

**Government of Nepal  
National Vigilance Center**

# **STRATEGIC PLAN**

***FISCAL YEARS: 2006/7 – 2010/11***

**Kathmandu, Nepal  
August 2006**

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**Kathmandu, Nepal**

**August 2006**

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**1. Context**

Government of Nepal has, as per Anti-Corruption (Abolition) Act 2002, established National Vigilance Center to work directly under the supervision and control of Prime Minister to control effectively the corruption related activities and to create/increase among the people awareness against corruption, and through this to establish in the society financial discipline, moral and good conduct and by this to give a feeling of good governance to the people.

## **1.1 Objective**

Keeping in view the provision of prevailing act which gives the government responsibility of controlling corruption by applying preventive measures, NVC is to give people a feeling of good governance by carrying out preventive and awareness raising works which would abolish the practice of work delay, administrative and financial regularities, leakage of revenue and similar other activities involving corruption in government and public sector organizations.

## **1.2 Function, Duty and Right**

The function, duty and right of National vigilance Center are as follows:

- To collect information about the performance of works to be performed/carried out regularly by the ministries, departments and offices under government of Nepal and public organizations.
- To warn the concerning agency for not performing its assigned duty.
- To give suggestions to Government of Nepal on the policy and strategy to be adapted for controlling corruption, and also for amending, as per need, the concerning act.
- To make necessary arrangement for installing complaint boxes in Government organizations and public enterprises.
- To give suggestions and directions for controlling corruption to concerning agencies.
- To collect and update corruption related data and information from the agencies and officials working in the investigation of corruption.
- To forward to the concerning agency the corruption related information received by the center.

- To monitor property declaration report submitted by public officials.
- To carry out other works related to corruption control as directed by Government of Nepal.
- To perform similar other works assigned by Government of Nepal from time to time.

## 2. Overview

### 2.1 Legal Mandate

The state and government of twenty first century have to bear responsibility to achieve the objective of good governance in the country. Participation, transparency, accountability and justice are the main pillars of good governance. These entire bases are related to corruption control. In this relation, country required an organization responsible for prevention and/or corruption control. Therefore, National Vigilance Center is created according to Article 37 (1) of Corruption Abolition Act, 2059. The Center runs under the direct supervision and control of Prime Minister. Hence, the National Vigilance Center on behalf of the Government of Nepal takes charge on corruption control in the country. According to the act, there shall be a Chief Officer (the special class officer from civil service system of Nepal); he leads the Center for its regular functioning. The center has other staff from the Government service as per the center's need.

Article 38 of the Corruption Control Act describes authority and responsibilities of National Vigilance Center in order to raise the awareness of people against corruption and create effective control over its related activities. In this regard, the National Vigilance Center has been authorized by the act to collect information related to responsibilities assigned to the government ministries, departments, offices and public organizations, whether they performed at the satisfactory level in a regular way or not. The center conducts researches and advice government ministries and departments for necessary reforms and amendments in policies, laws and practices that can prevent corruption in public institutions. The center by conducting regular monitoring and supervision of the concerned organizations alerts them if their assigned activities are not performed.

The center conducts its functions, duties and authorities in coordination with Government ministries, departments, constitutional bodies and non-governmental organizations in the country. Each year, the center shall submit an annual report to the Government on the works performed by this in accordance with the legal mandate. The center prepares and presents its annual plan of operation for seeking approval in order to achieve its strategic goal and objectives. The National vigilance Center shall have the authority to appear, suggest and instruct its opinion on corruption control in any government ministries, departments, offices and public organizations.

## **2.2 Organization Structure**

The main duties of the National Vigilance Center are:

- i) Monitoring and supervision of property and income of the individuals holding public posts.
- ii) Conduct technical auditing for maintaining quality of construction works.
- iii) Conduct supervision to promote quality of services of government offices and public organizations/enterprises.

In order to perform the functions and duties, the Center (NVC), which runs under the direct supervision and control of the Prime Minister. It has a special class officer (secretary level) as the chief officer, two divisions and seven sections.

### **I. Administration and Monitoring Division**

The administration and monitoring division is led by a joint-secretary (administration). Under the administration and monitoring division, there are –

- I) Administration and Planning Section,
- ii) Legal and Policy Section, and

iv) Documentation and Monitoring section.

## **II. Technical Audit Division:**

The technical audit division is led by a joint secretary (technical). Under the technical audit division, there are:

- i) Technical Audit Section - I,
- ii) Technical Audit Section - II,
- iii) Information Collection and Investigation Section - I, and
- iv) Information Collection and Investigation Section - II.

The organization chart is presented in Annex – I for details.

National Vigilance Center, at present, has been observed that the existing organization structure and human resource situation is not sufficient. They require revision in organization structure and capability development programs in order to perform the functions and duties as prescribed by the laws. Human resources are the main actors to mobilize other resources in line to the stated objectives of the center. But staffs transferred from old system like Department of Special Police, are continuing in the new situation with their long back understanding. They are not trained as per their new roles and responsibilities demand.

### ***2.3 Recruitment of Staff***

Under the board civil service system, Government employees have been classified with number of sub-groups. Fresh graduates of the related fields can appear for the competitive examination of the officers conducted by Public Service Commission. On the recommendation of Public Service Commission, the government appoints successful candidates in the post of related government offices. After their appointment they come under the preview of civil service in different sub-groups. The Ministry of General Administration conducts their posting, transfer and promotion. The staff of National Vigilance Center

comes from the civil service system without having its own cadre and specialized training, and get transfer after few years of experiences in the center. Thus, the center faces dearth of professionals (trained and experienced staff) time and again.

## **2.4 Working Procedures**

The working procedure of National Vigilance Center, which is as per the Corruption Abolition Act – 2059 are as follows:

- Clause 38 of the act provides for collecting information, checking and examining suspected incidents and places confidentially and collecting information from field visits by preparing periodic and annual programs.
- As per sub-clause c, to obtain as per need, property declaration forms of public officials from various agencies, analyze and monitor them, and in case of suspected corruption, send them for investigating to concerning agencies.
- Sub-clause d, provides for the direct entry of NVC officials who are assigned the works of investigation to the concerning agencies. Such officials can go to any other document of public offices by showing their identity card or any other document indicating identity, and the concerning offices shall allow such officials to enter without any hindrances.

In order to perform the above stated functions and duties, and to achieve goal and objectives according to the Corruption Abolition Act 2059, the Government of Nepal has prepared and approved the “Working Procedure of the National Vigilance Center 2060”. The center exercises those powers according to the Article 38 of the Corruption Eradication Act (referred to the Working Procedure, 2060 for details).

The functions and duties of the center are identified with different actions and their related procedures/methods are underlined and explained below.



### **2.4.1 Process of Information Collection and Investigation of Corruption Cases**

a. Collection of information in relation to service delivery of the government ministries, departments and public enterprises follow the following procedures, methods and recording system.

- Develop criteria and guidelines for selecting the offices:
  - More people centered offices, public construction/infrastructure building, and revenue collection offices.
- National Vigilance Center uses methods to collect information:
  - Media reports, hot line at NVC, complaint and suggestion box at public offices, study reports, individual complaints through letter, fax, phone, email etc., whistleblowers and NVC observation and enquiry.
- Further the center records these information by computerized system.

c) Collect and update necessary data/information about corruption matters from the concerned agency or official authorized to investigate any offence of the corruption.

- Collect information from CIAA, Judicial council, revenue administration department, regional administrator, chief district officer, and other concerned agencies.

### **2.4.2 Research/Investigation and Recommendations Process**

a) Advise the Government to reform any policy, strategy and relevant laws necessary in relation to control corruption.

- Conduct research studies on selected government departments with a view to making recommendations for the necessary reforms in any policy and practices so as to reduce corruption.

- Organize workshops and seminars with a view to making recommendations to the Government for the necessary amendments in any law so as to reduce corruption.

b) Advise or direct concerned agency with necessary measures to follow in order to control corruption.

- Examine the procedures of doing and practices of government departments and public bodies with a view to making recommendations for reducing corruption.
- Conduct training to promote an ethical culture and enhance corruption prevention awareness in certain government departments.
- Organize workshops for officials of selected government departments to provide guidance on how to incorporate the recommended control measures into their systems.
- Provide timely corruption prevention advice to government departments and public bodies in the formulation of new policies or procedure to ensure that they would not easily give rise to corruption.

c) Perform work or direct other government offices to conduct desirable work to control corruption at any place.

d) Perform work as set down by the Government of Nepal. (Under this provision the Government of Nepal has given NVC to perform technical auditing in the area of construction – like roads, building and other physical infrastructures etc.)

### **2.4.3 Monitoring and Supervision Process**

a) Monitoring income and property details submitted by public post holders:

- Direct all concerned record keeping offices to maintain and update property declaration forms.

- Provide record keeping offices necessary technical support to maintain and update property declaration forms.
- Prepare necessary guidelines and instruction to fill up property declaration forms.
- Supervise the financial declaration record keeping system in various offices.
- Select government offices and public post holders like to hold property disproportionate to their valid sources of income.
- Watch officers and staff of the corruption-prone offices and their real living standard and assets, and compare it with their property and income declarations.
- Collect primary evidence to establish a case of holding disproportionate property.
- Send the matter of all primary evidences with recommendations to the CIAA for further investigation and prosecution.

b) Keep close watch regularly over those high-risk areas where corruption can creep and make necessary arrangements for sporadic inquiry and investigation in such places or works.

- List out the government offices where regular close watch is necessary.
- List out the government offices where sporadic surveillance is required.
- Make criteria to select such places or works:
  - Revenue collection offices
  - Public construction/infrastructure building offices
  - More public concerning offices

- More procurement offices
  - Coordinate with the departmental heads of such offices
  - Make sporadic inquiry and investigation in such places and collect information or complaints from the aggrieved or any party.
  - Make recommendations to concerned government agencies for punitive action against the officers or staff found to be involved in corrupt practices.
  - Seek active cooperation from civil society.
- c) Direct all Government ministries, departments, offices or public enterprises to keep, maintain and operate complaint box system in their respective offices.
- Instruct all Government ministries, departments, offices or public enterprises to operate complaint box system in their offices.
  - Make people aware about the complaint box in government offices.
  - Systematize complaint box system in selected government offices.
  - Monitor complaint box system periodically and identify the nature of complaints and remedy given to the complainant or any reform made as per the advice etc.

## **2.5 Strengths and Problems Situation**

National Vigilance Center has a number of strengths as well as problems also. First of all, a brief description is made on strengths and problems and presented below. There are – governing rules and regulations: act and working procedures, educated and experienced human resource and infrastructure.

### **a) Human Resources Situation**

There are 30 officers including 1 special class; 2 gazetted 1st class (joint-secretary, administration - 1 and joint-secretary, technical – 1); 7 gazetted 2nd class (under-secretary, administration - 4 and senior divisional engineer, technical - 3) and 20 gazetted 3rd class (section officer - 10, engineer - 8, environmental scientist - 1 and sociologist -1). Besides, there are 25 support staff (non-gazetted 1<sup>st</sup> class). Altogether, in NVC are: 30 officers, 25 support staff and 20 classless staff (for details see Organization Chart: Annex – I).

The responsibility of the NVC officers is for the collection of information, investigation, monitoring and supervision, and awareness building and admonishing for establishment of rule of law. They pass on any information regarding corruption to the concerned agency for appropriate action or investigation and prosecution if necessary. They exercise the power as delegated by the Chief Officer. The standard of the rule of law reflects the standard of corruption control and protection of public interests in the country. The efficacy of the corruption control system depends on the efficiency of the officers working in the center. For the delivery of efficient service a capable and motivated staffs, adequate infrastructure development, sufficient physical facilities and incentives are necessary.

### **b) Infrastructure and Physical Facilities Situation**

Sound office environment is primary requirement for the efficient functioning of offices. Infrastructure and physical facilities are important to create sound working situation. But the present office building is very old, congested and not conducive for office functioning. There are not sufficient rooms for the office staff. Two or more officers have to share the same office room. This building is not recommended for office purpose and supposed to be dismantled. But the center has no land and budget for office building construction.

### ***Major Problems and their Cause***

#### **a) Problems related to Human Resource**

The efficiency in work and delivery of services depend on the human resource of the organization. At present, availability of officers and

supporting staff is neither sufficient nor satisfactory to perform their job responsibilities. It has been difficult to perform tasks as prescribed by the laws because of the sort fall of human resource and their competency in relation to the workload. Their period of stay is also not sufficient for the center. Hence, present human resource situation of National Vigilance Center is not satisfactory.

#### **b) Problems related to infrastructure**

Infrastructure plays vital role to efficient staff and create organization's effectiveness. But at present, there is a wider gap between the gravity of responsibility of the National Vigilance Center and infrastructure and facilities available in the office. The center has facing difficulties to perform its functions and duties due to the inadequate and poor infrastructure and physical facilities. Besides, the present building is inside Singh Durbar, which is not in an accessible place for general public.

In addition, it is important to note down, this is the age of information technology by which the world is interconnected; but the center has very limited technological devices. Insufficient furniture, computers and network facilities are also factors for hampering the smooth running of daily routine works.

The major problems facing seriously by the National Vigilance Center at present are identified, analyzed and presented with their causal relationship as given below.

#### **1. National Vigilance Center has difficulties to act and prevent corruption effectively.** The major causes behind the problem are:

- No adequate physical, financial and human resources available to perform the corruption control responsibilities as given to the center.
- Plan and programs of the center not to be prepared in a logical and measurable way.
- Lack of planned monitoring system in order to make effective delivery of public services.

- No research study conducted and suggestions provided regularly in line to make transparent, accountable and regular delivery of public services.
- Center has no system to examine interest, sincerity and commitment of its officers and staff prior to their posting.
- No functional coordination among agencies involved in corruption control.
- No sufficient and effective awareness programs carried out against corruption.

2. **National Vigilance Center could not monitor property and income of individuals holding public posts with vigilance and priority.** The major causes of this problem are:

- Physical infrastructure and financial resources have not been made available as required.
- Center has no clear and sufficient laws for property and income monitoring.
- Not adequate support/assistance provided by individuals holding public posts for property and income monitoring tasks.
- No functional coordination achieved between organizations involved in property and income documentation and their monitoring and researches.

3. **No technical auditing taken place as required for maintaining quality of public construction works.** The major causes behind this problem are:

- Rules and regulations for technical auditing works are not clear.
- Resources for technical auditing works are not ascertained and provided adequately.

The root-causes of the above stated main problems and causes are identified, analyzed and presented in Problem Analysis Matrix, See: Annex – iii for details.

Further, in this regard, it is important and necessary to identify and analyze objective situation that is the positive and desired future situation to be appeared after solving the existing problems of the center. Therefore, the Objectives were analyzed that is presented in Matrix (see: Annex – iv). This provides direction to strategic plan formulation.

## **2.6 Recommendations for Plans and Programs**

Keeping the above mentioned problems and objectives situation in mind following recommendations are made to consider while preparing the strategic plan and programs.

**The center’s organization structure should be made logical/scientific.** It is therefore, recommended to revise the existing organization structure with three more divisions as the followings:

- i) Administration Division
- ii) Technical Audit Division
- iii) Supervision Division
- v) Investigation and Research Division
- vi) Monitoring and Evaluation Division

The revised organization structure of the center (in detail) is proposed in Annex – ii.

## **Human Resource Development and Management**

The officers and staff of the National Vigilance Center should demonstrate themselves as the knowledgeable and skillful persons as required by the Center. It should be paid higher attention from the center’s objective viewpoint. NVC staff should be vigilant - studious, well informed and well prepared to perform their responsibilities efficiently. They should be engaged in studying/investigating case files and related materials. In this regard, an appropriate recruitment system, job oriented intensive training,



refreshment training, observation study visit, workshop and interaction programs should be planned and carried out by the center in a regular interval.

In order to materialize the above-mentioned suggestions specific recommendations are made as the followings.

- NVC has to play a proactive role for posting and retention of the competent officers and staff in the center.
- Hire staff in contractual basis if regular staff is not available.
- Provide appropriate physical facilities, incentive and motivation for making job in the center attractive and efficient.
- Provide job related up-gradation training and refresher courses to the staff with agreed terms and conditions (e.g. to serve in the center for minimum time period).
- Plan and implement reward (and if necessary punishment) system with transparency and accountability for staff working significantly against corruption.

Additional recommendations are made in order to develop the center as a professional cadre based organization, which are as given below:

**(a) Orientation Program:**

To ensure the satisfactory performance of various actions, attention should be paid on the new staff and officers to acquaint with the center's objectives and programs. In this relation, NVC should conduct orientation and exposure programs regularly, which prepares and updates its officers and staff to deal with and achieve the center's objectives. The training course should include the subjects like NVC system of doing under Government of Nepal, good governance, ethics of public officers. After attending the orientation training, the center should deploy them in work under the direct supervision of senior officers; then, they should be deputed to act independently.

Gazetted IInd class officers, who are newly posted in NVC should also be provided orientation training before deploy them in NVC jobs.

**(b) Training:**

The present training provided to the officers and staff of the center is neither exclusive nor job oriented. Thus, job-oriented and intensive training is necessary. In-service training in regular interval deemed necessary in the areas of responsibilities to be performed as per the corruption eradication laws. For making the center competent to face challenges specialization and professionalism of the cadres is necessary. In this relation, NVC cadres should be prepared to deal with the cases/issues, which challenge the national laws to execute in actions.

*(i) In-service training:*

Gazetted IInd class and IIIrd class officers of NVC should be provided in-service training on good governance, functions/duties and authorities of NVC with procedures, ethics and code of conduct of public posts holders, money laundering, banking frauds, property and income assessment/evaluation, technical auditing, conflict of interest management, integrity vetting, logframe based planning and monitoring etc. The period of training has to be extended to one and half months. They should be nominated for training on seniority basis.

*(ii) Refreshment Training:*

Capacity enhancement on the job training should be provided for the NVC II and III class officers in every two years. This training as the refresher course should be conducted for the period of 15 working days.

*(iii) Training on Information and Technology:*

Training on computer operation and information technology e.g. MIS/RDBMS should be provided to all NVC officers within two years, so that they can manage their office work efficiently. These training programs should be provided on the sport so that the office work will not be disturbed.

**(c) Study Visit:**

Study visit programs should be organized for the officers of NVC to acquire relevant, recent and experience based knowledge, information e.g. right to information, awareness building etc. Along with the NVC

officers and representatives of its partner organizations (NGOs) should also be sent in the SARC countries and abroad. After visit, they have to share their newly learned information and knowledge with colleagues/partners in the organizations at national and local levels. For the selection of candidate priorities should be given to those energetic officers, who have not got opportunity.

**(d) Conference and Workshop:**

Conference and workshops play important role to share information, identify strengths, weaknesses, opportunities and threats, and draw lessons. The conference and workshop outputs will provide inputs and help to guide for better future. In this context, objective oriented conference and workshops should be organized focusing on issues related to good governance, awareness building, corruption prevention and control, and find out solutions. Participation should be shout of officers from Government, public enterprise and NGOs and representatives of political parties working in the related fields. These sorts of conferences and workshops should be conducted at national, regional and local level annually. The program duration will be of 3 days (tentatively).

**(f) Interaction program:**

Interaction program provides important forum for sharing and getting information and ideas and enrich the program team in the center. National Vigilance Center will call Commission for Investigation of Abuse of Authority, Auditor General Office, Revenue Investigation Department, Accountant general Office and Special court upon interaction program annually. Public Account Committee of House of Representatives will also be invited in the program. These interaction programs will help to share problems/issues and find out solutions for coordination, communication and cooperation.

**(g) Training for Support Staff:**

There are 25 non-gazetted first class level staff supporting directly to the center's activities. Quality and efficiency of services of the center also depends on the understanding and skills of the support staff. The support staffs of the center have not yet been provided relevant training as

required to the office work. Therefore, it is urgently needed plan to provide them training to develop their capability in the following fields.

- (i) Organization and program support: all the non-gazetted staff working at the center will be provided office management and program operating system, reporting skills training. The period of the training will last for one month.
- (ii) Refresher training: refresher training course for the support staff will be provided in every two year lasting for 7 working day. This program will up date their knowledge and skills and make their services quality.
- (iii) Training on information technology: All the support staff working in the NVC will be trained on computer software, fax, email, internet, data/information management system within two years period. These training programs will be conducted on the sport without disturbing the office work.

#### **Infrastructures/Physical Facilities:**

Sound office environment is preliminary requirement for the efficient functioning. Land for office buildings with compound wall in an accessible place, vehicle and garage and sentry house are prerequisite. Sufficient furniture's, computers and network facilities are also equally important for the smooth running of daily routine works. These infrastructure facilities: buildings for office and compound walls are to be constructed immediately and make available with required furnishing. Other equipment – video camera, still camera, vehicles and computer facilities should also be provided with email, internet and networking services.

### **3. Vision:**

*The National Vigilance Center of Nepal has its vision: to create a corruption free society and establish good governance in the country.*

### **4. Mission:**

*The National Vigilance Center has its mission to establish an effective rule of law system: economic discipline, high morale and integrity in the Nepalese society in line to achieve the above stated vision of the country.*

## **5. Values:**

- (i) Honest to the constitution: The provisions and spirit of the constitution and the concept of Rule of Law will always guide the exercise of power granted by the constitution and laws.**
- (ii) Respect for human right: Office of the National Vigilance Center is committed to respect the Human Rights of the accused during investigation of cases.**
- (iii) Duty toward Society: The National Vigilance Center will always be guided by constitutional goal of establishment of good governance along with the maintenance of law and order situation in the country through efficient administration of corruption prevention and control system. Awareness creation and promotion of the individuals in public organizations and people is the main objective of the corruption prevention and control, which will guide the functioning of the National Vigilance Center.**
- (iv) Ethical standard: democracy, decentralization, accountability, transparency, integrity, fairness/impartiality and justice will always be maintained while discharging the duty.**
- (v) Helpfulness: In performing functions, duties and authority officers of National vigilance Center will always co-operate with the CIAA, police, lawyers and Governmental and public organizations.**

## **Strategies:**

- 1. Strengthen the National Vigilance Center with infrastructure, physical facilities and capable human resource.**
- 2. Identify corruption prone areas and monitor/supervise them.**
- 3. Act to make accessible, efficient and effective services to general people from public organization.**
- 4. Develop, publish and disseminate awareness building information materials against corruption in order to promote people's awareness level.**
- 5. Determine areas of corruption control.**
- 6. Develop local institutional mechanism against corruption and monitor in coordination with them.**
- 7. Conduct awareness programs against corruption in partnership with NGOs and Civil Society organizations.**
- 8. Prevent or control irregularities and improve quality of construction work by technical auditing.**

## **6. Strategic Goal:**

*In order to achieve the above stated mission of the National Vigilance Center the strategic goal has been set as - to control corruption activities significantly and improve delivery of public services and facilities effectively.*

## **7. Purposes and Objectives:**

**Purpose I:** *National Vigilance Center will be performing corruption prevention roles and responsibilities effectively.*

**Objective 1:** *National Vigilance Center will be provided and strengthened with physical facilities, equipment and competent human resource as required.*

**Objective 2:** *Income and property of doubtful persons holding public posts will be monitored effectively.*

**Objective 3:** *Delivery of public services will be monitored in a systematic way.*

**Objective 4:** *Agencies involved in good governance program will be working together by forming coordinated mechanism.*

**Objective 5:** *Awareness promotion programs against corruption will be conducted significantly.*

Annual performance plan that will contribute to achieve the objectives , purpose and goal:

**1.1** *Approve the proposed organization chart and provide officers and staff accordingly.*

**1.2** *Act to make allocation of budget to NVC with high priority.*

**1.3** *Prepare curriculum and conduct orientation programs for the new officers and staff about NVC.*

**1.4** *Acquire appropriate building and facilities for NVC.*

**1.5** *Arrange library, computer laboratory, equipment and vehicles adequately.*

**1.6** *Organize motivation and capability enhancement programs (in country and abroad) for NVC officers and staff.*

**1.7** *Develop reporting format of NVC's regular activities.*

**1.8** *Identify indicators for monitoring of NVC's programs in measurable form.*

**1.9** *Develop operating system manual for NVC's programs.*

**1.10** *Establish annual evaluation system of NVC's programs.*

**2.1** *Provide high priority to monitor property and income of doubtful officers.*

- 2.2 Develop and implement code of conduct regarding conflict of interests.**
- 2.3 Develop and implement provisions of integrity vetting.**
- 2.4 Establish functional coordination among agencies involved in properly and income monitoring.**
  
- 3.1 Prepare public service delivery system manual.**
- 3.2 Conduct program-monitoring activities as per manual.**
  
- 4.1 Develop participation mechanism of civil society organizations for good governance.**
- 4.2 Conduct corruption reduction programs in coordination with GOs, NGO and private sector's organizations.**
- 4.3 Prepare and implement special assignments in coordination and cooperation of concerned agencies.**
- 4.4 Organize interaction programs on corruption reduction among all concerned annually.**
  
- 5.1 Organize peoples' awareness program against corruption with civil society organizations at district level effectively.**
- 5.2 Prepare and publish audio-visual materials in participation of stakeholders at central level.**
- 5.3 Award individuals and organizations for excellent work done for corruption control.**

Key external factors/assumptions (that needs to be fulfilled for the successful achievement of the objectives, purpose and goal) to be included:

- **Service delivery related civil society organizations would be involved in program planning and implementation process actively, effectively and regularly.**
- **Donor agencies will cooperate/avail technical and budgetary support for human resource development and library establishment (books, journals, computer etc. required for the competent human resource).**
- **Political parties will participate in awareness promotion programs and cooperate by non-interference in execution of laws.**
- **Court and concerned organizations will take action against corruption effectively.**
- **Concerned organizations will implement public construction related suggestions effectively.**

- *Officers and staff posted in NVC will be allowed to work for full tenure (not transferred untimely/frequently).*
- *Finance ministry, economic committee (HoR) and National Planning Commission will pay attention and allocate budget for NVC adequately.*
- *Government of Nepal will provide appropriate building outside Singh Durbar.*
- *Nepal Administrative Staff College will prepare and conduct training programs based on NVC roles and responsibilities.*
- *National Planning Commission and Ministry of General Administration will arrange and provide monitoring and intelligence related training at abroad.*
- *Organizations requested for attachment training will cooperate for effective implementation.*
- *National Planning Commission and related organizations approves periodic monitoring manual (prepared for NVC) timely.*
- *Technical auditing related separate act will be passed and come in execution timely.*
- *All officers and staff submit property and income statement in the said format and offices within time.*
- *Public organizations maintain officers and staff's record files and avail in updated form as per need.*
- *Public organizations appropriately follow integrating vetting while designating with special responsibility or providing promotion and retirement of theirs officers and staff.*
- *Political authority will develop and follow integrity vetting system while making decision.*
- *Universities and Ministry of education will incorporate corruption prevention and control subjects in school and college curriculum.*

**Purpose II: Qualities of public building and construction works will be performed and maintained as per standards.**

**Objective 1: Laws for technical auditing of public construction work will be formulated clearly and implemented as per spirit.**

**Objective 2: Resources for technical audit works will be ascertained adequately.**

**Objective 3: Technical auditing of public construction works will be conducted in all stages of project cycle management.**

**Annual performance plan that will contribute to achieve the objectives, purpose and goal:**

**1.1 Conduct necessary actions for appropriate law making of technical auditing.**



- 1.2 *Carry out technical auditing jobs as per laws.*
- 2.1 *Provide capability enhancement training to all officers and staff of technical division.*
- 2.2 *Conduct seminars on technical auditing in association with concerned agencies on public construction works.*
- 2.3 *Act to ascertain expenditure in percentage required for technical auditing during estimation of public construction works.*
- 2.4 *Prepare and spell out propositions for technical auditing to be conducted in bi-lateral and multi-lateral cooperation.*
- 2.5 *Arrange to provide necessary vehicles and equipment adequately for technical audit division.*
- 3.1 *Conduct training programs in order to prepare technical auditors.*
- 3.2 *Prepare plan and conduct technical audit jobs of construction works annually.*
- 3.3 *Initiate and recommend to take action against irregularities identified by monitoring and technical auditing.*

Key external factors/assumptions (that needs to be fulfilled for the successful achievement of the objectives, purpose and goal) to be included:

- *Donor agencies like ARD will provide technical assistance to formulate separate technical auditing laws and prepare directories and manuals.*
- *Separate law for technical auditing will be passed and come timely for implementation.*
- *Donor agencies will be providing technical and funding support for the professional development program of NVC officers and staff.*
  - *Agencies/organizations of visiting countries will cooperate to organize study visit programs effectively.*
  - *Concerned organizations will implement suggestions received in regards to public construction works effectively.*
  - *National Planning Commission provides high priority to send NVC's technical officers in international training and seminar.*
  - *Budget will be sufficiently allocated for technical auditing by the concerned authority.*

**Purpose III:** *Delivery of public services will be made efficient and effective.*

**Objective 1:** *Performance standardization indicators will be developed for its evaluation purpose.*

**Objective 2:** *Capability enhancement program for service providers will be conducted as appropriateness.*

***Objective 3: Monitoring of service delivery situation and investigation against corruption activities will be carried out regularly and effectively.***

Annual performance plan that will contribute to achieve objectives, purpose and goal:

- 1.1 Prepare and publish working procedures for monitoring of service providers.***
- 1.2 Develop coordinated monitoring mechanism.***
- 1.3 Conduct monitoring jobs as per its manual.***

***2.1 Conduct researches and training programs in line to make public services regular, transparent and accountable.***

***2.2 Act to implement suggestions and recommendations received by research studies.***

***3.1 Monitor delivery of services regularly .***

***3.2 Conduct checking and supervision of corruption prone areas regularly.***

***3.3 Advice/instruct to improve delivery of services.***

Key external factors/assumptions (that needs to be fulfilled for the successful achievement of the objectives, purpose and goal) to be included:

- Concerned organizations involved in budget allocation provide high priority to technical auditing jobs regularly.***
- Donor agencies will provide financial assistance for capacity development of NVC staff.***
- Concerned organizations provide training to service providers regularly.***
- Concerned organizations will implement suggestions received from monitoring and investigation effectively.***

## **8. Program/Actions Evaluation Indicators and Means of Verifications that include in preparing this Strategic Plan:**

- Objective, function, duty and right; Corruption Abolition Act, 2059.***
- Function, duty, right; National Vigilance Center Regulation, 2061.***
- Function and procedures; Working Procedures, 2060.***
- Technical auditing function, procedures; Technical Auditing Rules and Regulation, 2064-2065:***
- Data/information with corruption types and rates, Baseline Survey, 2064.***
- Programs with measurable indicators and budget specification; Strategic Plan of National Vigilance Center, 2063.***

- *Programs with measurable indicators and budget specification; Annual Plans of National Vigilance Center, 2063 – 2068.*
- *Formation of coordination committees and their regular meeting and actions conducted at national and local levels; Minute Books, Annual Progress Reports from concerned offices; 2063 -2068.*
- *Publications of process documents and timeliness; Program Operating System Manual, Job Descriptions and Performance Directory, Monitoring and Investigation Process Manual, 2064.*
- *Data/information with annual changes of corruption types and rate; Annual progress and review reports, 2064 - 2068.*
- *Capacity enhancement annual plans and their annual progress; Review Reports, 2064 – 2068.*
- *Human resource development; Training Directory/Manual and Training/ Study Visit Reports 2064 – 2068.*
- *Corruption prevention and control status; Status Reports, 2064, 2066, and 2068.*
- *Public service delivery status; Progress Evaluation Reports, 2064, 2066 and 2068.*
- *Staff number, role/responsibilities and capacities; electronic equipment and physical facilities; Organization Profile of National Vigilance Center, 2063, 2065, 2067 and 2068.*
- *Amendment of existing laws, formulation of new laws and their integration; Corruption Eradication laws, 2063, 2065 and 2068.*

**Annexes:**