

**A Back to Office Report
on
Oman Economic Diversification Programme
(Tanfeedh Opening Day)
Muscat, Oman
27-29 November 2016**



**Submitted to Right Honourable Prime Minister, and
Chairman of the National Planning Commission**



**By
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**Kathmandu, Nepal
November 2016**

1. Context and Background

Mr. Dato' Sri Idris Jala, Advisor to the Prime Minister, National Transformation Programme, Chief Executive Officer of Performance Management and Delivery Unit (PEMANDU) and Managing Director of BFR Institute, fully owned subsidiary of PEMANDU, Malaysia paid a courtesy call to Honourable Dr. Min Bahadur Shrestha, Vice Chairman of the National Planning Commission on 8 November 2016. In the meeting, Mr. Idris shared the experiences of Malaysian Economic Recovery- Malaysian Transformation- Programme, and also expressed a belief that Nepal also can benefit from a focussed growth story with detailed implementation programme.

In addition, Mr. Idris, extended an invitation to Honourable Dr. Shrestha to attend the Tanfeedh(Implementation) Programme Open Day to be held in Muscat, the capital of Oman on 28 November 2016 to witness the outcomes of the work they have done in Oman over the first two important steps of the BFR methodology (Big, Fast, Results) that was used to transform the Economy and Public Service Delivery in Malaysia, Tanzania and some states of India.

Following Government of Nepal's approval to attend the Open Day in Oman, a two member's delegation - Honourable Dr. Shrestha as Leader and Mr. Lal Shanker Ghimire, Joint Secretary of the National Planning Commission as Member- visited Oman from 27-29 November 2016. Charge de' Affaires of Embassy of Nepal in Oman Ms. Rojina Tamarakar also joined the delegation.

This is a Back to Office Report prepared by the delegation and submitted to Right Honourable Prime Minister and Chairman of the National Planning Commission, and also to the National Planning Commission Secretariat.

2. Opening of Tanfeedh

Before the opening of the Tanfeedh, Nepalese delegation was welcomed and greeted by Honorable Dr. Ali Al Sunaidi, Minister of Commerce and Industry and other Honourable Ministers of Oman.

At the Oman Convention and Exhibition Centre, Tanfeedh showcased five major initiatives on the Opening Day of a three-day event as part of the final results of its "Labs" programme. The six-week "Labs" programme saw participants develop focussed initiatives and programmes with clear budgets and roadmaps for delivery. Among the five sectors showcased, the major sectors included were: (i) Manufacturing, (ii) Logistics and (iii) Tourism, (iv) Skills and Employment, and (v) Finance.

Selection of the five main sectors was the result of dedicating over 51,000 man hours to examine three main sectors (manufacturing, logistics and tourism) as well as two economic enablers (finance and employment). As many as 121 initiatives and programmes were unveiled under these five heads with the participation of 250 people from 160 different government and private institutions including some Honourable Ministers of Oman. The Open Day was attended and exhibition visited by Ministers of Oman, Member of Parliament of Oman, Government Officials,

private sector's representatives and other general public including the Nepalese delegation.

Before official opening of the Open Day, the Nepalese delegation was welcomed and greeted by Honourable Mr.Khamis, Minister and In-charge of Tanfeedh Delivery Unit, and Honourable Mr.Talal, Vice Chairman and the Minister of Supreme Council of Planning of Oman, and other Honourable Ministers and high ranking officials of Oman and representatives of PEMANDU/BFR.

3. Meeting with the Ministers

The Nepalese delegation also had two separate meetings with Honourable Mr.Khamis and Mr.Talal.

In a meeting with Honourable Mr.Khamis, the Nepalese delegation paid a courtesy call on His Excellency Mr.Khamin, Minister and In-charge of Tanfeedh Delivery Unit and His Excellency Mr.Talal, Vice Chairman of Supreme Council of Planning of Oman and the Tanfeedh Programme Coordinator, separately. In these meetings, matters of mutual interests, future cooperation between two countries in general and experience sharing mechanism about the planning, implementation, monitoring and evaluation, the need for Tanfeedh programme in Oman, and possibility of applying BFR methodology in Nepal were discussed. Both Honourable Ministers thanked Nepalese delegation for visiting Oman and also for gracing the Opening Day of Tanfeedh Programme. Both Ministers also assured of Oman's cooperation in case Nepal need to learn from their experiences of their attempt to diversify economic solely dependent on oil and gas.

The Nepalese delegation, in return, thanked Omani Ministers for sharing their ideas and experiences and also for their willingness to be in touch with the Nepalese authorities.

4. Meeting and Discussions with the PEMANDU/BFR Officials

The Nepalese delegation was offered a dedicated session by the representatives of PEMANDU/BFR Institute, that helped Oman for Tanfeedh Programme. In the session, the PEMANDU/BFR representatives explained all 8 steps of BFR methodology. The steps included are;

- i. Strategic Direction
- ii. Labs
- iii. Open Days
- iv. Roadmap
- v. KPI Targets
- vi. Implementation
- vii. International Panel and Audit, and Annual Reports.

Amongst these 8 steps, the first four steps are for rigorous analysis and rest of the steps for disciplined implementation.

The PEMANDU/BFR representatives also updated about the need of such programme in Malaysia and the achievements made so far. Starting in 2009 with the establishment of PEMANDU, Malaysia appeared to be doing extremely well – in terms of recovery, growth, diversification, social inclusiveness, and other aspects of socio-economic development. However, the numerical results were not shared to the Nepalese delegation.

The PEMANDU/BFR representatives also highlighted the work they assisted in Tanzania, and Maharastra and Andhrapradesh of India.

Relevance of the methodology applied in Malaysia, India, Oman and Tanzania and possibility of replicating in Nepal were also discussed in the meeting. The PEMANDU/BFR representatives also indicated their necessary support and cooperation, just in case Nepal decides to go for such programme to ensure that plans are implemented, economy diversified, growth achieved and service delivery made efficient and effective.

4. Lesson Learnt

The PEMANDU/BFR methodology appears to be a very effective tool in spurring growth, benefitting from diversified economic activities to achieve a higher, robust and sustainable economic growth and ensuring effective service delivery. Given Nepal's unsatisfactory, if not low achievements of targets set out in the successive periodic plans as well as annual programme and budgets, Nepal also needs to opt for applying this methodology to achieve transform Nepalese economy from a low to a higher and sustainable growth path and to ensure efficient and effective service delivery mechanism.

5. Recommendations/ Next Steps

The delegation would like to make following two interim recommendations;

- (i) That the pioneering as well as an Architect of PEMANDU/BFR methodology Mr.Dato' Sri Idris Jala be invited by the Government of Nepal to brief about the methodology, its applicability, relevance to Nepalese context, and to conduct a two separate sessions – one exclusively for the Members of the Council of Ministers to be Chaired by Right Honourable Prime Minister and Chairman of the National Planning Commission, and another for the high ranking officials of the Government of Nepal, representatives of the private sectors, eminent personalities and representatives of the civil society, and
- (ii) That the National Planning Commission to act as coordinating and focal point for taking this initiatives, that is, economic transformation process of Nepal forward.

6. Appreciation and Acknowledgment

The Nepalese delegation would like to take this opportunity to thank the Government of Nepal for sending the team to Oman to attend Tanfeedh Open Day, Dato' Sri Idris Jala and Alex Iskandar Liew, Honourable Ministers of Oman Mr.Khamis and Mr.Talal in particular, and Mr. Larvin Rengasamy and his team (Mr. Ahmad Alauden Bin Mostafa El-Nahta, Mr. Adrian Tan, Mr.Chuay Jing Hang and Ms. Jasmin Johnson) of PEMANDU/BFR based in Oman for their invitation, cooperation and hospitality extended.