



Nepal Administrative Staff College

BUILDING ADMINISTRATIVE COMPETENCIES IN FEDERAL SYSTEM: PERSPECTIVES AND PROPOSITIONS

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Coverage

2

- ❑ Shifting paradigm of public administration
- ❑ Framework for administrative competencies
- ❑ Capacity building environment
- ❑ Competency based civil service- need of the Day
- ❑ NASC initiatives in building administrative competence



Shifting Paradigm of Public Administration



Public Administration Paradigm

	'Pre-modern'	Hierarchy/ Bureaucracy	Market Managerial	3rd generation, 'post-modern'
Control	Through family and connections	Rules, supervision	Prices, contracts, management controls	Co-ordination/network/Facilitation
Accountability	Internal to family	Upwards	To owners, through contracts to purchasers	For results
Performance	Acceptability	Compliance with rules	Specified in contracts	Compliance with planned targets
Employment	Patrimonial	Mostly generalists, permanent employment	Subject to commercial success Performance-based	In networks
Financial flows	To maintain connections	Budgets, voted allocation	In exchange for delivery	Performance-informed budgets



Classical approach to NPG

Classical Public Administration	New Public Governance (NPG)
Program/Agency	Tools
Hierarchy	Network
Public vs private	Public and private
Command and control	Negotiation and persuasion
Management skills	Enablement skills

Source: Salamon, L. M. (2000). The New Governance and the Tools of Public Action: An Introduction. *Fordham Urban Law Journal*. 25(5): 1611-1674.



Framework for Administrative Competencies

6





Context

7

- New era of governance
 - Enhanced Aspirations of people
 - Structure change to culture change
 - Role reorientation of service providers
 - Reframing bureaucracy and service processes
- Political-bureaucratic interface
- Multi-level governance
- Inter-governmental relationships



Context

8

- Functional arrangements
 - Policy and regulatory functions- federal government
 - Back office functions or creating service environment- provincial government
 - Front line service delivery- local government



Resources

9

- Time- most valuable but neglected
- Human- minds of immense potential
- Financial- value for money
- Physical- enabling platform
- Information- basis of decisions
- Knowledge- source of innovation and institutional memory
- Technology

ARE ALWAYS CONSTRAINT !
BUT CAN BE CREATED AND OPTIMIZED.



Deliverables

10

- Public service- Effective, Efficient and Quality
- Building trust towards service providers, institutions and system
- Co-construction of service- engaging multi-stakeholders in service design and delivery



Capacity Building Environment



Achievements

- Role delineation through
 - Constitution
 - Functional analysis/unbundling
 - Acts and Regulations (e.g. LGOA)
 - Policy frameworks
- Basic structure is defined at all governments
- Staffing arrangements prepared



Issues

13

- Appreciation of constitutional provisions
- Administrative arrangements- efficient service mechanism- need to begin from local government
- Functional devolution- constrained by centralized mentality
- Resource sharing- need and capacity to spend



Issues

14

- Capacity of federal government in
 - Creating institutional mechanism
 - Enforcement capacity (e.g. employee adjustment)
 - Building federal culture in bureaucracy
- Inculcating service values among new generation in civil service
- Competency of civil service- not defined



Issues

15

- Merit base- focused on entry criteria not performance criteria
- Performance evaluation system not tied with performance and deliverables



Competency based civil service



Competency framework

- Defined set of knowledge, skills and attitude of civil servants
- Guides effective behavior of civil servants to serve people
- Creates base for R-to-R (Recruitment to Retirement) functions
- Standardize processes and mechanisms for investing in human resources
- Focuses on performance excellence



NASC Initiatives in Enhancing Administrative Competence



Competency mapping of civil service

19

- Efforts to identify required core competencies of officers in three tiers of governments
- Defining competency framework of civil service
- Outline major areas of capacity building for the civil servants
- Report preparation in final stage after information collection from all levels of government



Identified major competencies

20

1. Integrity
2. Communication
3. Leading people
4. Service orientation
5. Result orientation



Induction training programme

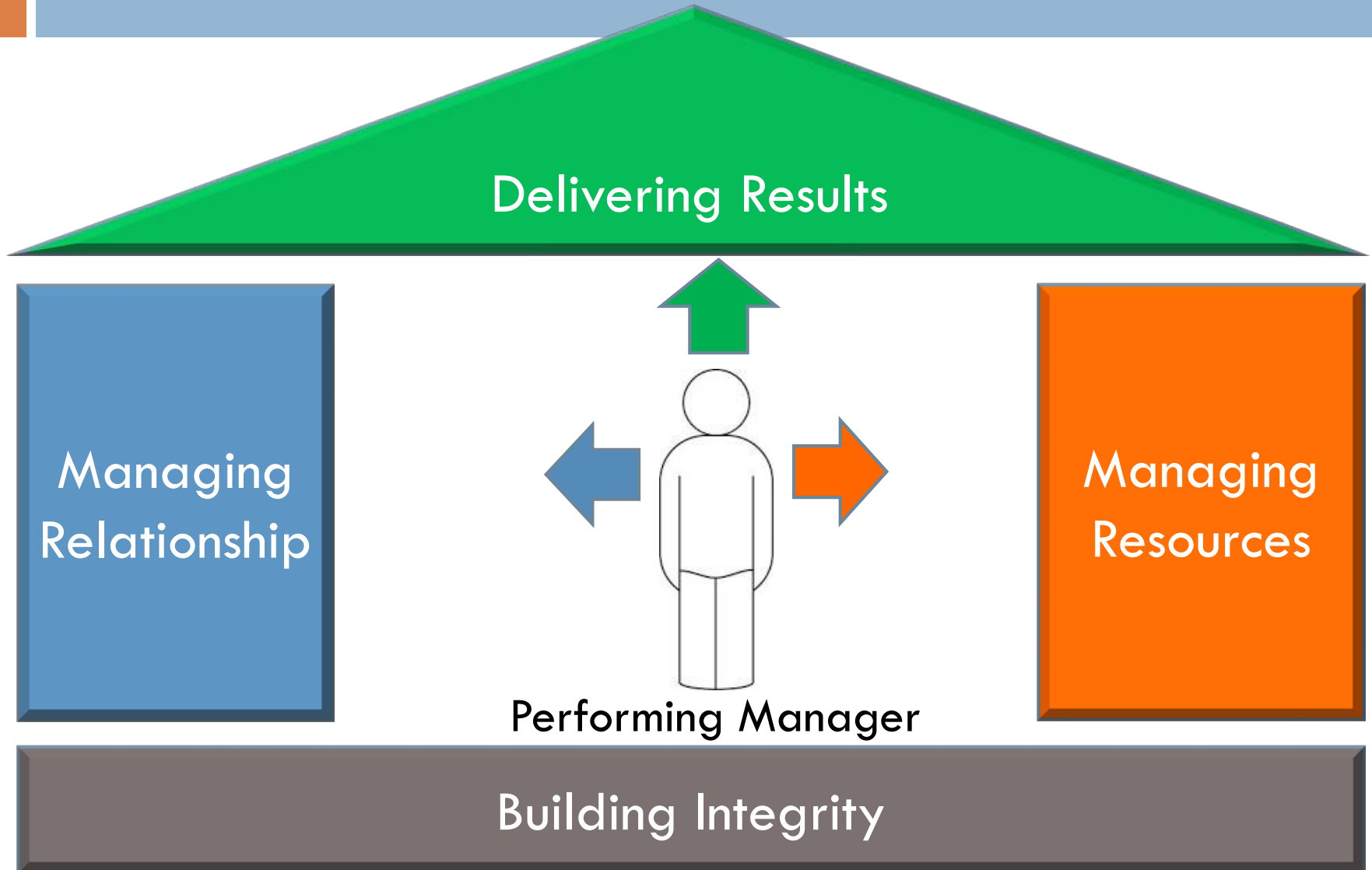
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- Basic Administration Training (BAT) for newly appointed Section Officers of government
- Six-month residential course
- Focused on developing key skills needed after placement and orienting on shaping way of life of the new recruits



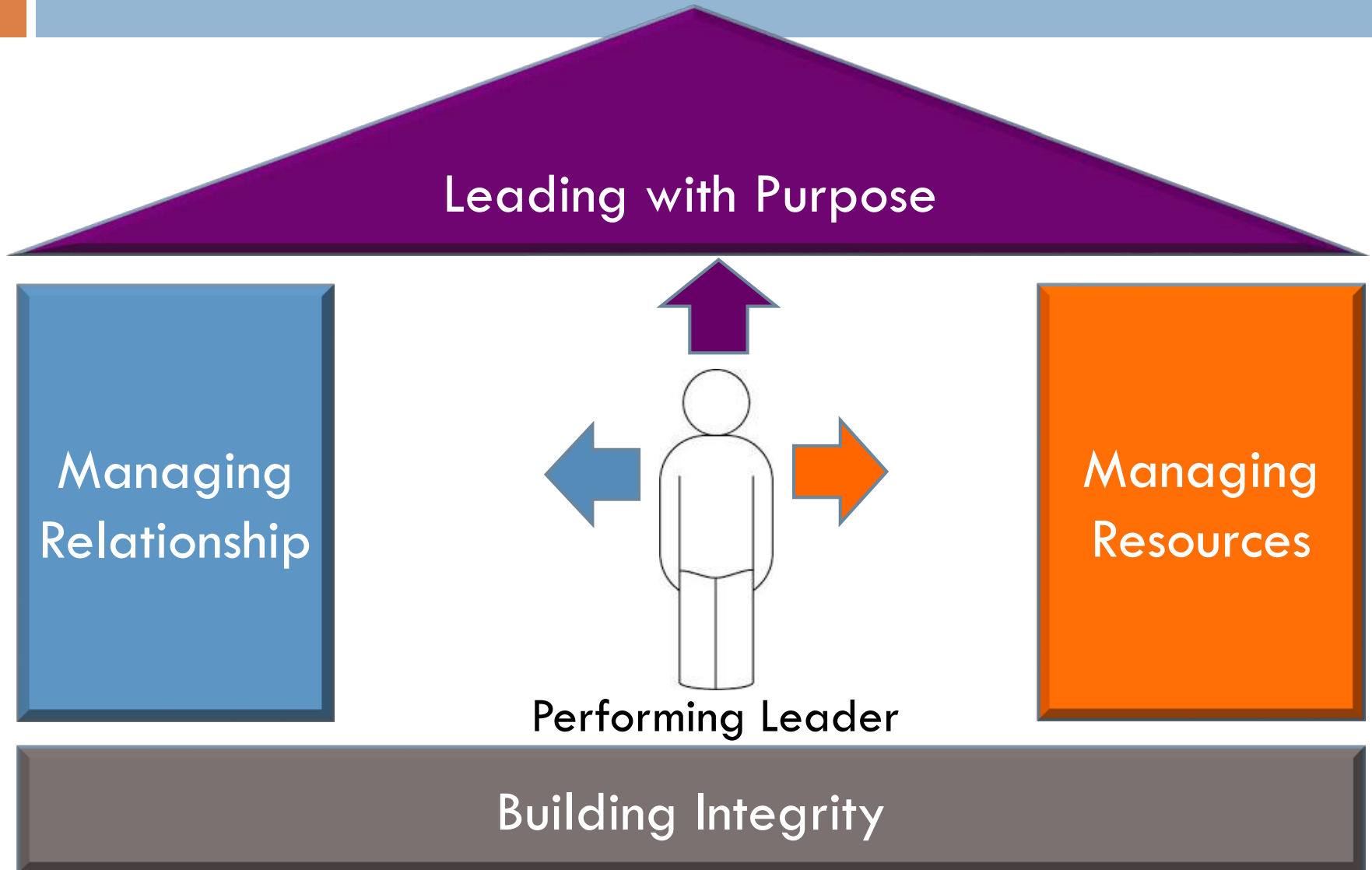
Professional Course on Management and Development: Course Framework

22



Advanced Course of Management and Development: Course Framework

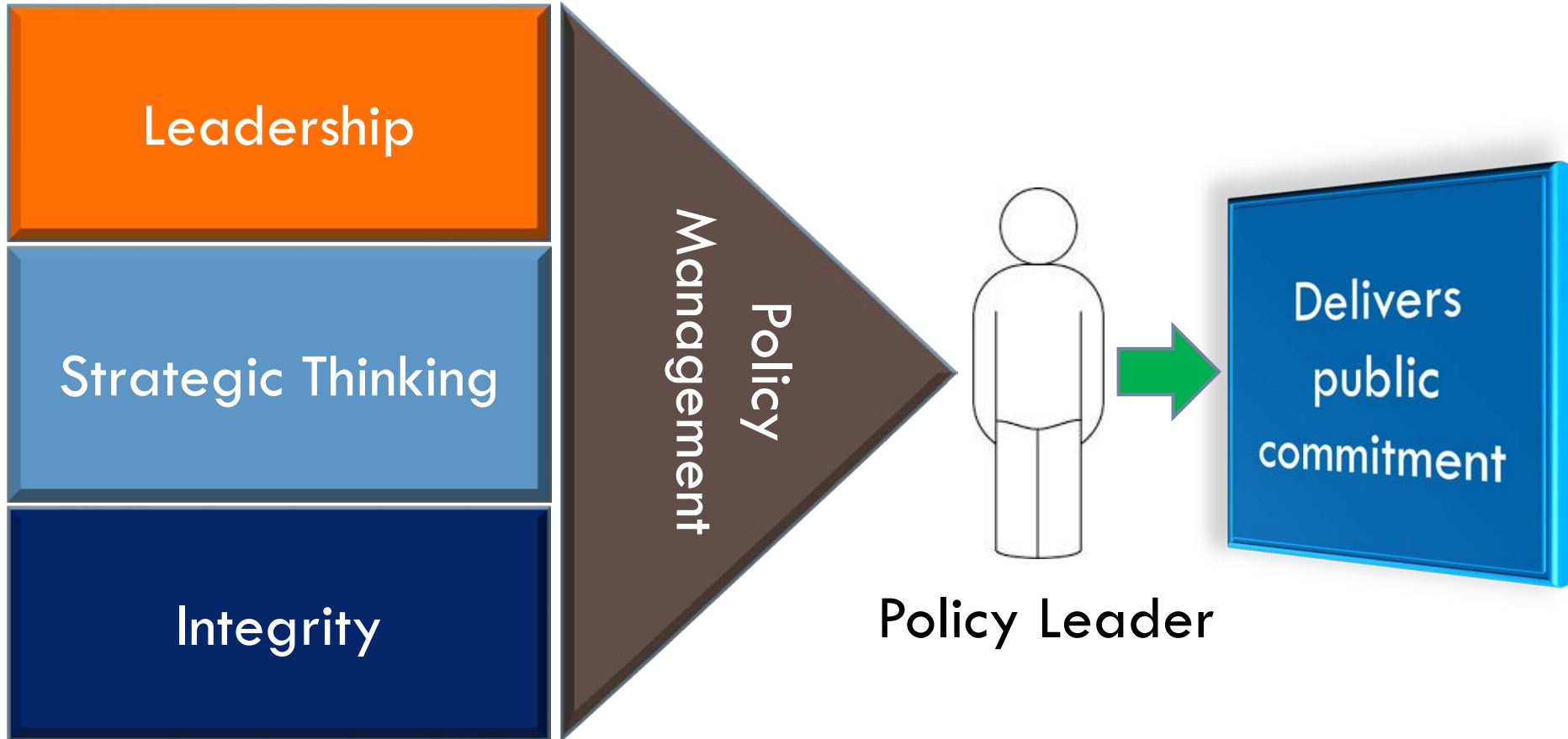
23





Senior Executive Development Programme: Course Framework

24





Innovations in Capacity Building

25

- Value Commitment at socialization stage
- Know Your Country
- Internship
- Engaging with local governments
- Connecting to Community (C2C)
- Action learning
- Case based training across all courses



Research and Consulting

26

- Functional analysis of ministries
- Functions and structures of local governments
- Nepal National Governance Survey-2017/18
- Competency mapping of civil service in the changed context
- Organization Development consulting of public institutions (e.g. PSC, NRB, RBB etc.)



Way forward

27

- Competency based civil service
- Revisiting training policy and formulating HRD Policy of government
- Restructuring of training institutions based on sectoral specialization and provincial distribution
- Building capacity of training institutions