

INVESTMENT BOARD NEPAL

BUSINESS PLAN

FY2021/22 - 2025/26
(FY2078/79 - 2082/83 B.S.)



GOVERNMENT OF NEPAL
INVESTMENT BOARD NEPAL

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September 2021



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Preface

Established in 2011 to accelerate national economic growth by mobilizing private investment including Foreign Direct Investment (FDI) in large scale infrastructure and service sector, Investment Board Nepal (IBN) has achieved notable success in its ten-year journey. The enactment of Public Private Partnership and Investment Act (PPPIA) 2019 has expanded its mandate and scope by providing a strong legal framework for managing infrastructure projects.

To fulfill the given mandate and evolve as a PPP Center of Excellence, IBN has devised a five-year Strategic Plan, with the vision of “developing Nepal as an attractive investment destination”. In such a context, the Business Plan has been developed for the effective operationalization of the Strategic Plan.

The Business Plan (FY 2021/22 - 2025/26) has laid out detailed actions and activities for realizing the goals and objectives set for the Strategic Plan. The 13 strategies devised in the Strategic Plan according to the four strategic pillars, namely Project Development and Management, Investment Promotion, Institutional Development, and Coordination, Collaboration and Partnership, aim at delivering the strategic objectives. The strategic initiatives and programs will be effectively implemented to achieve the output indicators and outcomes desired. For this purpose, the Plan has adopted a result-centric approach, by identifying the resources required and setting the timelines.



Office of the Investment Board Nepal (OIBN) has implemented the Responsibility, Accountability, Consultation, Informed, and Quality Control (RACIQ) framework for effective operationalization and implementation of the annual plan. The monitoring and evaluation framework developed for this purpose keeps track of the progress of the milestones set in the action plans providing a feedback mechanism to incorporate the learnings and continuous improvement.

With strong support, team spirit, and dedication of the management and staff, I am confident that the organization will be able to achieve the targets set in the plan and play its role in the socio-economic development of the country.

A handwritten signature in black ink, appearing to read 'Sushil Bhatta'.

Sushil Bhatta
Chief Executive Officer
Investment Board Nepal

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Abbreviations and Acronyms

CEO	Chief Executive Officer
CoE	Center of Excellence
DoI	Department of Industry
DDI	Domestic Direct Investment
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GoN	Government of Nepal
HR	Human Resource
IBN	Investment Board Nepal
KMP	Knowledge Management Portal
LDC	Least Developed Country
MEAL	Monitoring, Evaluation, Accountability and Learning
MoFA	Ministry of Foreign Affairs
MoICS	Ministry of Industry, Commerce and Supplies
MoPIT	Ministry of Physical Infrastructure and Transport
NIS	Nepal Investment Summit
NRB	Nepal Rastra Bank
OIBN	Office of the Investment Board Nepal
OSS	One Stop Service
PBMIS	Project Bank Management Information System
PCC	Project Coordination Committee
PCN	Project Concept Note
PDA	Project Development Agreement
PIA	Project Investment Agreement
PIN	Project Idea Note
PPP	Public-Private Partnership
PPPIA	Public-Private Partnership and Investment Act
PPPIR	Public-Private Partnership and Investment Regulations
SDGs	Sustainable Development Goals
SPFC	Strategic Plan Formulation Committee
STF	Strategic Task Force
UNCTAD	United Nations Conference on Trade and Development
WAIPA	World Association of Investment Promotion Agencies

Executive Summary

The Business Plan has been developed for the effective operationalization of the Strategic Plan for realizing the strategic goals and objectives set out for the Plan Period. It defines specific actions and activities for each strategy adopted in the Plan. The Plan has set out output indicators, desired outcomes and yearly targets for effective monitoring and evaluation of the defined strategies, actions and activities. For effective implementation, the Plan has duly assessed the resource requirements and identified key risks and mitigation measures.

The five-year Business Plan (FY 2021/22-2025/26) provides a roadmap for attaining the Strategic Goals and objectives through four Strategic Pillars, namely project development and management, investment promotion, institutional development, and coordination, collaboration and partnership, aimed at strengthening IBN to support socio-economic development of the country in garnering quality investments in Nepal.

The first pillar, Project Development and Management, is associated with develop-

ment of bankable and credible projects, strengthening a transparent procurement system and effective facilitation and monitoring of projects. The second pillar, Investment Promotion, is concerned with promotion initiatives by providing state-of-the-art services to investors in all stages of investment cycle. The third pillar, Institutional Development, refers to developing IBN as the PPP center of excellence. The fourth pillar, coordination, collaboration and partnership, has a cross-cutting function to secure support necessary from relevant stakeholders of IBN to realize projects on time. The four Strategic Pillars, nine strategic objectives and thirteen strategies have been defined and devised to achieve the Strategic Goals.

The Business Plan has estimated financial resources required to conduct the activities of the four pillars. The Plan has also highlighted the need for organization and management in light with PPPIA 2019. The risks associated with each strategic pillar are also listed classifying their likelihood of occurrence and severity of impact.

CHAPTER 1

Introduction

1.1 Background

The Investment Board Nepal (IBN), established in 2011, is a high-level institution under the chairmanship of the Right Honourable Prime Minister for attracting and facilitating private investments, including Foreign Direct Investment (FDI), Domestic Direct Investment (DDI), and Public Private Partnership (PPP)s in Nepal. It was established through the legislature Parliament in 2011 under the Investment Board Act 2011. Its mandates were later revised with the enactment of the Public Private Partnership and Investment Act (PPPIA) in 2019. With the objective to carry out its enriched legal mandate effectively and efficiently, and in view of the challenges of attracting private investments during the ongoing COVID-19 and post Covid regime, IBN realized the need to formulate its Strategic Plan.

The objectives of the IBN Strategic Plan are to guide IBN in delivering its mandate, determine IBN priorities, and devise suitable strategies to achieve its strategic goals in terms of attracting quality investments, streamlining the key functions of Office of the Investment Board Nepal (OIBN), providing efficient and effective services to investors, and facilitating project development and management. The 45th Board Meeting of IBN, chaired by the Rt. Hon. Prime Minister, formed a Strategic Plan Formulation Committee (SPFC), headed by IBN

Chief Executive Officer (CEO) and comprising members from key ministries. To complement the development of IBN Strategic Plan, it is necessary to develop a comprehensive Business Plan to effectively operationalize the Strategic Plan.

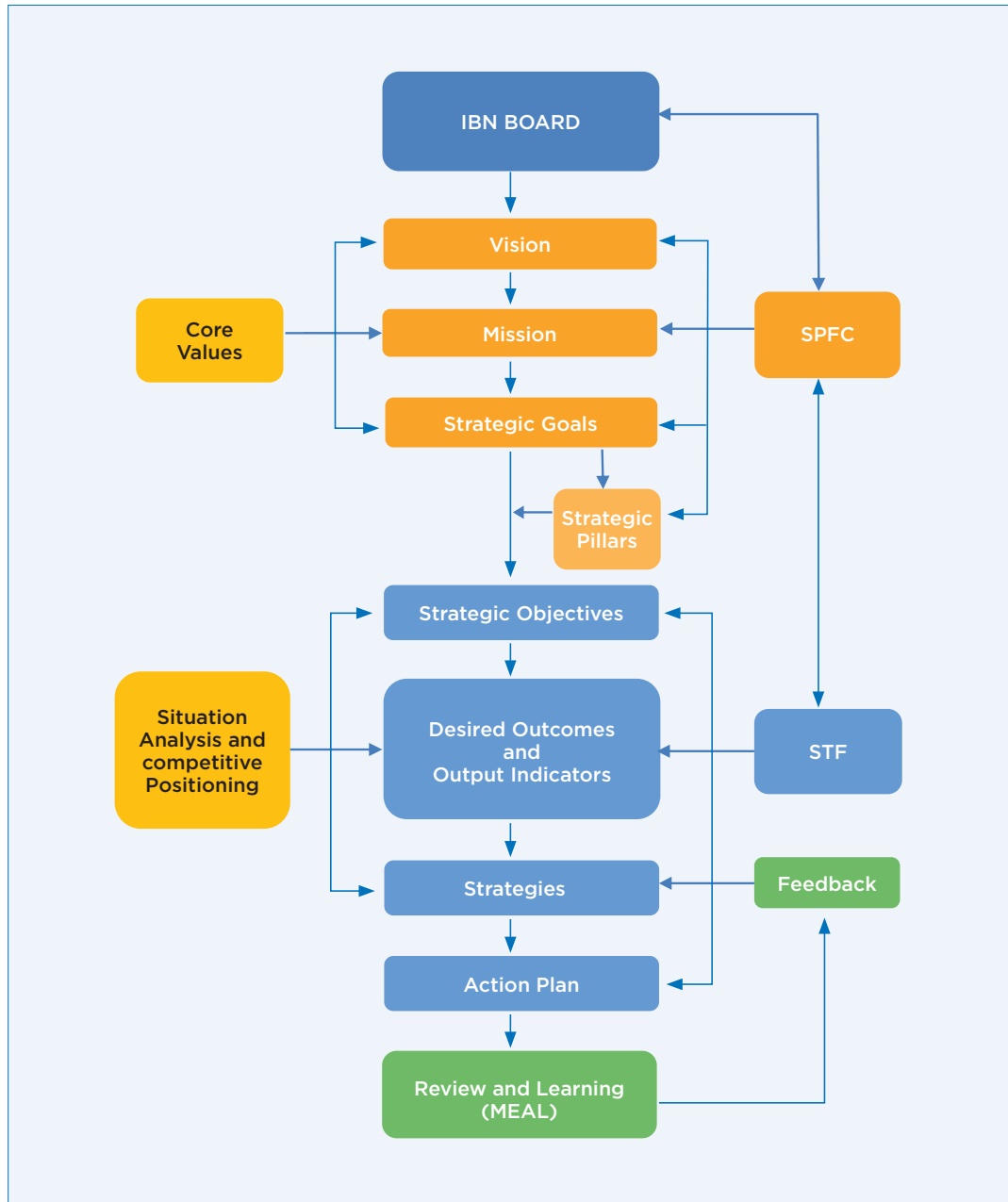
The Business Plan is an execution roadmap for the Strategic Plan (Figure 1). It consists of detailed action plans for four Strategic Pillars which represent the key dimensions around which strategic objectives are defined and strategies are devised. They support the IBN's vision and represent the priority performance areas for the next five years.

1.2 Objectives

The overall objective of the Business Plan is to effectively operationalize the IBN Strategic Plan for realizing the strategic goals and objectives set out for the Plan period. The specific objectives are:

- To define specific actions and activities for each of the strategies adopted in the IBN Strategic Plan;
- To set out output indicators, desired outcomes and yearly targets for the effective monitoring and evaluation of the defined strategies, actions and activities;
- To estimate the resources required for the execution of the action plans; and
- To Identify key risks and related mitigation measures for effective implementation of the action plans.

Figure 1: Strategic Planning Framework



CHAPTER 2

Action Plans

Implementation of the Strategies will be based on actions plans. The action plans comprise strategies, actions, and activities along with the output indicators and desired outcomes. Yearly targets have also been set out for each activity and output indicators have been set that reflect desired achievements, to be used for measuring performance of the strategies adopted, actions, and activities. The action plans will be elaborated in the annual work or operational plans, developed by the respective units of OIBN.

The Strategic Plan MEAL framework¹ provides the basis for measuring the progress of the Strategic plan, how effectively the objectives and targets set in the plan are achieved, and the feedback mechanism to incorporate learnings into updates of the Strategic Plan and decision-making processes. Further, the performance of the entire office has been strategically linked to the IBN Strategic Plan by integrating the strategy into performance indicators of the IBN staff at both vertical and horizontal hierarchies.

The detailed action plans for each Strategic Pillar are provided below.

¹ Refer IBN Strategic Plan for more information on Strategic Plan MEAL Framework.



Project Development and Management

Strategic Objective 1.1

Develop Bankable and Credible Projects

Desired Outcomes

IBN Project Bank established and kept up-to-date with viable investment projects; investors attracted in projects prioritized and listed in IBN Project Bank.

Strategy 1.1.1

Establish IBN Project Bank

Action	Activities	KPI (Output Indicators)	Target			
			Unit	FY 2021-22	FY 2022-23	FY 2023-24
Develop Project Idea Note (PIN) for all identified PPP projects	Development of project ideation framework	At least 75 PIN logged in the IBNPBMIS	No. of PIN	20	20	15
	Coordination, communication and collaboration with concerned Line Agencies, private sectors and relevant stakeholders for creation of long list					
	Prepare PIN of long list of projects					
Select, screen, rank, appraise and prioritize PPP projects & carry out project studies	Development of project selection, screening, ranking and appraisal framework and required tools, matrix and methodologies	Approved project selection, screening, ranking, and appraisal framework & guidelines	No. of Framework/ Guideline	1		
	Carry out procurement of pre-feasibility study	At least 25 procurement for pre-feasibility studies carried out	No. of Procurement	7	3	5
	Carry out procurement of feasibility study	At least 14 procurement for feasibility studies carried out	No. of Procurement	2	3	3
Update studies of Brown Field and other Projects	Identify brown field project with preliminary information	A long list of at least 15 Brown field project identified and developed	No. of brownfield project identified	15		
	Undertake the study of identified brownfield projects	At least 7 Brownfield projects study report prepared	No. of Brown field project study report	2	2	1
	Update study of stalled projects	At least 10 project study Updated	No. of study	2	2	2
Develop project idea note for private investment	Development of project ideation framework	PIN template developed				
	Prepare PIN of long list of projects	At least 25 PI projects in long list	No. of PIN prepared	5	5	5

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
	10	10	37.5	10	10	7.5	5	5	At least 1 out of 3 from PIN projects in short list for pre feasibility study
			1.5						Operationalization of IBNPB guideline through IBNPBMIS
	5	5	250	70	30	50	50	50	At least 1 project out of 3 from PIN will be selected for pre feasibility study
	3	3	420	60	90	90	90	90	At least 50% projects to be included in IBNPBMIS
									At 50% of those identified brown field projects proceed for study
	1	1	210	60	60	30	30	30	Development modality of the 7 brownfield projects will proceed
	2	2	50	10	10	10	10	10	Development modality of the updated study will proceed
									Operationalization of PIN template through IBNPBMIS
	5	5	12.5	2.5	2.5	2.5	2.5	2.5	At 25 PI project PIN Developed

Action	Activities	KPI (Output Indicators)	Target			
			Unit	FY 2021-22	FY 2022-23	
Develop IBN Project Bank MIS (IBNPBMIS)	Develop IBNPBMIS system	IBNPBMIS operationalized				
	Integrate Project Bank with MIS and Operationalization of IBNPBMIS					
Develop standard procedures for unsolicited proposals	Develop standard checklist for submission of the proposal	Standard checklist developed for submission of the proposal				
	Improve standard framework of proposal evaluation with reference to PPPIA, 2019 and PPPIR, 2020	Improved standard framework of proposal evaluation				
	Submit evaluation report to the IBN Board	At least 20 Proposals submitted to IBN Board	No. of proposals submitted	4	4	4
Total Budget						

Strategic Objective 1.2

Desired Outcomes

Strategy 1.2.1

Strengthen Project Procurement Agreement and Award with Reference to PPPIA, 2019 and PPPIR, 2020

A fair, transparent and robust project procurement system that accords with national laws and international best practices

Develop Standard Project Procurement and Award Manual and Standardize Implementation Agreement Templates

Action	Activities	KPI (Output Indicators)	Target		
			Unit	FY 2021-22	
Standardize project study procurement process	Development of project study procurement guidelines	Project study procurement guidelines developed	Number	1	
	Development of standard project study procurement documents such as EOI and RFP	EOI & RFP templates developed			
	Development of project study evaluation mechanism	Evaluation criteria and evaluation committee (Technical Advisory Group) formed			
Develop standard project procurement and award procedures for project solicitation based on PPPIA, 2019 and PPPIR, 2020	Development of project procurement guidelines	Approved Project procurement guidelines			
	Development of standard procurement documents such as EOI and RFP with provision of an online application (if required)	Standard project procurement & award process document developed			
	Development of standard template for MoU, survey license and others	MoUs and survey license standard templates developed			

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
									Projects showcased through IBNPBMIS
									No. of proposal registered
									At least 20 unsolicited proposals evaluated
	4	4	2.5	0.5	0.5	0.5	0.5	0.5	No. of decisions made by the Board
			984						

	FY 2023-24	FY 2024-25	FY 2025-26	Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators	
					FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26		
				5	5					Project study procurement template/guidelines developed	
										MoU and Survey License templates approved	

Action	Activities	KPI (Output Indicators)	Target			
			Unit	FY 2021-22	FY 2022-23	
Standardize PDA, PIA and Other concession agreement documents on the basis of PPPIA, 2019 and PPPIR 2020	Develop standard agreement templates for PDA/PIA and other agreements	PDA, PIA & other concession agreement documents standardized				
PPP Project Procurement (Solicited)	Call Expression Of Interest	At least 16 EOI notice published	No. of Eoi notice published	2	2	
	Prepare a short list of eligible applicants	Short list of eligible applicants submitted to Board				
	Call Request For Proposal (RFP)	No of developers applied for RFP	No. of developers	2	2	
	Evaluation of RFP	No of RFP evaluated				
	Select Developer	Developers selected for 16 projects	No. of developers selected	2	2	
	Sign MoU	MoU signed for 16 projects	No. of MoU signed	2	2	
PPP Project (Unsolicited)	Screening and Evaluation of Proposal	Unsolicited project screened and evaluated	No. of Unsolicited project evaluated	3	3	
	Sign MoU	MoU signed for at least 10 projects signed	No. of MoU signed	2	2	
Private Investment Project	Screening and Evaluation of Proposal	PI Project proposals are evaluated	No. of PI project proposal evaluated	2	2	
	Sign MoU	MoU signed for at least 5 PI projects signed	No. of MoU signed	1	1	
Investment Approval (Solicited, Unsolicited, Private Investment and Direct Negotiation)	Table Agenda to the Board for Investment Approval	Investment Approval of at least 20 projects	No. of Project Investment Approval	4	4	
Sign PDA/PIA	Prepare a draft PDA/ PIA	15 PDA/ PIA signed within 5 years	No. of PDA/PIA signed	3	3	
	Share draft PDA/PIA					
	Initiate Negotiation					
	Initialize PDA/ PIA					
	Share the PDA/PIA document with relevant government agency for feedback					
	Incorporate comments received on PDA/PIA					
	PDA/PIA to be approved from IBN board					
	Sign PDA/ PIA					
Total Budget						

				Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2023-24	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
										Standard PDA & PIA developed in line with national and international best practices
	4	4	4	5	1	1	1	1	1	Procurement of Developer
	4	4	4							
	4	4	4							
	4	4	4	2.5	0.5	0.5	0.5	0.5	0.5	16 projects proceeded for further development
	3	3	3	10	2	2	2	2	2	
	2	2	2	5	1	1	1	1	1	10 projects proceeded for further development
	2	2	2	5	1	1	1	1	1	
	1	1	1	5	1	1	1	1	1	5 projects proceeded for further development
	4	4	4							
	3	3	3	375	75	75	75	75	75	No. of PDA/ PIA signed
				412.5						

Strategic Objective 1.3 Effectively Facilitate and Monitor for Project Development and Implementation

Desired Outcomes Projects completed on predetermined time, within the contract budget/cost and to the specified quality standards; Projects deliver agreed benefits and compliance with agreed terms and conditions and the extant regulatory environment; PPP projects are handed over to GoN in good operating condition at the end of the concession period

Strategy 1.3.1 Strengthen Facilitation Services for project development & implementation

Action	Activities	KPI (Output Indicators)	Unit	Target			
				FY 2021-22	FY 2022-23	FY 2023-24	
Develop effective facilitation mechanism for project development & implementation ww	Facilitate investors for various approvals and activities through effective operationalization of One Stop Service (OSS) and Monitoring and Facilitation Committee	Effective facilitation mechanism established					
	Develop Project Coordination Committee (PCC) to address local-level/community-level issues for effective implementation of project.	PCC formed					
Total Budget							

Strategy 1.3.2 Strengthen Project Monitoring Systems for Project Development and Implementation

Action	Activities	KPI (Output Indicators)	Unit	Target			
				FY 2021-22	FY 2022-23	FY 2023-24	
Strengthen and Develop effective monitoring mechanism	Strengthening of existing monitoring mechanism (Project Review Panel, Project Monitoring Unit, etc.)	Effective operationalization of PRP, PMU					
	Develop MEAL framework	MEAL framework developed					
	Develop checklist for monitoring and evaluation of compliance against technical, social, environment, legal, etc.	standardized checklist and template for periodic reporting developed					
	Establish online monitoring tool (Dashboard)	Operationalized dashboard					
Effective communication and dissemination of MEAL	Develop M&E related publication materials Share M & E information to relevant stakeholders periodically	No. of M&E related publication materials developed and shared with relevant stakeholders					
Total Budget							



Investment Promotion

Strategic Objective 2.1 REACH out to Investors

Desired Outcomes

Nepal promoted and recognized as an "Attractive Investment Destination".
 IBN promoted and recognized as a "First Reference point for Investment in Nepal" and
 Identify strong "Leads" (High -Potential Investors)
 Increased interest and investment in IBN Projects

Strategy 2.1.1

Position Nepal as a Preferred Investment Destination

Action	Activities	KPI (Output Indicators)	Target			
			Unit	FY 2021-22	FY 2022-23	
Build Nepal's Image through promotional activities	Conduct study for Identification of opportunities and advantages of investing in Nepal	At least 3 study Report prepared	Number of study	1		1
	Development of Information, Communication and Promotion (ICP) Materials like Investment Guide, Sector Profile, Industry-specific brochure, Investment Opportunities Directory, Flyers, Banners, Information Package, A/V etc.- (digital or hard copy)	20 Publications of ICP Materials including A/V (digital or hard copy)	Number of publication	4	4	4
	Organize road shows/promotional events such as marathon, targeted interaction with key business houses/business missions or participate in investment promotional events held in abroad to promote Nepal and priority sectors like green investment in collaboration with other relevant organizations/agencies	14 Proceeding Reports of the Program	Number of Proceeding Report	2	3	3
	Publish adverts and interviews/articles in international media	15 Interviews/ articles and Adverts in international media	Number of interviews/ articles	3	3	3
Total budget						

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
		1	3	1		1		1	Identified comparative advantages of the priority sectors. Identified sub sectors of priority sectors
	4	4	10	2	2	2	2	2	Enhanced positive perception toward Nepal as a competitive investment destination
	3	3	25	5	5	5	5	5	Enhanced positive perception toward Nepal as a competitive investment destination
	3	3	25	5	5	5	5	5	Enhanced positive perception toward Nepal as a competitive investment destination
			63						

Strategy 2.1.2 Position IBN as A First Reference Point for Investment in Nepal

Action	Activities	KPI (Output Indicators)	Target			
			Unit	FY 2021-22	FY 2022-23	
Brand IBN in national and international arena	Create a slogan for IBN	Unveiling of IBN slogan	Number	1		
	Inauguration of IBN Investor Lounge and Resource Center	Inauguration of the IBN premises	Number of event	1		
	Creation of "Invest in Nepal" Logo	Unveiling of Logo of "Invest in Nepal"	Number of event	1		
	Organize a special program on IBN's 10th Year Anniversary	10th Year Anniversary Celebration	Number of event	1		
	Organize 10K Marathon in Nepal	Marathon Conducted	Number of event	1	1	1
	Launching of the fully functional and automated IBN "One Stop Service"	Automated OSS launched	Number of event	1		
	Development of promotional flyers "Investment in Nepal"	Promotional flyers launched	Number	1		
	Launching of the IBN Investor Portal	Functioning IBN Investor Portal	Number	1		
	Inauguration of "CEO's Club"	CEO Club Established	Number	1		
	Publication of "Investment Opportunities Directory"	Launching of "Investment Opportunities Directory"	Number	1		
	Launching of IBN Mobile Application	IBN Mobile Application	Number	1		
	Publication of Postal Stamp and Souvenir Coin	IBN Postal Stamp and Coin	Number of Publication	1		
	Organize IBN's flagship event "Nepal Investment Summit" in every two years	Organization of 2 Summits	Number of event		1	
	Collaborate to organize province level summit	Organize at least 5 province level summits	Number of event	1	1	1
	Collaborate with private sector organizations (Chambers, Associations ,BFIs) to organize promotional events	Organize at least 5 events in collaboration with private sector umbrella organization	Number of event	1	1	1
	Structured dissemination of news and information and regular interaction with media	15 Interactions held with the media persons/media houses	Number of interactions	3	3	3
	Enhance digital marketing and increase use of social media like Twitter, Facebook, LinkedIn, YouTube, google+, etc.	Increased presence in digital marketing platforms				
Re-design the IBN website focusing on providing information on incentive, demographic, workforce, quality of life, target industries, announcements, FAQs, newsletter, etc.	Operation of redesigned OIBN website	Number	1			
Total budget						

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
			0.5	0.5					Enhanced perception of investors towards IBN as an investor centric professional institution
			0.5	0.5					
			0.5	0.5					Identification as private face of the government
			7.5	7.5					Enhances positive perception towards Nepal and IBN Increased investment intent
	1	1	12.5	2.5	2.5	2.5	2.5	2.5	
			0.3	0.3					
			0.2	0.2					
			0.3	0.3					
			1	1					
			0.5	0.5					
			1	1					
			0.5	0.5					
	1		100		50		50		
	1	1	2.5	0.5	0.5	0.5	0.5	0.5	
	1	1	10	2	2	2	2	2	
	3	3	13.5	2.7	2.7	2.7	2.7	2.7	Increased awareness on the contributions/progress of IBN and its projects to the Nepalese economy
			6	1	1.5	1	1.5	1	Greater interaction through digital platforms
			4.5	3.5			1		Increase in views/engagements/queries in the website; Increased awareness and knowledge on IBNs work; Increased access of resources on investment processes to potential investors
			161.8						

Strategy 2.1.3 Effectively Utilize Economic Diplomacy to Identify, Reach and Attract Investors

Action	Activities	KPI (Output Indicators)	Target	FY 2021-22	FY 2022-23	FY 2023-24	
			Unit				
Effectively Mobilize Nepalese Diplomatic Missions and consulates through MoFA's Economic Diplomacy	Organize investment promotion events in collaboration with Nepali diplomatic missions abroad and foreign missions in Nepal to promote investment in Nepal.	20 events organized	Number of event	4	4	4	
	Organize targeted meetings and visits in coordination with diplomatic agencies, missions and consulates	At least 10 records of Meetings/ interactions conducted	Number of meetings	2	2	2	
	Facilitate accessing sovereign funds to bring sustainable and competitive investments in Nepal	Sovereign funds attracted for sustainable and competitive investments in Nepal	Number of missions	3	3	3	
	Facilitate accessing sovereign funds to bring sustainable and competitive investments in Nepal	Sovereign funds attracted for sustainable and competitive investments in Nepal					
	Set up regional investment desks to facilitate investments in collaboration with Nepalese embassies	At least three regional investment desks established	Number of desks established		1		
	Liaise with the Ministry of Foreign Affairs to mobilize Nepalese missions for investment promotion as well as to create a list of "100 Potential Investors/Companies	List of potential investors	Number	1	1	1	
	Identify at least 5 top investors/companies from at least 11 top FDI source countries in collaboration with diplomatic agencies, missions and consulates	contribution to the development of a roster of at least 275 high value investors	Number of top investors identified	55	55	55	
Organize promotional events in collaboration with Nepalese diaspora	Organize at least one event in collaboration with NRNA and Nepalese diaspora	At least 5 programs organized	Number of event	1	1	1	
Total budget							

Strategy 2.1.4 Promote IBN Projects

Action	Activities	KPI (Output Indicators)	Target			
			Unit	FY 2021-22	FY 2022-23	
Market sounding of projects in pipelines	Prepare Project Fact-sheets	Projects fact sheets prepared				
	Organize event with targeted stakeholders such as BFIs, developers, DFIs and Others	At least 10 events organized	Number of event	2	2	2
Total budget						

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
	4	4	20	4	4	4	4	4	Investment lead generated Increased investor's response post-participation
	2	2	10	2	2	2	2	2	Investment lead generated
	3	3	2.5	0.5	0.5	0.5	0.5	0.5	Investment lead generated Increased investment transactions from source countries
			5	1	1	1	1	1	Increased Investment Intent
	1	1	10	2	2	2	2	2	Investment for Nepal increased
	1	1	5	1	1	1	1	1	Investment lead generated
	55	55	5	1	1	1	1	1	
	1	1	20	4	4	4	4	4	
			77.5						

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
			2.5	0.5	0.5	0.5	0.5	0.5	
	2	2	2.5	0.5	0.5	0.5	0.5	0.5	
			5						

Strategic Objective 2.2 Retain Investors

Desired Outcomes Convert the strong leads into actual investments; Retains large-scale investors in the face of competition from other investment destinations; Investors Satisfied with investment promotion and facilitation services provided.

Strategy 2.2.1 Ensure Investors Satisfaction through Efficient Services and Facilitation

Action	Activities	KPI (Output Indicators)	Target				
			Unit	FY 2021-22	FY 2022-23		FY 2023-24
Strengthen Investor Facilitation Services to Retain Investors	Identify and develop investor/Company profile	Creation of Company Profile	Number of publication	1			
	Categorize investors/company as Strategic, Priority and Valued investors Strategic : Existing Investors who have received approval from IBN board Priority : Investors who have lodged application for projects/shown commitment/strong intent. Valued : Investors who have participated in investment promotion events/visited OIBN	Classification of investors					
	Creation of Detailed Frequently Asked Questions (FAQs)	Listing of the FAQs in investor portal					
	Prompt and detailed response to Investors queries	Time to respond queries					
	Assist and handhold the "Strategic Investors" and "Priority Investors" in establishing business in Nepal	Number of days required for investment approvals and licenses					
	Accompany the "Strategic Investor" and "Priority Investors" to the First-time Site Visit (FTSV) and/or Follow-up Site Visit (FUSV)						
	Facilitate and coordinate "Strategic Investors" and "Priority Investors" participation in various events organized in Nepal for networking opportunity	Investors participation in 10 networking events	Number of events	2	2	2	
	Regular correspondence via Direct mail, telephone to the "Valued Investors" listed in the IBN investors database	Record of correspondence/ follow up with valued investors					
	Total budget						

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
			1	0.5		0.5			Increased Investment Intent
			1	0.5		0.5			
			1	1					Satisfaction with information and inputs provided.
			2		2				
			1	1					Satisfaction with services provided for consultation, investment potential/ opportunities information, and handholding services
			1		1				
	2	2	1		1				Satisfaction with services provided for facilitation and coordination, and regular communication.
			2.5	0.5	0.5	0.5	0.5	0.5	
			10.5						

Strategic Objective 2.3 Regain Investor

Desired Outcomes Improving policies, laws, systems, regulations and administrative services on investment promotion;
Investors attracted due to clearly created competitive investment advantages.
Investors choose to further reinvest in Nepal.

Strategy 2.3.1 Policy Advocacy for Improvement of Investment Policies and Systems

Action	Activities	KPI (Output Indicators)	Target				
			Unit	FY 2021-22	FY 2022-23		FY 2023-24
Create Conducive Investment Climate to Regain Investor	Conduct study on review of investment related laws and policies and various applied research (perception survey, motivation survey, etc.)	At least 15 policy studies conducted	Number of study	3	3	3	
	Advocate on reforming investment climate related to Government's regulatory framework such as sovereign credit rating, hedging, VGF, blended finance, green financing	Policy advocacy carried out					
	Organize Interaction events with investors through CEO's Club	Proceedings of 15 CEO's club meetings	No. of proceedings	3	3	3	
	Organize "Public-Private-Dialogue (PPD)" Forums	Proceedings of 10 PPD forums' meetings	No. of proceedings	2	2	2	
Promote Green infrastructure policy	Conduct study on best practices related to green and climate-resilient infrastructure	At least 3 study conducted	No. of study	1		1	
	Organize workshops/meetings on green and climate-resilient infrastructure in collaboration with national and international agencies	At least 5 workshops/meetings organized	No. of workshops	1	1	1	
Lobby for signing BIPPA and DTAA with other countries	Conduct workshops and seminars to advocate for the signing of Bilateral Investment Protection and Promotion Agreement (BIPPA) and Double Taxation Avoidance Agreement (DTAA)	At least 5 workshops/seminars conducted	No. of workshops/seminars	1	1	1	
Total budget							

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
	3	3	15	3	3	3	3	3	Identification of the issues and challenges limiting FDI
			2	1		1			Number of Policies Amendments
	3	3	5	1	1	1	1	1	
	2	2	5	1	1	1	1	1	Satisfaction of investors with investment services and policy environment
		1	41	1	10	10	10	10	Improved ease of doing business
	1	1	50	10	10	10	10	10	Global Competitiveness Index
	1	1	3	1		1		1	Improved ease of doing business
			121						

STRATEGIC PILLAR 3. Institutional Development

Strategic Objective 3.1 Ensure Institutional Development and Sustainability of IBN

Desired Outcomes IBN developed as a result-oriented institution providing state-of-art services; IBN developed as a self-sustainable institution

Strategy 3.1.1 Develop IBN as a Result-oriented Institution and Ensure Institution Sustainability

Action	Activities	KPI (Output Indicators)	Unit	Target			
				FY 2021-22	FY 2022-23	FY 2023-24	
Develop and implement organization and Management (O&M) structure	Carry out and review Human Resource need assessment in line with IBN Functions as well as global best practices	At least 2 HR need assessment studies conducted	Number of study	1			
	Approval of OIBN Organization and Management structure	Organizational structure in place as per the endorsed document					
	Develop and maintain IBN roster of Experts	IBN roster of Experts developed					
Develop IBN Autonomous fund	Identify all revenue streams for IBN	All the sources being identifies and listed		1		1	
	Explore additional funds such as GCF and Green Financing	Committee Formed					
	Develop IBN Fund Guideline/Regulation	IBN Fund Guideline Approved by IBN Board	Number of guideline	1			
Strengthen and Develop IBN Management and Information systems	Develop Investors Database Management Systems	Investors Database Management System Developed		1			
	Develop Query Management System and Feedback tool	Query Management System Developed			1		
	Develop Web-based One Stop Service (OSS)	Web-based OSS Developed		1			
	Develop and Upgrade Knowledge Management Portal (KMP)	Knowledge Management Portal developed		1		1	
	Develop and Upgrade IBN Project Bank Management Information System (PBMIS)	IBN PBMIS Developed and Upgraded		1		1	
	Develop Project Infrastructure Mapping System (PIMS) (1st Phase) by developing Idea Note, Concept Note, ToR, and preparation of legal guidelines and user manual.	Procurement process for selecting the external vendor will be completed and legal guidelines and user manual prepared					
	Develop Project Infrastructure Mapping System (PIMS) (2nd Phase) by moving into automation and providing necessary trainings	PIMS in operation					
	Develop Web-based Project Monitoring System	Web-based Project Monitoring System Developed			1		
	Develop and upgrade IBN Board Decision and Implementation Tracking system	IBN Board Decision and Implementation Tracking System Developed					
Strengthen ICT infrastructure and its application	Develop a 5-year purchase Plan for all required infrastructure and its procurement	Hardware requirement prepared					
		Relevant IT infrastructure in operation according to the 5-year purchase plan and procurement					
	Procure project development and management software (Economic analysis, solar projection, GIS, Autocad and others)	Project development and management software procured					

	Target		Total Budget for Five years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
	1		4.5	2.5			2		IBN O&M implemented; Effective and efficient organizational structure; Improved service delivery
			3	1	0.5	0.5	0.5	0.5	Capacity of IBN enhanced
		1	1.5	1.5					Self-sustainable in generation and mobilization of required fund
			1	1					IBN Fund Operationalization
			1	1					
			1	1					
			7	7					
			2	2					
			1.5	1.5					
			4	4					
			5.5		4	0.5	0.5	0.5	ICT Infrastructure strengthened with the latest technology; Improved service delivery
			2		0.5	0.5	0.5	0.5	
			2.5		1	0.5	0.5	0.5	
			5.5	3.5	0.5	0.5	0.5	0.5	
			14.6	10.6	1	1	1	1	
			11	3	2	2	2	2	

Action	Activities	KPI (Output Indicators)	Unit	Target			
				FY 2021-22	FY 2022-23	FY 2023-24	
Build OIBN Physical Infrastructure	Take initiative for securing land for IBN Office	Land Ownership Document in OIBN's Name					
	Construct OIBN Building	Final Design endorsed					
Prepare and implement HRM plan in line with developing IBN as a PPP Center of Excellence	Prepare Hiring Policy guideline	Hiring policy finalized and approved					
	Prepare a framework and guidelines for performance appraisal	Guidelines for performance appraisal finalized and approved					
	Prepare a manual for gender friendly and green workspace	Gender Friendly workspace manual approved					
Build HR Capacity	Identify gaps in HR capacity in line with OIBN functions	Capacity development activities being identified and updated every year					
	Conduct capacity enhancement training and workshop	Number of trainings and workshop conducted					
Foster Continuous learning environment	Establish inhouse library and access to online learning resources	Establishment of a library in the office and number of membership for online resources subscribed and renewed annually					
	Relevant exposure visits (Domestic and International)	Number of exposure visits per year	Number of visit	3	4	4	
Promote Team Building	Conduct team building initiatives (retreat events, workshops, etc.)	Number of team building events conducted each year (2 events in a year)	Number of event	2	2	2	
Total Budget							

*Budget for acquiring land is subjected to land provided by the Government

Strategic Objective 3.2 Establish IBN as a National PPP Center of Excellence

Desired Outcomes IBN developed as a PPP Center of Excellence

Strategy 3.2.1 Institutionalize PPP Center at IBN

Action	Activities	KPI (Output Indicators)	Target	FY 2021-22	FY 2022-23	
			Unit			
Develop Framework for PPP Center of Excellence	Form a Task Force to develop Framework for PPP Center of Excellence and its institutionalization	Report on framework of PPP COE developed				
Advocacy of PPP framework and policy	Form a Task Force to provide recommendation on developing National PPP policy framework	Report on PPP policy revision				
	Provide recommendation to GoN on National PPP Policy					
	Advocacy of PPP framework and policy	Sensitized on PPP framework and policy				
	Promotion of PPP concept and its modalities	PPP concept and modalities promoted				

	Target		Total Budget for Five years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
			130	130*					OIBN building developed with corporate-like structure; Enhanced IBN Brand image with modern amenities
			80		20	40	20		
			0.5		0.5				Implementation of human resource plan Compensation package and TOR linked with Strategic Plan Output Indicators Enhanced expert service
			0.5		0.5				
			0.5		0.5				
			1	0.5		0.5			Skilled human resource developed
			20	4	4	4	4	4	
			2.5	0.5	0.5	0.5	0.5	0.5	
	4	4	33	5	7	7	7	7	
	2	2	14	2	3	3	3	3	Enhanced service delivery Employee satisfaction survey
			349.6						

	FY 2023-24	FY 2024-25	FY 2025-26	Total Budget for Five years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
					FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
				0.5	0.5					Framework for PPP Center of Excellence Implemented
				1		1				National PPP Policy framework developed; PPP Concept and its modalities promoted
				3.5	0.5	1	1	1		
				7.5	0.5	1	2	2	2	

Action	Activities	KPI (Output Indicators)	Target			
			Unit	FY 2021-22	FY 2022-23	
Develop relevant guidelines, manuals, and directives, SOP and standards	Develop guideline/directive/ manuals for Transaction Advisory, PPP Procurement, Hedging, VGF, VFM, Swiss Challenge, Project Bank, Blended finance, and others	At least 8 guideline/manual/ directive developed	Number of guideline/directives/ procedures/manual			
	Develop SOPs for PPP development and management	SOP for PPP development and management developed				
	Develop PPP Sectoral Standards (Energy, Transport, Tourism, Urban Development, Agriculture, etc.)	PPP sectoral standards developed				
Develop Standard Transaction Documents related to PPP	Develop standard EOI, RFP, RFQ, MoU, concession agreements, contract documents, etc.	Standard EOI, RFP, RFQ, concession agreements developed				
Develop PPP Knowledge hub at IBN	Conduct research and study on PPP	At least 50 research and study carried out	Number of study	10	10	
	Generate, adopt and disseminate information on PPP best practices	Best practices on PPP adopted and shared				
	Organize, host and participate in international workshops/ seminar/webinar on PPP	At least 10 events organized or participated	Number of event	2	2	
Capacity building of federal, province and local governments on PPP	Map out capacity gaps in federal, province and local governments	At least 14 capacity building activities conducted.	Number of capacity building activities			
	Develop capacity development plans in collaboration with federal, province and local government agencies					
	Conduct capacity building activities related to PPP project development and management			2	3	
Provide support and advisory service to federal government agencies	Provide support for preparation, development and structuring, appraisal and implementation of PPP projects to federal government agencies	Federal government agencies supported in PPP project development and management				
Provide support and advisory service to province and local governments	Support province and local government agencies for developing project bank	Sub-national government agencies provided with advisory services				
	Support province and local government agencies on developing legal and policy framework of PPP					
	Support province and local government agencies on institutionalizing PPP					
Develop PPP Database	Develop framework for PPP Database (national and international)	PPP Database developed				
	Develop and update PPP database					
Total Budget						

	FY 2023-24	FY 2024-25	FY 2025-26	Total Budget for Five years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
					FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
				25	5	5	5	5	5	Guidelines/ directives/manuals,, SOPs and standards for PPP project development and management developed and operationalized
				2	1	1				
				25		10	10	5		
					refer Pillar 1					
	10	10	10	40	8	8	8	8	8	Support in decision making and actions; PPP best practices adopted
				4	0.5	0.5	1	1	1	
	2	2	2	7.5	0.5	1	2	2	2	
				1.5	0.5	1				Capacity of government agencies enhanced
				1		1				
	3	3	3	14	2	3	3	3	3	
				2.5	0.5	1	1			Project Bank developed at sub-national level; PPP framework developed and institutionalized at sub-national level
				3		1	1	1		
				1		1				PPP database developed and maintained; Investors informed on PPP opportunities
				2.5		1	0.5	0.5	0.5	
				141.5						



Coordination, Collaboration, and Partnership

Strategic Objective 4.1

Develop and Strengthen Relationship with Key Stakeholders for Undertaking Strategic Initiatives and Leveraging Resources

Desired Outcomes

Access to a wide range of resources; IBN outreach increased and recognized; joint initiatives with strategic stakeholders taken

Strategy 4.1.1

Establish and Strengthen Coordination, Collaboration and Partnership Mechanism with Strategic Stakeholders

Action	Activities	KPI (Output Indicators)	Unit	Target			
				FY 2021-22	FY 2022-23	FY 2023-24	
Develop a mapping of IBN's strategic stakeholders	Conduct a study to identify IBN's Strategic Stakeholders and recommend areas for coordination, collaboration and partnership	At least two studies conducted	No. of Study	1			
Strengthen strategic working relation with federal government agencies	Plan and conduct Investment Promotion programs and activities with MoFA, MOICS and others	With reference to Pillar 3, Investment Promotion					
	Coordinate and Collaborate with MOICS, NPC, MOWERI, MoPIT, SEZA and IDML and others for project identification, project development and implementation	Projects identified and developed in coordination and collaboration with relevant government agencies					
	Coordinate and Collaborate with NRB, MOF and others on policy reforms (Sovereign rating, Hedging, blended finance, green finance, VGF, etc.)	Relevant policy initiatives taken					
	Coordinate and Collaborate with relevant government agencies for approval and clearances (Visa, land acquisition, environmental clearance, access road, transmission line, forest, repatriation and others)	Efficient Service Delivery					
	Coordinate and Collaborate with relevant federal government agencies for study visits, trainings, observation visits and others	At least 10 visits organized	No. of visit	2	2	2	
	Establish an inter-agency mechanism to facilitate project development and implementation	The inter-agency mechanism established					
Establish strategic working relation with provincial and local government agencies	Organize a Visioning Workshop with the Provincial Chief Minister and Stakeholders / Mayors/ Chairpersons to find out the shared vision	At least 5 workshops organized	No. of workshop	1	1	1	
	Sign MoU with Province governments	MoUs signed with 7 Province Governments	No. of MoU	7			
Strengthen relationships with the Private Sector and apex bodies	Organize/participate workshops and interaction programs with apex bodies private sectors	At least 10 workshops and interaction programs organized/participated	No. of workshop	2	2	2	
	Collaborate and engage with apex bodies of private sectors for Policy Reforms	No. of engagements/initiatives with private sector for policy reforms	No. of engagements				
	Collaborate with BFIs and international lending agencies on (investment promotion, project financing, project development and others)	Collaboration with BFIs and international lending agencies increased	No. of Collaboration				

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
	1		1	0.5		0.5			IBN relationship with strategic stakeholders built
									Quality investment in Nepal increased
			2.5	0.5	0.5	0.5	0.5	0.5	Robust project pipeline developed and projects are efficiently implemented
			2.5	0.5	0.5	0.5	0.5	0.5	Improved business climate
			1	0.2	0.2	0.2	0.2	0.2	Expedited service delivery
	2	2	5	1	1	1	1	1	Capacity Enhanced
			2.5	0.5	0.5	0.5	0.5	0.5	Project implementation expedited
	1	1	4	0.8	0.8	0.8	0.8	0.8	IBN relationship with province and local government established
			2	0.4	0.4	0.4	0.4	0.4	
	2	2	2.5	0.5	0.5	0.5	0.5	0.5	Enhanced information sharing; Increased capitalization of resources from private sector
			2.5	0.5	0.5	0.5	0.5	0.5	
									Interest from international lending agencies and BFIs on IBN projects increased

Action	Activities	KPI (Output Indicators)	Unit	Target			
				FY 2021-22	FY 2022-23	FY 2023-24	
Nominate Investment Ambassadors in major FDI-source countries	Recommend to the government of Nepal for nominating appropriate investment ambassadors in major FD-source countries	Investment Ambassadors in major FDI-source countries nominated					
	Reach out to international media platforms such as CNN, BBC, Al Jazeera, Forbes, Bloomberg, CNBC, DW, CGTN and others	IBN reach out to international media platforms established	No. of event	1	1	1	
Establish and Strengthen relationship with national and international media	Organize workshops/briefings and programs with media and apex bodies of media	At least 15 workshops/briefings and programs with media and apex bodies of media organized	No. of workshop	3	3	3	
	Organize visits and trainings to media persons	At least 10 visits and trainings for media persons organized	No. of visit	2	2	2	
Enhance strategic relationship with development partners	Identify areas of collaboration with development partners including bi-lateral and multi-lateral agencies	Areas of IBN collaboration with DPs identified					
	Develop and organize common interaction platform of development partners	At least 5 common interactions organized	No. of interaction	1	1	1	
Establish and Strengthen IBN Collaboration and Partnership with research institutions and policy thinktanks	Identify areas of collaboration and partnership with research institutions and policy thinktanks	Areas of IBN collaboration with research institutions and thinktanks identified					
	Sign MoU with relevant research institutions and Policy thinktanks	MoUs signed with at least 5 research institutions and thinktanks	No. of MoU	1	1	1	
Establish and Strengthen IBN Collaboration and Partnership with international IPA and PPP Agencies	Sign MoU with relevant IPAs and PPP Agencies	MoUs signed with relevant IPAs and PPP Agencies	No. of MoU		1		
	Obtain membership of international IPA and PPP agencies	At least Membership with WAIPA and WAPPP obtained					
	Follow up/update previous MoUs with international IPAs	MoUs with international IPAs updated					
Strengthen OIBN communication	Prepare communication policy for OIBN	Communication Policy Document	No. of document	1			
Coordinate and Collaborate with IBN Project Stakeholders	Mapping of stakeholders and engage with local communities for IBN Projects	18 visits	No. of visit	2	4	4	
	Interact and facilitate with relevant stakeholders on activities such as public hearing, financial awareness, project monitoring, project updates, project implementation and others	At least 50 interaction and facilitation events organized	No. of event	10	10	10	
	Coordinate meetings and visits (project stakeholders, media and government authorities)	24 visits	No. of visit	3	3	6	
Total Budget							

	Target		Total Budget for 5 years (Rs. in Million)	Budget (Rs. in Million)					Success Measures & Indicators
	FY 2024-25	FY 2025-26		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
									Nepal's investment climate promoted
	1	1	5	1	1	1	1	1	Nepal's investment image promoted
	3	3	1.5	0.3	0.3	0.3	0.3	0.3	IBN relationship with media strengthened
	2	2	2.5	0.5	0.5	0.5	0.5	0.5	knowledge of media persons regarding IBN and its activities enhanced
									Extended support for institutional development and investment promotion
	1	1							IBN relationship with DPs strengthened
									IBN R&D strengthened
	1	1							Evidence-based decision-making enhanced
	1								IBN relationship with relevant IPAs and PPP Agencies established
									Learnings on investment promotion, PPP and others between the agencies shared.
									IBN relationship with international IPAs strengthened
									Implementation of communication policy
	4	4	3.6	0.4	0.8	0.8	0.8	0.8	Proper identification of stakeholder influence and interest in projects
	10	10	10	2	2	2	2	2	Project bottlenecks resolved
	6	6	4.8	0.6	0.6	1.2	1.2	1.2	Better compliance on social and environmental provisions as per PDA
			52.9						

CHAPTER 3

Resource Estimation and Mobilization

A total of Rs. 2.38 billion is estimated to be required over the next five years to finance the activities of the Strategic Plan.

IBN recognizes that successful implementation of Strategic Plan depends on a number of factors, which have been well defined to facilitate smooth implementation of the Plan. Implementation is also anchored on the government's financial year system, as resource allocation from government is vital for effective implementation.

The Business Plan recognizes the role of coordination, collaboration, and partnerships as valuable aspects for successful implementation of the Strategic Plan.

The IBN expects to raise resources from:

- Government support
- Facilitation Fees from investors

- Negotiation fees from project developers
- Development Partner Support
- Royalties from projects, managed by IBN

To implement the strategies and actions identified for the planned period, the following arrangements have been made.

- Funds required for implementation of Strategic Plan will be sourced internally and externally.
- Internal sources of funds are service charges and fees from investors.
- Amount received from Government of Nepal (GoN).
- Financial support received as assistance, grant or donation from foreign governments or development partners on approval from the Government of Nepal.

Table 2: Financial Requirements for Strategic Plan

Strategic Pillar	Estimated Amount Required (Rs. in Million)
Project Development and Management	1399.5
Investment Promotion	438.8
Institutional Development	491.1
Coordination, Collaboration and Partnership	52.9
Total	2382.3 (2.38 billion)

CHAPTER 4

Management and Organization

4.1 Organizational Structure of OIBN

The existing organizational structure at OIBN has two wings - the administrative division and the technical and foreign coordination division - to carry out the statutory functions defined in the PPPIA 2019. OIBN is headed by the CEO. The Figure 2 and Figure 3 describe the existing organizational structure and the provisions of human resources of OIBN.

The PPPIA 2019 has provided OIBN with broad roles and responsibilities re-

garding PPP and private investment in Nepal including FDI. The existing organizational structure clearly shows that all the tasks to be performed by OIBN have not been addressed. Among them, PPP, private investment, and one-stop-service centers have not been properly defined in the organizational structure. The limited number of core staff seconded from GoN and embedded consultants is not sufficient to manage the increased workload in sustainable terms. Thus, there is an urgent need to conduct human resource needs assessment and develop

Figure 2: Organizational Structure and Provisions of Human Resource of OIBN (as of July 2021)

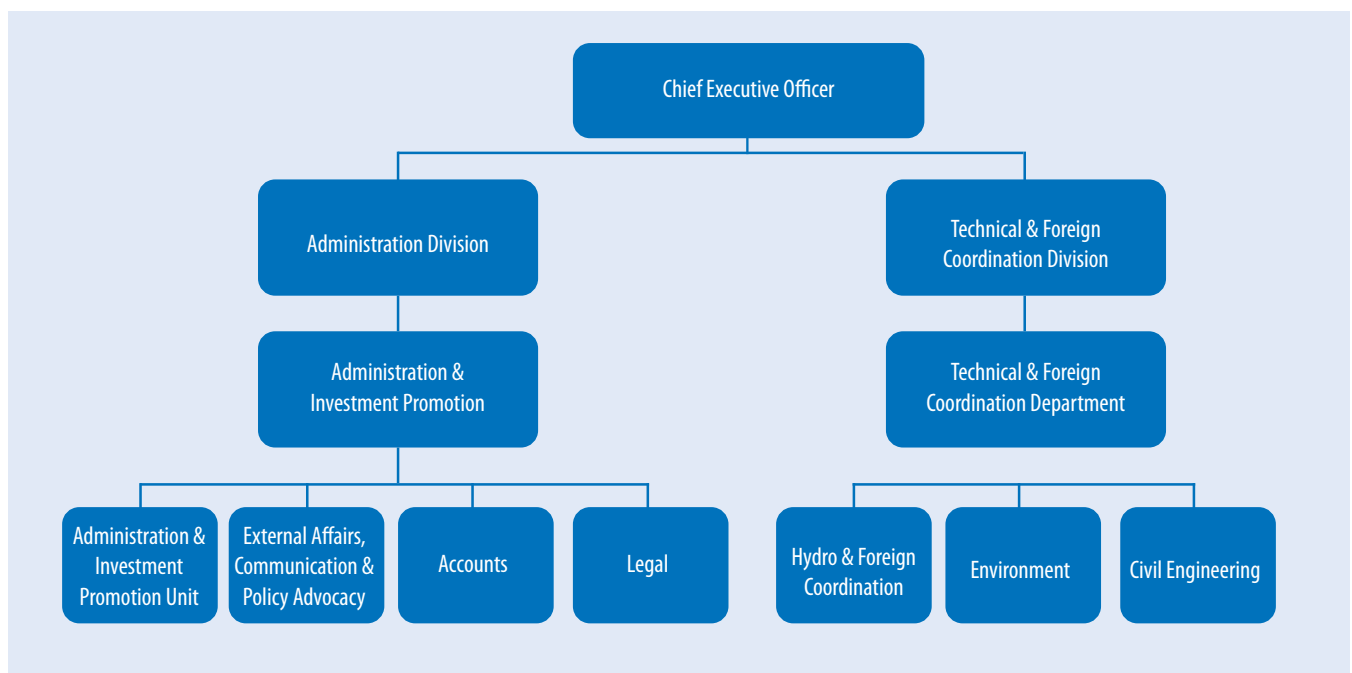


Figure 3: Full time Embedded Consulting Staff (Supported by Foreign, Commonwealth and Development Office (FCDO), Government of UK)

30 plus consultants with varied skill sets and experiences

1. Stakeholder Engagement and Policy Advocacy
2. Investment Promotion, Private Investment and Partnerships
3. Energy Project Development and Management
4. Non-Energy Project Development and Management
5. Social and Environment

Operations and Admin (Logistics Support)

a human resource plan to achieve IBN's strategic goals and perform mandates as per the Act. The organizational structure and the human resource requirement of OIBN shall be decided by the GoN.

The human resource gap needs to be analyzed also by keeping in view (i) the gaps in its existing organizational struc-

ture (ii) the growth anticipated in its activities in line with the Strategic Plan, and (iii) provisions of PPPIA 2019. OIBN needs altogether a new organizational structure. A human resource requirement study in line with the Plan has been recommended to achieve the vision, mission and goals set.

CHAPTER 5

Key Risks, Mitigation Measures and Assumptions

5.1 Key Risks and Mitigation Measures

The Strategic Plan and Business Plan have identified certain assumptions, risks and their mitigation measures while executing the strategies, adopted in the four respective strategic Pillars. The identification and management of risks is the key toward realization of IBN goals. IBN shall keep on monitoring and evaluating how these risks and assumptions manifest at operational levels of the plans during their implementation. IBN shall adopt necessary mitigation measures to ensure that the identified risks do not affect the realization of IBN vision, mission and goals. The key risks identified for each Strategic Pillar are presented in the tables below. The level of risks is classified in terms of

their severity (impact) and likelihood (occurrence) as high, medium and low.

5.2 Key Assumptions

The following key assumptions have been considered for the execution of the Business Plan.

- Conducive business environment to garner investment will be accelerated.
- Institutional capacity of IBN increases for realizing its targets with considerable support from relevant agencies.
- IBN is established as a PPP CoE.
- Legal and procedural reforms to address investment bottlenecks are undertaken during the Plan period.
- IBN receives continuous support from development partners, private sector.

Pillar 1: Project Development and Management

Potential Risks	Severity	Likelihood	Mitigation Measures
Limited availability of data/information required for project development and management	H	M	Effective coordination with relevant agencies for data/information sharing Development of IBN PBMIS for data/ information capturing and analysis and Knowledge Management Portal for data management Development of PPP database.
Challenges in implementation of IBN project bank framework	H	L	Institutional capacity enhancement Development and operationalization of IBN project bank guidelines
Possible delays in project procurement	H	L	Develop standard project procurement and award manual and standardize implementation agreement templates in line with PPPIA 2019 Development of SOPs

Potential Risks	Severity	Likelihood	Mitigation Measures
Project Implementation Challenges	H	M	Best project planning and project structuring Strengthen Project Coordination mechanism Study and adoption of best PPP practices Strengthen project monitoring systems for project development and implementation
Gaps in legal and regulatory frameworks	H	M	Identify and recommend for harmonization of policy, Acts and regulations
Capacity for managing complex and mega projects	H	M	Institutional capacity enhancement
Coordination challenges among relevant agencies	H	M	Strengthening coordination and cooperation mechanism among the relevant agencies
Capacity of sub national government agencies	H	M	IBN engaging with sub national government agencies for the latter's capacity enhancement

Pillar 2: Investment Promotion

Potential Risks	Severity	Likelihood	Mitigation Measures
Prolonged COVID-19 Pandemic Situation	H	H	Adoption of digital platforms
Coordination challenges with diplomatic missions	H	L	Adoption of economic diplomacy
Challenges to Retain and Regain investors	H	M	Adoption of 3R approach

Pillar 3: Institutional Development

Potential Risks	Severity	Likelihood	Mitigation Measures
Challenges in implementation of IBN systems (IBN PBMIS, KMP, PIMS, OSS)	L	M	Development of necessary infrastructure Capacity development for the execution of the systems
Challenges on IBN independent fund management	H	L	Operationalization of IBN autonomous Fund and secure revenue streams
Challenges on IBN HR autonomy	H	M	Development of IBN O&M in line with PPPIA, 2019, and global best practices
Challenges on required capacity to develop IBN as a PPP CoE	H	M	Development and implementation of PPP CoE framework Adopt global best PPP practices

Pillar 4: Coordination, Collaboration and Partnership

Potential Risks	Severity	Likelihood	Mitigation Measures
Challenges on garnering timely support from relevant stakeholders	H	M	Devise a robust mechanism for constant coordination and collaboration Timely dissemination of information to the relevant stakeholders on IBN initiatives Accelerate engagement with relevant stakeholders

GLOSSARY OF TERMS

CORE VALUES: Define what the IBN believes in and how the staff of the OIBN are expected to behave with relevant stakeholders.

DESIRED OUTCOME: The intermediate results that strategies aim to attain in realizing the set strategic objectives.

GOAL: The purpose-driven, forward-focused, and long-term measurable objective indicative of its long-term vision and providing a basis for measuring the performance of IBN during the Strategic Plan period.

MISSION: The purpose why IBN exists and provides a strategic direction on how the organization shall serve to attain the vision.

OUTPUT INDICATOR: The immediate results that strategies aim to deliver as a basis for measurement of success that the planned activities intend to create.

STRATEGY: Plan of action to achieve IBN's strategic objectives and goals. Strategies express a cause-and-effect relationship between the desired and the existing state.

STRATEGIC OBJECTIVES: Support goals and reflect more focused policy or operational areas where IBN plans to make significant improvements.

STRATEGIC PILLARS: The activities and initiatives that direct the organization to achieve its long-term goals. Strategies are devised around the Strategic Pillars.

STRATEGIC PLAN: A road map that describes the overall direction of the IBN, as well as how the IBN achieves its Strategic Goals and Objectives.

VISION: A clear picture that IBN strives to achieve in the distant future, i.e., during the Strategic Plan period.



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