



नेपाल दूरसञ्चार प्राधिकरण
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Formulating Strategic Plan for NTA Planning in Nepal's Context

**1st November, 2018,
Kathmandu, Nepal**

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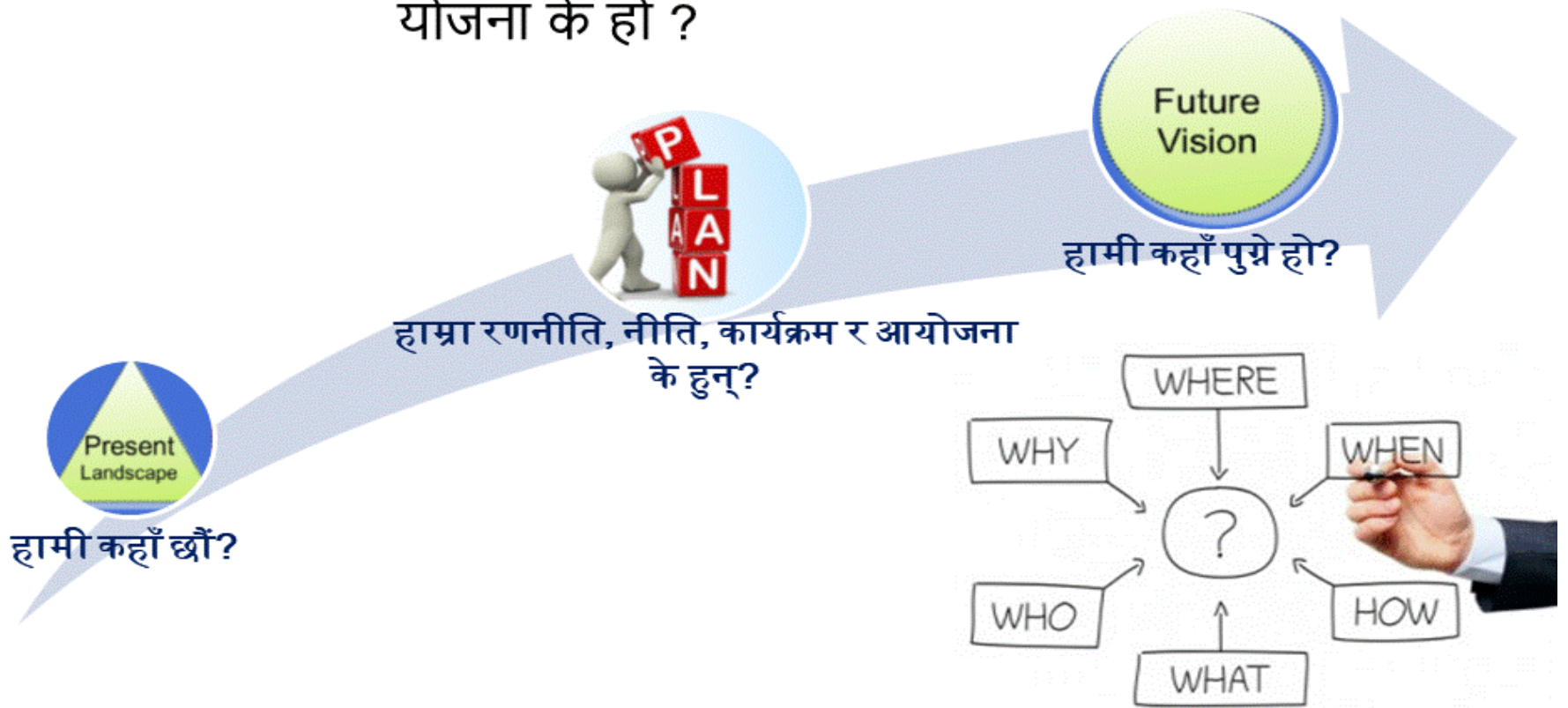
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Outline of the presentation

- Concept of Development Plans
- Types of Plans
- Nepal's experiences with Plans
- Template for formulating Plans
- Process for formulating plans
- Requirements for plan formulation
- Lessons learned
- **Result Based Planning**

What is a Plan?

योजना के हो ?





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Types of Plan

• Long-term Plans

- Principal policy document to guide the future
- Gives a broad vision of the sector or organization
- Sets the long-term objectives
- 5 to 25 years period

• Master Plan

- A Plan for achieving an objective or objectives
- Framework to guide the sector or organization
- A comprehensive long term strategy with plan of actions
- 5 to 10 years period



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Types of Plan, contd...

- **Strategic Plan:**
- An Action Plan is prepared against the targets
- A kind of backward stepping describing activities to meet the target with inputs.
- It's a **result oriented planning process.**
- It might be sectoral and integrated, mostly sectoral .



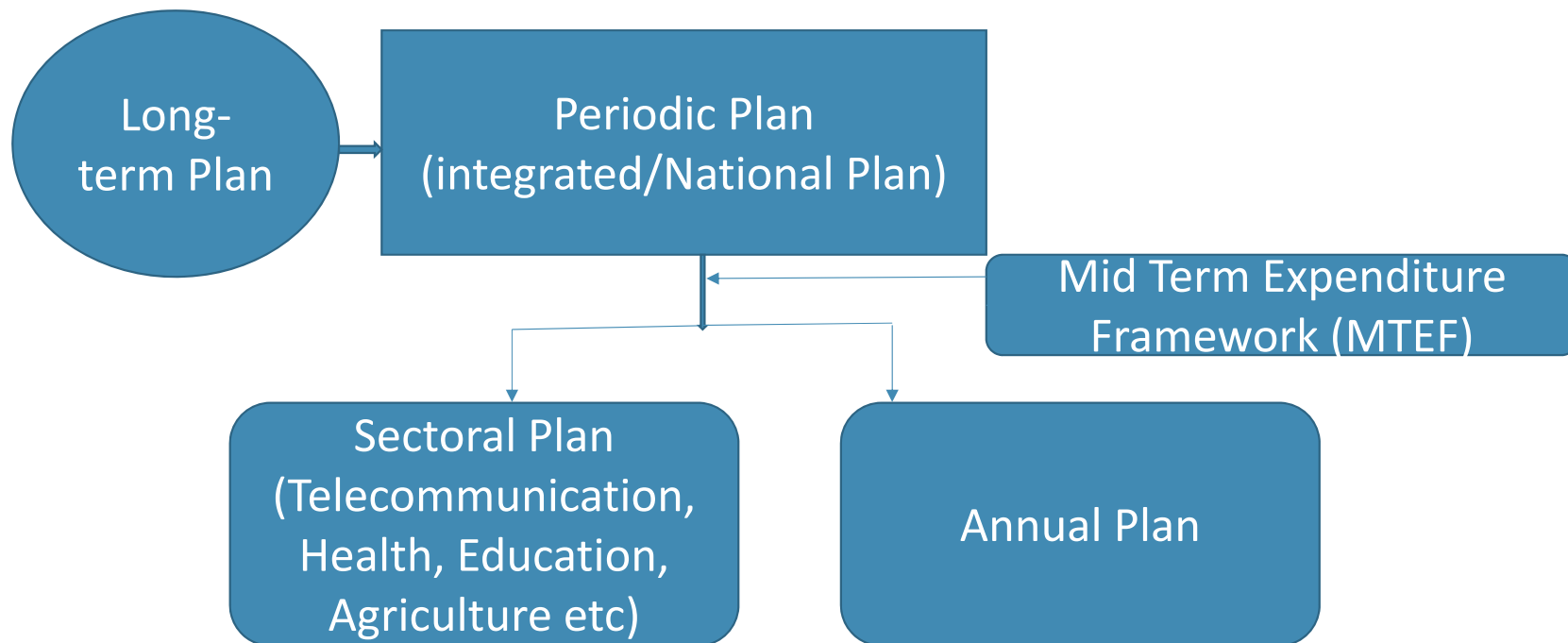
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Types of plan, contd...

- **Periodic Plans or mid term plans**
 - Normally 3 to 7 years period
 - Provides mid term vision of the country
 - Sets targets, proposes activities with resource back up with measurable indicators
- **Annual Plan:**
 - Translates the periodic plan into action
 - 1 year period
 - Sets targets, proposes activities with resource back up with measurable indicators



Interrelationship of Plans





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Nepal's Experiences with Plans

- The concept of development planning was first introduced in 1928 A.D. in the former Soviet Union.
- It became very popular after the end of 1930's great economic depression and Second World War.
- The systematic development planning in Nepal was started in 2013 B.S. which was for 5 years.
- After the introduction of development planning in Nepal, 13th development plans have been implemented.



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Nepal's Experiences with Plans, contd...

- The 14th plan, a three year plan, is in the 3rd year of its implementation now.
- Since 1990: adoption of market or liberal economic policy in the context of globalisation, the form of the Plan has changed from planning by direction to more indicative or inducement type of plan.
- The role of the Government has been changed
 - the Government: a catalyst, motivator, regulator and facilitator role
 - the private sector: a lead role in the economy.
- Now: adoption of three pillar economy viz. public, private and cooperative sector.



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Nepal's Experiences with Plans, contd...

- More participatory approaches has been followed than before.
- Both “top down” and bottom up” approach has been followed.
- Started to formulate more strategic type of planning
- Prioritization of projects and programs has been started since the Tenth Plan



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Present Initiatives

- Long term vision paper (for 25 years from now, 2100 BS)
- Approach Paper for the 15th Periodic Plan
- Monitoring framework (from OPMCM) being implemented,



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Template for formulating Plan (NPC)

- Background
- Present status
- Challenges
- Opportunities
- Vision and Mission
- Goal



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Template for formulating Plan, contd...

- Objectives
- Quantitative Targets
- Strategies
- Working policies
- Programmes
- Expected Outcome



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Template used in NHSS (2016-2020)

- Background
- Situation Analysis
- Vision and Mission
- Strategic Direction and Approaches
- Goals, Outcomes, Outputs
- Financial Management
- Implementation arrangements
- Monitoring arrangements



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Template used in NHSS (2016-2020), contd...

- Results Framework
- 1st part:

Vision					
Goal					
Objectives					
S. No.	Major Thematic Areas	Strategies			
		1	2	3	4
		*			



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Template used in NHSS (2016-2020)

- Results Framework
- 2nd part:

Vision			
S. No.	Major Thematic Areas	Immediate Impacts	Sectoral Impacts



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Result Framework (NHSS)

Part 3.

Thematic Area:

Result Indicators	Unit	Base Year	Target			Means of verification	Responsible Agencies	Assumptions and Risks
			Year 1	Year 2	Year 3			



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Process of formulating plan

1. Traditional Approach:

- Basically “top down”-little involvement of stakeholders and beneficiaries.

2. New Approach:

- A participatory and more “bottom up”
- Local, Provincial, National Level Consultations
- More inclusive participations:
- Gender, ethnic groups, Dalits, Madhesis, disabled, youth, political parties, development partners, NGOs/INGOs etc.



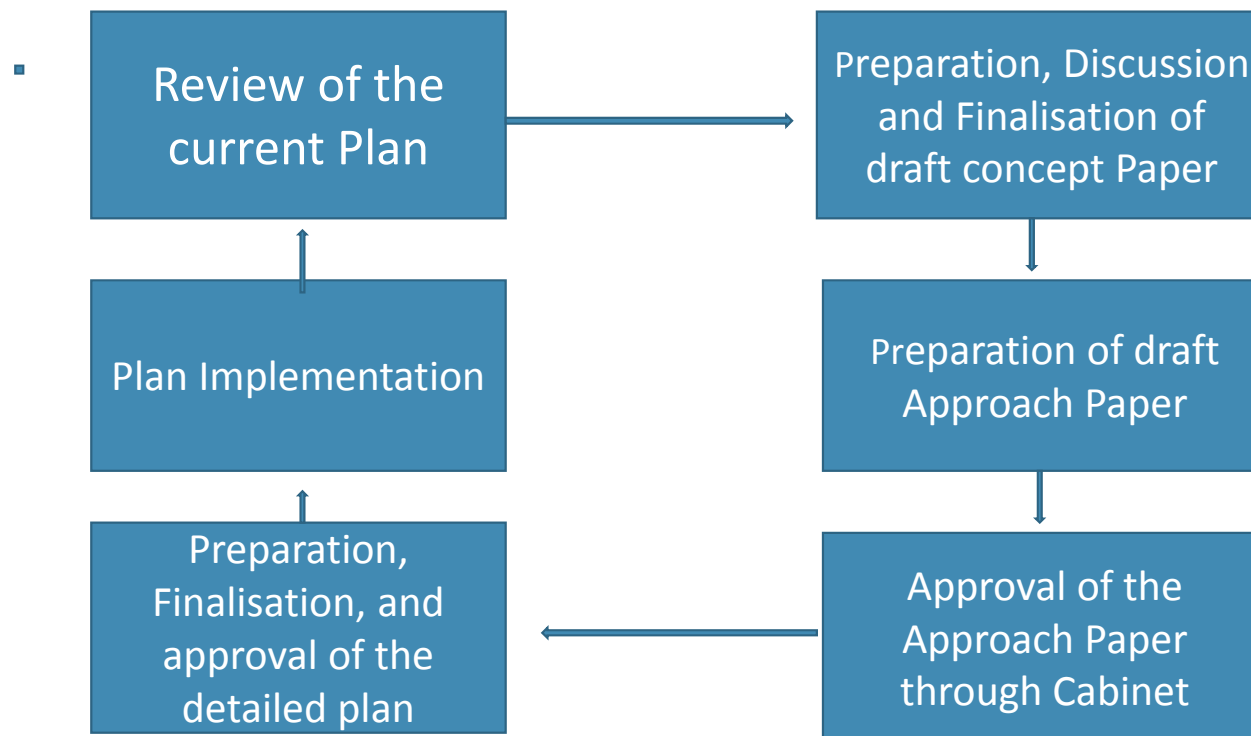
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Process of formulating plan, contd...

1. Steering Committee: Mostly led by Secretary, or sometimes by Minister
2. Technical working Groups: Mostly led by Joint Secretary
3. Task Forces: Mostly led by sectoral Department heads



Current Planning Process in Nepal





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Planning Process contd....

- Long Term Vision
- Approach Paper Preparation
- Interaction at the Federal level
- Provincial Level Interactions (Some Local level as well)
- Experts' Suggestions
- National Development Council Directives
- Approval of the Approach Paper
- Involvement of the Ministries and Other Public Agencies
- Detailing the Plan based on the Approach paper



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Requirements

- Data and information
- Knowledge about the sector and economy as a whole
- Proper understanding of needs, resources and values
- Planning modality and approach
- Human, institutional and financial resources
- Adequate consultations with the stakeholders



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GoN's current framework (OPMCM)

- Major points of Policy and Programme
- Major points of Budget speech
- Major Activities
- Indicators (process)
- Means of verification
- Situation of base year



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GoN's current Monitoring framework (OPMCM), contd...

- Target for fifth year
- Target for current FY
- Quarterly breakdown of the targets
- Responsible Agency
- Supporting Agencies
- Output/Outcome Indicators



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Lessons learned

- A doable and evidence based plan is a must, however, formulating a reasonable plan is one thing; actually implementing it successfully is another.
- Teams of committed people change things, (willingness and ability of the prevailing apparatus to implement the same is prime).
- Champions are needed in every sector
- Three 'P's: Building institutional capacity to implement the plan is vital.
- Plan: Content matters, however, the process matters more.



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Thank You



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Result Based Plan (RBP)

- RBP focuses more on the results in terms of outcome and impact of the plan.
- It tries to ensure whether the outcome and impact of the plan is in line with the set medium term goals and long term vision or not?.
- RBP gives **importance to strategy** as to how it could be realized by looking at different options it have and develop policies and programs to realize the goals and targets.
- **It is more a strategic planning** as against the traditional medium term planning. In the old approach of planning more focus is given on the



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Result Based Plan (RBP), contd...

- It must be derived from a clear vision of the future:
- RBP gives importance to “Where do we want to go?” what we want to achieve?
- A medium to long term goal/vision, at least for the medium term, and must propose a combination of objectives that have been prioritized by rigorous analysis of the political, social and economic environment.
- The long-term vision, however, should be based on a good assessment of the country’s socio-economic situation and include goals to be achieved in each of the strategic areas.

• It focuses on goals:



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Result Based Plan (RBP), contd...

- Decisions related to where we want to go must consider the opinions of the majority of stakeholders in the country to ensure government's plan acceptable and credible.
- The higher the degree of participation by the stakeholders, the greater the possibility the plan to be implemented and its achievements sustained over time.
- As results based strategic planning also has an operational component to respond to the question “How do we want to get there?”, the strategic exercise, products and processes need to be designed and the necessary inputs calculated.



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Elements of a Result Based Planning

- Understand where we are?
 - Analysis of the socio-economic situation or status,
 - GDP, poverty and inequality and the strength and weaknesses of the economy and the country's development effort.
 - Finding gaps and strength.
- Clear vision as to what we want to achieve or where we want to reach over a medium to long term?
 - Setting up of long term vision and objectives and targets for the medium term.
- Clear understanding of the path as to how we achieve vision and objectives?
 - choosing options for better strategy to attain the objective/goals and designing policies and programs to ensure its outcome/output and impact relating to medium term objectives and long term vision.



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Elements of a Result Based Planning, contd...

- Clear understanding of the resources-both human and capital and institutional set up to achieve set targets?
- Analysis of resource availability and potential, both domestic and foreign, in financing policies and programs and assessing institutional set ups to carry out plan implementation.
- Ensure whether we have accomplished the set targets.
- Designing M&E system to check implementation process, output and the quality of work done as envisaged.



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Basic Tools Used in Result Based Planning

- Planning consistency is given top most priority in RBP. Most of the macro planning model is used for checking the consistency and analysis.
- Expenditure framework that make consistency in resource potential and availability in the likely future situation is also used for the purpose.
- Result Framework is widely used to check the consistency in the outcome/impact, output and inputs.
- •Result based monitoring framework is used for M&E of the plan and provide feedback.



Result based planning process





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