculty	15	15	20	20	25
		Arrange for joint research projects in collaboration with research institutions	No. of projects	RCD/ Departments/ Centers	Capability of faculties in research and marketing efforts	-	2	2	2	2
		Subscribe research data-base, publication, journal etc.	No. of subscription	RCD/ CKMIT	Financial resources					
		Utilize good case studies undertaken by	No. of cases	RCD	Objective criteria for	50	50	50	50	50

S.N.	Objectives	Strategic initiatives	Measures	Responsibility	Critical success factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
		trainees in different training programs of NASC in the learning process	selected, published and utilized		selecting best cases					
		Publication of journal	No. of publications	RCD/MSD	Commitment of RCD	1	1	1	1	1
3.	Expand service domain of NASC	Design academic course on Policy Management; develop implementation plan and Human Resource plan	Course designed; implementation plan and launch	RCD (APT)	Sustainable source of finance, affiliation from university and capable faculties					
		Develop infrastructure for running academic program	Infrastructure in place	MSD/APT	Financial resources					
		Affiliate and collaboration with universities	Affiliation process completed	RCD/APT/EC/GC	Affiliation policies of Universities					
		Deliver academic program with Excellence	Program in operation	APT	Ensuring adequate no. of students					
		Provision of academic stream based on minimum academic and professional competencies	Provision/ amendments in employee regulations	GC/MSD/HR	Affiliation of credible University					
4.	Promote knowledge sharing and enhance institutional memory	Promote team learning by strengthening Communities of Practice (CoP) and discussion forums among faculties by using ICT tools and techniques	No. of discussions/ interactions	CoPs/ Departments/ Centers	Creative and innovative recommendations	3	6	9	12	12
		Continue NASC discussion series and promote learning sharing among staff members	No. of programs; no. of sharing	CKMIT/ Departments/ Centers	Availability of appropriate resource persons, Willingness to share knowledge	12	12	12	12	12
		Implement Document Management System effectively by all functional units and faculties	Monthly report	Departments/ Centers/CKMIT	Continuous availability of system					
		Develop Knowledge Center with necessary upgradation of existing library and join the digital community of knowledge centers	Knowledge Center developed	CKMIT/MSD	Commitment of departments and faculties					
		Integrate G2G learner information system	System developed	CKMIT/ Departments/	Collaboration with <i>Nijamati Kitabkhana</i>					

S.N.	Objectives	Strategic initiatives	Measures	Responsibility	Critical success factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
				Centers						
		Strengthen ICT system of NASC		CKMIT/ MSD	Adequate human and financial resources					
5.	Promote consulting service business	Develop marketing strategy of NASC for consulting services (training, research and process consulting)	Marketing strategy formulated	RCD(CMCS)/ CKMIT/ CCCRC						
		Design process consulting programs to improve service of government agencies on real time basis by mobilizing NASC faculties at workplace of concerned agencies	No. of programs	Departments RCD(CMCS)	Ability to devote time by faculties and Support of concerned organization of GoN	2	2	3	4	4
		Design and deliver short courses for international participants in contemporary issues	No. of programs	Departments/ Centers/ RCD(CMCS)	Marketing ability	1	2	2	2	2
		Promote process consulting services to public organizations	No. of consulting	Departments/ RCD(CMCS)	Professional capability of staff		1	1	1	1
6.	Create value in capacity building efforts of NASC through collaboration	Activate, and extend collaboration with international institutions for faculty exchange and capacity building programs	No. of programs	RCD/ Departments/ Centers	Collaborative marketing ability	2	2	2	3	4
		Develop products and organize capacity building programs jointly with collaborating institutions	No. of programs	Departments/ Centers/ RCD	Capability to design and resource pooling	1	1	1	1	1
		Collaborate with relevant institutions for joint bidding	No. of projects	RCD	Collaborative marketing ability, alignment of interest	1	2	2	2	3
		Collaborate with development partners for capacity building of public sector and institutional development of NASC	No. of collaboration	RCD	Alignment of interest	1	1	1	1	1
		Collaborate with international universities/institutions for facilitation in research in Nepal	No. of collaboration	RCD	Collaborative marketing ability, alignment of interest				1	1
		Coordinate with public sector training institutions in designing, delivery and evaluation standards of training (program and participants) for capacity	No. of Programs	MSD	Policies and cooperation of other training institutions		2	2	2	2

S.N.	Objectives	Strategic initiatives	Measures	Responsibility	Critical success factor	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
		building								
7.	Enhance outreach of learning opportunities	Create e-learning platform and design programs in specific area accordingly	No. of e-learning based programs	CKMIT/ Departments/ Centers	Availability of e-learning design costs, skills, and high speed internet			2	2	2
8.	Enhance Quality Work Life (QWL) at NASC	Implement product/output based flexi work system	Flexi work criteria defined and introduced	MSD (HR)	Productive use of the system					
		Develop and maintain standards for promoting cultural transformation at NASC	Standards developed and maintained	MSD (HR), Departments/ Centers	Documentation and regular review/monitoring					
		Provide compulsory leave for the staff with incentives for recreation and tourism	Provisioned in employees rules	MSD (HR)	Financial resources, and managing workloads during leave					
9.	Promote result oriented culture	Implement Performance Based Incentive System at NASC	Performance criteria defined and PBIS introduced	CHRM, MSD (HR), Departments/ Centers	Objective criteria or parameter of performance					
10.		Ensure adequate and quality staff as per service demands created by strategic plan	No. of staff	PFC/MSD (HR)	Availability and attraction of quality people and objective selection process and criteria					
11.	Reduce HR costs and enhance overall efficiency of human resources	Manage core activities through outsourcing professional experts maintaing minimum level of core staff	No. of experts and events/ activities	MSD (HR)	Availability of required human resources					

Managing Financial Resources

S.N.	Objectives	Strategic Initiatives	Measures	Responsibility	Critical success factors	Targets				
						2072/73	2073/74	2074/75	2075/76	2076/77
1.	Ensure effective liquidity management	Create portfolio investment opportunities for liquid funds	Improved interest income and other investment income(y-o-y)	MSD	Financial planning practice	5%	5%	5%	5%	5%
2.	Ensure benefit sharing be performance based	Distribute incentives (generated from consulting services) based on performance based incentive system	Incentives distributed based on performance	MSD	Scientific performance parameters					
3.	Ensure sufficient fund for staff development	Create Staff Development Fund (SDF) with budgetary provision and contribution from consultancy revenues	Proportion of the Fund over total income	MSD	Increased internal revenue	10%	10%	10%	10%	10%
4.	Enhance employee welfare incentives	Provide medical insurance for employees and their family members on actual expenses basis	Provisioned	MSD	Increased internal revenue base					
		Provide loan facilities to staff for vehicle, housing or education based on defined criteria	provisioned	MSD	Increased internal revenue base					

MAKING IT HAPPEN

The Strategic Plan shows how NASC plans to organize itself to serve the learner community over the next five years. It will seek to achieve its mission by optimum utilization of human and financial resources; and through a focus on continuous learning, improvements, and create effectiveness where possible. Learning Group/Departments and Centers shall prepare detailed annual business plan based on this strategic plan.

NASC constantly reviews its human and financial resources structures to maintain a balance between service expectations and the resources available. As with any plan, circumstances may change and so NASC will be ready to cope with this. It is not the Plan but the process of planning that is important. In order to regularly review how NASC is performing as committed to the processes are described in the following table. Arrangements will be made for short terms wins on strategic implementation quarterly.

MONITORING AND REVIEW CYCLE

Level	Involvement and Expectation
Governing Council	Six monthly review of performance against annual business plans Annual review of the Strategic Plan
Executive Committee	Quarterly review of performance against strategic plan Quarterly review of the annual business plan
Executive Director	Monthly review of performance against annual business plan Monthly review of Senior Directors' individual job plans
Senior Director	Monthly review of progress against individual job plans Monthly review of individual team members' job plans
Faculty and Staff	Monthly review of progress against individual job plans Involvement in perparing and review of annual business plan and strategic plan

ANNEXURE

Status of Human Resources

As per the record of July 2015, NASC has a total of 97 staffs, of which 40 are training and research area and rest administrative, finance and support staff. The professional staffs have expertise in the areas of general management, executive development, financial management, and human resource management, public administration, and development, governance and research methods. NASC also invites experts in relevant and necessary areas for capacity development programs. NASC senior faculties are in the phase of retirement. So, there is a challenge of fulfilling gap in NASC leadership and senior management team.

Status of Physical Resources

NASC is located at Lalitpur District within an area of 72 *Ropanies* of land. There are seven buildings including historical palace, named as Sampada Sadan- the main building. Unfortunately, recent earthquake has damaged the building having four training halls and administrative occupancies. The building has been evacuated after examination by expert. Administrative units are shifted to Sampada Sadan-Annex building and faculties are relocated to Diksha Sadan and Prajnan Sadan evacuating. NASC has range of training facilities including one auditorium, 3 conference halls, 7 training rooms, 12 syndicate rooms, two computer laboratories, one library or the knowledge resource center, one hostel having capacity of 114 persons, two cafeterias, Sports courts, and plenty of open space for event management and activities.

SWOT Profile of NASC

Strengths

- Long history with presentable track record of institutional activities and image
- Experienced faculties and staff
- Physical facilities in prime location
- Institutional autonomy, through legal status and composition of governing council and executive committee
- Ability to provide financial incentives to staff through internal sources

Weaknesses

- Losing market competitiveness in service market due to increased operational costs and reduced professionalism
- Declining professional manpower base basically due to the retirement of senior faculties having long experience in NASC and, balancing professional and administrative staff
- Low level of motivation and morale despite of additional incentives
- Low team spirit among staff with instances of reluctant conformance to institutional norms
- Non performing work culture, being reinforced through declining professional HR base, inadequate work system and processes, including those related to performance-based management, and inability to adopt modern technology and facilities
- Inadequate monitoring and supervision of leadership

- Declining quality of physical infrastructure and facilities
- Poor maintenance of roster of resource person
- Under utilization of retired professionals
- Poor institutional memory and knowledge management
- Centralized service in Kathmandu Valley

Opportunities

- Growing market of capacity building both in public and private sector
- Having potential roles to play as a model or lead institution for management training, research and consulting services at regional levels
- Having potential roles to provide policy research and consulting services in the areas of development management to government, private and non-government organizations
- Having potentiality of being established as an umbrella institute of local training centers engaged in offering training services in the areas of administration and management
- Availability of competent professional persons to be used through outsourcing
- Increased access to and use of information and communication technology
- Having potential role of partnering in administrative reform program of the government through policy support, structural reengineering and capacity building at individual and organizational level, and grow as think tank of the government of Nepal
- Potentiality to generate earnings for institutional self-sustainability with upgrading and maintenance of the existing physical infrastructures and facilities for their commercial use
- Partnership with foreign institutions in developing and delivering capacity building programs, joint research, faculty exchange etc. through extended collaboration and network relationships
- Diversification of NASC service domain in the area of academic programs for executives and professionals working in public sector
- Developing NASC as a e-government academy and support in strategic implementation of e-government initiatives of GoN

Threats (Challenges)

- Pressure for sharpening of competitive edge of NASC's services by making the institute updated and attuned with modern technology and changing demand of service market
- Difficulty in maintaining institutional credibility and image with decreasing professional staff and deteriorating physical infrastructure
- Increasing competition with private sector in offering management development services
- Government policy towards self-sustainable organizations- decreasing external support in terms of both funding and manpower development
- Management development service increasingly being a competitive and matured business crossing the national borders

