

# NEWSLETTER

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*"... devoted to making differences positively"*

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## A high-level consultation with Environment Protection committee of the Legislature-Parliament of Nepal



Photo: Glimpse of the consultation program

The constitution of Nepal promulgated on 20 September 2015 (03 Asoj 2072 BS) has federalized the country with three levels of governments viz. Federal, Province and Local Governments. In line with this new form of governance, effective service delivery to the people has to be ensured in all the sectors. Forest is one of the most important sector that offers many of the resources and affects the livelihoods of the people.

For thorough analysis of the forest sector, functions provisioned in the constitution (annexes 5 to 9), and for proposing institutional arrangements and human resources, required to carry out those functions, Ministry of Forest and Soil Conservation (MoFSC) assigned Nepal Administrative Staff College (NASC) to carry out a study on "Functional Analysis and Institutional Arrangements of the Forest Sector in Federal Setting of Nepal".

NASC conducted a number of consultation meetings, interaction workshops, and discussions to carry out this study in addition to content analysis and review of practices of federal countries. In this process, NASC had a comprehensive consultation with the honorable members of the "Environment Protection Committee of the Legislature-Parliament" on 30 Bhadra 2073 BS (15 September 2015) in Parliamentary Secretariat, Singhadurbar, Kathmandu. It was the high-level consultation, chaired by Honorable Janak Raj Chaudhary, Chairperson of the Committee. Honorable Forest and Soil Conservation Minister Shankar Bhandari attended the interaction, including 30 members of the committee and senior officials of MoFSC led by Secretary Udaya Chandra Thakur. The study team was led, by

**"The best revenge is massive success." Frank Sinatra**

Executive Director of NASC and Advisor of Study Team Mr. Punya Prasad Neupane, Senior Director of Governance and Development Management Learning Group of NASC Mr. Khum Raj Punjali (Team Leader), Mr. Soyambhu Man Amatya (Forest Sector Expert), Mr. Ram Krishna Timalena (Constitution and Legal Expert), Director of Studies of NASC Mr. Trilochan Pokharel (Institutional Expert) and Director of Studies of NASC Mr. Rajendra Adhikari (Governance and Data Analysis Expert). The team shared the findings of the study to the committee. Together with their observations, the members appreciated the findings of the study. Honorable minister appreciated the study and believed the report will be a good reference for taking action for federalizing forest and related sectors. Similarly, Chairperson of the committee also reflected his satisfaction and remarked the study being comprehensive as it covered all the aspects of forest sector. At the end, on behalf of the study team Mr. Khum Raj Punjali responded to the queries put by the members and acknowledged thankfully to the committee for contributing for further enrichment of the report.

### Opening Ceremony of 31<sup>st</sup> Basic Administration Training (BAT)



Photo: Glimpse of the opening ceremony

31st Basic Administration Training (BAT), was inaugurated by Minister of General Administration Hon'ble Keshav Kumar Budhathoki on 19 Kartik 2073 (4 November 2016) at Nepal Administrative Staff College (NASC) under the chair of Executive Director Mr. Punya Prasad Neupane. BAT is the foundation course organized by NASC for the newly recruited 397 section officers of the government of Nepal to enhance the proficiency and competency of the officers for the purpose of effective service delivery to the public. The training is residential in nature and the 120

officials from - Foreign Affairs, Revenue, Account, Legislature-Parliament and Administration will participate in the 3 months foundation course. The 277 administration officers will also participate in an additional specialized 3 month course.

During the opening Hon'ble Chairman of Public Service Commission Umesh Prasad Mainali, Chief Secretary Dr. Somlal Subedi, Secretary of Ministry of General Administration Purna Chandra Bhattarai, Revenue Secretary Rajan Khanal, Secretary of Legislature-Parliament Som Bahadur Thapa, Spokesman and Information Officer of Financial Comptroller General Office Kewal Prasad Bhandari were present among other delegates.

Senior Director of Public Service Training Department – NASC, Mr. Kedar Bahadur Rayamajhi welcomed the participants and highlighted on the course structure. He stressed that the main objective of the training is to impart knowledge and skills applicable in behavior. He expressed the need for spiritual intelligence and behavior change for effective service delivery which is focused in the training course.

"Great minds discuss ideas; average minds discuss events; small minds discuss people." Eleanor Roosevelt

Best Performer of 30<sup>th</sup> BAT, Mr. Kiran Thapa shared the importance of the training for the new recruits. He said that the training provides a platform to develop skills, knowledge, behavior, and confidence along with the knowhow of the process and practices of public sector.

Spokesperson and Information Officer of Financial Comptroller General Office, Mr. Bhandari encouraged the participants to work towards good governance. He stressed that the officers should always remember that they have been recruited for serving the citizens in a dedicated manner.

Secretary of Legislature-Parliament Mr. Thapa expressed that it is very important for government officials to understand, learn, and implement the knowledge and skills related to transparency, inclusion, participation, and accountability in workplace. He also suggested that public servants should demonstrate good behavior and be disciplined in order to serve the country.

Revenue Secretary Mr. Khanal suggested that the domain of the training should be increased to develop and change the knowledge, skills, and attitude of the officials in positive manner. He said that since the officials have entered into public service their life is no more personal. Thus, he encouraged them to be the best and demonstrate hard work, dedication, and good behavior.

Secretary of Ministry of General Administration Mr. Bhattarai encouraged the participants to implement the knowledge, skills, and attitude learnt at NASC in their regular work.

Chief Secretary Dr. Subedi stated that Nepal is in the phase of Technical Transition so the new recruits should focus in effective and efficient delivery of service based on the redesign and restructure of the Federal System by understanding and aligning the needs of the citizens. He encouraged the officials to follow the rules and regulations of Public Service and maintain the chain of command. He also suggested that the gap in the production, provision, and distribution of services should be reduced for better service delivery. He pointed that the officials should fulfill the interest of the country and not vice versa.

Hon'ble Chairman of Public Service Commission Mr. Mainali expressed high hopes from the officials and encouraged them to incorporate ethical values like respect for the citizens and superiors, follow rules and regulations wholeheartedly, accountability, and dedication towards public service in their career.

Hon'ble Minister of General Administration Mr. Budhathoki said that the new recruits are the ones to lead the nation and that their actions represent the government. He stated that the perception of the citizens towards government and its services is not positive, so the new recruits should demonstrate hard work and dedication through their work and create history. He also suggested the officials to serve in the remote areas.

In his closing remarks, Executive Director – NASC Mr. Neupane assured the trainee officials that the institution is dedicated towards providing knowledge, skills, and attitude as per the needs of Nepal Government. He also



Photo: Trainee Officers during the opening ceremony

expressed that the faculties and officials of NASC will focus in creating an enabling environment for the officials to gain the best learning from the training so that they can implement it to face any challenges in future.

Director of Studies Mr. Basanta Raj Sigdel took on the responsibility of the master of ceremony for the program.

## Tree Plantation and Cleaning Campaign



Photo: Mr. Neupane planting Bodhichitta

Tree Plantation and Cleaning Campaign was conducted at NASC on 7 Asoj 2073 (23 September 2016) Friday. The Executive Director of NASC Mr. Punya Prasad Neupane commenced the tree plantation program by planting "Bodhichitta" amid officials of NASC. Senior Directors Mr. Kedar Bahadur Rayamajhi (PSTD), Mr. Khum Raj Punjali (GDMLG), and Mr. Bharat Thapa (RCSD) also planted various trees during the occasion. The directors, officers, and assistants also planted a dozen trees around NASC premises.



Photo: Officials cleaning NASC premises

Similarly, NASC officials actively participated in the cleaning campaign as well, which took place after tree plantation. The Executive Director and Senior Directors joined the campaign enthusiastically along with NASC officials who cleaned the gardens and pavements around NASC. The campaign was conducted from 10 am to 1 pm.

## Consultative discourse for developing Masters Course in Public Policy



Photo: Glimpse of the consultative discourse

Nepal Administrative Staff College (NASC) has initiated to develop Masters Course in Public Policy and Governance and generate discourse on the evolving role of policy actors in the changed context of Nepal. The course is aimed at enhancing the capacities of the policy actors (policy makers and decision makers) in various tiers of government. In the course of developing the Masters course, NASC seeks to identify and define the direction and desired

value and competencies of new policy actors. In the process of gaining views on the same by the policy practitioners, NASC organized a consultative discourse on how the context of Public policy development looks like and the challenges those are to be overawed.

"There are two types of people who will tell you that you cannot make a difference in this world: those who are afraid to try and those who are afraid you will succeed." Ray Goforth

Mr. Punya Prasad Neupane, Executive Director-NASC expressed his views on the unprecedented changing contexts and therefore additions in the roles of NASC. He expressed, his optimism towards the result of the initiative in public policy course and welcomed the dignitaries Mr. Ajay Dixit ISET - Nepal, Mr. Bishnu Adhikari - DFID, Former Chief Secretary Leela Mani Paudyal, Mr. Rajan Bhattarai - Former Advisor of the Prime Minister, Samar Verma - IDRC Delhi, Mr. Sudheer Sharma - Chief Editor Kantipur and Mr. George Varughese - Country Representative of The Asia Foundation. The discussion was participated by total 25 participants, including faculties of NASC. All of the participants provided their contextual vista and supported the need for development of public policy course.

Mr Mohan Das Manandhar, had facilitated the discussion which was held on 7 Asoj 2073 (23 September 2016).

### Farewell to Mr. Narayan Prasad Shrestha and wishes for the Festivities



Photo: Executive Director Mr. Neupane handing the memento to Mr. Shrestha

A program was organized at NASC on 21 Ashwin 2073 (October 7th, 2016), Friday to bid farewell to Senior Assistant Mr. Narayan Prasad Shrestha. The Executive Director Mr. Punya Prasad Neupane, Deputy Executive Director Dr. Tarak Bahadur K.C., Senior Directors Mr. Khum Raj Punjali, Mr. Bharat Thapa and Mr. Kedar Bahadur Rayamajhi, Directors, Officials and Staff members were present during the program.

Deputy Director, Dr. Tarak Bahadur K. C. recognized Mr. Shrestha as a hard working employee and appreciated his pleasant personality. He also wished success for his coming years. Dr. K.C., who is also the Senior Director of Management Service Department, presented a Token of Appreciation to Mr. Shrestha on behalf of the department.

In his speech, Mr. Shrestha shared experience of his 29 year long career. He emphasized on the importance of time management and concluded his speech by thanking all employees and apologizing for any inconveniences. He had joined NASC on 1 Chaitra 2044 as Assistant.



Photo: Dr. K.C. handing the memento to Mr. Shrestha

The Executive Director of NASC Mr. Punya Prasad Neupane handed the Memento to Mr. Shrestha as appreciation for his hard work and thanked him for his contribution.

After the farewell, the senior officials of NASC and staff members also took the opportunity to exchange festival greetings, on the occasion of upcoming, Vijaya Dashami, Deepawali, Nepal Sambat and Chait. The officials wished each other a very happy and prosperous festivals during the occasion.

Mr. Basanta Raj Sigdel moderated the program.

## Talk program on "Values and Ethos of Public Service"



Photo: Dr. Koirala and Mr. Paudel delivering their speech

A talk programme on "Values and ethos of public service" was delivered by Former Chief Secretary of Government of Nepal Mr. Leelamani Paudel and Dr. Bhagawan Koirala for all the trainees of 31st Basic Administration Training (BAT) on 23 Kartik 2073 (8 November 2016). The talk program, was conducted simultaneously for the 397 section officers of the government of Nepal. The 120 officials from - Foreign Affairs, Revenue, Account, Parliament and Administration attended the program conducted by Dr. Bhagawan Koirala at Prithvi Hall of Diksyu Sadan and the 277 administration officers participated in the program conducted by Mr. Leelamani Paudel at Vrihaspati Sadan. The Executive Director of NASC Mr. Punya Prasad Neupane, Senior Directors Mr. Kedar Bahadur Rayamajhi – Public Service Training Department and Mr. Khum Raj Punjali – Governance and Development Management Learning Group, Directors and Officials of NASC were present during the program.

The speakers shared their experiences and also provided their insight on public service and the expectations from the new recruits during the program.

## Orientation workshop for NASC – MUN (Model United Nations)



Photo: Glimpse of the NASC – MUN orientation program

With the intended objective of enhancing skills of new section, officers in presentation of global agendas and contemporary issues as a delegates to the United Nations and UN committees that involves substantial research, public speaking, debating, and writing skills, as well as critical thinking, teamwork, and leadership abilities, Nepal Administrative Staff College (NASC) partnered with Youth Thinkers' Society to organize NASC-MUN (Model United Nations) for the newly appointed 397 section officers of the Government of Nepal under its flagship training program "31<sup>st</sup> Basic Administration Training (BAT)". The officers, were provided

with an overview of the process and practice of the United Nations. The officials were oriented on the methods of raising concerns and presenting ideas on the floor as delegates. The participants were also assigned with different topics to prepare for NASC – MUN. The orientation program was conducted on 28 Kartik 2073 (13 November 2016) at Vrihaspati Sadan of NASC.

"If you want to make a permanent change, stop focusing on the size of your problems and start focusing on the size of you!" T. Harv Eker

## Selection of Director of Studies Mr. Trilochan Pokharel in high level health policy and restructuring coordination committee

Ministry of Health formed a high-level health policy and restructuring coordination committee headed by Health Minister Gagan Thapa to improve and restructure the health sector as the country embraces federal structure. The committee consists of experts of various areas including health, federalism, law and restructuring.

Director of Studies of NASC, Mr. Trilochan Pokharel, has been selected as restructuring expert in the committee along with former health secretary Dr Prabin Mishra, cardiologist Dr Bagawan Koirala, former director general duo of Department of Health Service Dr Laxmi Raj Pathak and Dr Yashobardhan Pradhan, public health expert Dr Rita Thapa, former vice chancellor of Patan Health Science Academy Dr Arjun Karki, senior surgeon Dr Saroj Dhital, Aayurved expert Dr Chandra Raj Sapkota, tax expert Dr Rup Khadka and legal expert Dr Ramesh Badal.

The committee is entrusted with the responsibility to prepare appropriate framework for restructuring the Health Ministry, formulate appropriate health policy, and prepare plans in line with the federal structure.

## Visit to Patan Museum



Photo: Participants outside Patan Museum

As a part of extra and co-curricular activities of induction training, the residential group of newly appointed section officers of Government of Nepal visited the cultural heritage of Lalitpur Durbar Square on 28 Kartik 2073 (13 November 2016). They were briefed on the historical importance, tourism prospects, sustainable maintenance of cultural legacy, religious harmony, restoration activities and other alike issues. The participants visited the monuments and Patan museum during the visit.

## Training Programs

### Completed Trainings

#### Advanced Course on Project Management

Projects are the means to execute the development plan and programs. They help to achieve development goals within given time frame and thereby enhance competitiveness of nations. Considering the instrumental role of projects for the development of nation, the Government of Nepal (GoN) has given much emphasis on effective management of development projects. Accordingly, officers working in the government organizations are involved in the different phases of project cycle management ranging from project concept development to the post-completion of projects. Therefore, they require sound knowledge and skills in the areas of project management. Evidences have also suggested that capacity of the government officers need to be enhanced in the light of changing environment so as to manage projects effectively and efficiently. Thus, as a response to these

"The only place where success comes before work is in the dictionary." Vidal Sassoon

requirements, Center for Project Management (CPM) of the Governance and Development Management Learning Group (GDMLG) of Nepal Administrative Staff College (NASC) conducted a thirty working-days training program on "Project Management" from 19 Shrawan 2073 to 6 Asoj (3 August to 22 September 2016) with an aim to enhance knowledge and skills of Class II officers of the GoN in the area of project management.

After the completion of the training program, the participants were expected to be able to:

- formulate and appraise projects for development;
- develop project plan; and
- implement projects effectively and efficiently.

The training program was conducted in a modular basis with modules such as Project Formulation and Appraisal, Project Planning, Project Implementation, Monitoring and Evaluation, and Field Visits, Report Writing and Presentation.

Twenty seven Class II officers participated in the training which consisted of five modules namely: Project Formulation and Appraisal, Project Planning, Project Implementation, Monitoring and Evaluation, Field Visits, Report Writing and Presentation. The training program was conducted by a team of Mr. Trilochan Poudel, Mr. Devi Dutta Bhatta, Dr. Raghu Bista, Mr. Shiva Hari Adhikari and Ms. Meena Jonchhe.

### Professional Course on Management and Development

Class III Officers of the GoN have key role to play in executing and managing regular and development functions effectively. Their role and responsibilities are instrumental to support seniors, supervise subordinates and deliver public services in efficient manner to provide quality services and make public service delivery effective and inclusive. So, it is necessary to enhance core and functional competencies of service providers. In this context, training is one of the best means that helps employees to broaden knowledge and skills and enhance professional excellence as well as positive mindset that requires on the job. Thus, Public Service Training Department (PSTD) of Nepal Administrative Staff College (NASC) conducted a 'Professional Course on Management and Development' for twenty five Class III officers of the GoN with an aim to help the officers to develop core competencies to perform their roles efficiently and to contribute towards effective implementation of development programs as well as take positive initiations in public service delivery.

The training program included seven modules namely, Managing Self and Interpersonal Relationship, Managing Staff Performance, Managing Financial Resources, Governance and Service Delivery, Approach to Development, Development Planning, Research Methods and Project Works. After the completion of the training the participants were expected to be able to:

- identify the key techniques of self management and interpersonal relationship;
- demonstrate ability in managing staff performance for achieving organizational objectives;
- identify tools and techniques required to manage financial resources efficiently and effectively;
- explain the concept and issues of federalism, governance and transition management for effective service delivery;

- explain the concept and approach to development; policy framework, contemporary development issues and environment and climate change;
- spell out planning process identify and select project and facilitate for effective implementation;
- explain basic research approaches, and carry out project works.

The thirty working days training program was conducted from 31 Shrawan to 18 Asoj 2073 (15 August to 4 October 2016) and managed by a team of Mr. Suraj Shrestha, Ms. Shushma Manandhar, Ms. Meena Devi Jonchhe and Mr. Ashish Rai.

Similarly another training programs on Management and Development was conducted for twenty seven Class III officers from 1 Bhadra to 20 Asoj 2073 (17 August to 6 October 2016) which was managed by a team of Mr. Suraj Shrestha, Ms. Shushma Manandhar, Ms. Meena Devi Jonchhe and Ms. Sheelu Pradhan.

Another training on Management and Development was also conducted from 27 Bhadra to 19 Kartik 2073 (12 September to 4 November 2016) for twenty six Class III officers which was managed by a team of Mr. Sundar Shrestha, Mr. Nabin Chapagain, Mr. Damodar Basyal and Mr. Mishree Lal Shah.

### Professional Course on Human Resource Management

The human factor has been recognized as one of the key elements for organizational success. The growing importance of human factor and of human resource management (HRM) due to its pervasive nature have tended to change the role of today's managers both line and specialist, in terms of handling human resource issues. In this context, Centre for Human Resource Management (CHRM) of Management Learning Group (MLG) of Nepal Administrative Staff College (NASC) organized a thirty working-days training program on "Human Resource Management" for Class III officers of the GoN with an aim to help participants in improving their knowledge, understandings and skills relating to the management of human resources in government organizations.

After the completion of the training program, the participants were expected to be able to:

- explain the dimensions and recent trends in human resource management;
- explain the importance and steps of human resource planning;
- identify system and practices of Performance Management; analyze
- contemporary issues of human resource management; and
- demonstrate basic HR skills at work.

Twenty six Class III officers participated in the training program which included five different modules namely: Human Resource Management (HRM) and Development, Human Resource Planning, Performance Management and Effectiveness, Contemporary issues of HRM and Developing basic HR Skills. The participants were also involved in project work during the training. The 30 working days training was conducted from 31 Shrawan 2073 (4 October 2016) and concluded on 18 Asoj 2073 (4 October 2016).

Mr. Shambhu Gyawali, shared his month long training experience in the closing event on behalf of the participants. He expressed his gratitude to NASC for an insightful and detailed training on human resource



Photo: Mr. Shambhu Gyawali sharing his experience of the program on behalf of the participants

management. He also appreciated the efforts of training management team for their dedication to make the training a success.

Dr. Tarak Bahadur K.C, Deputy Executive Director of NASC stressed on the fact that NASC has been a platform for civil servants and also acknowledged the feedback from the participants.

Mr. Punya Prasad Neupane, Executive Director of NASC shared his views to participants about being responsible towards their job and their organization from their respective level. He urged them to try to implement the learned skills and knowledge in workplace. He also

wished all the participants for the upcoming festivals of Dashain, Tihar and Chhath. Mr. Neupane distributed certificates to all participants as part of completion of the training program. Director of Studies, Mr. Binod Kumar Bista and Deputy Director of Studies, Mr. Uttam Acharya were also present in the event.

### Professional Course on Information Communication Technology and E-Governance

ICT plays a critical role in speeding up the flow of information and knowledge between government and citizens and transforming the way in which governments and citizens interact. The implementation of ICT in public organization is increasing in the form of computerization or information system implementation. The knowledge on ICT needs to be enhanced with training and education. This will make easy for the implementation of such ICT based system in public organizations. Thus it is necessary to impart knowledge related ICT and E-Governance to all levels of civil servants which will facilitate the government and public institutions to successfully implement the technology in their organizational business process. The growing essence of E-Plus function in all areas and sectors of public and private institutions in order to enable the government to achieve the mission of E-Governance also calls for intervention in capacity development of officers working for government in the area of ICT. Thus, with an aim to develop the participants' knowledge and skills as ICT trainer "Professional Course on Information Communication Technology and E-Governance" was conducted from from 8 Bhadra 2073 (24 August 2016) for twenty five Class III officers of the government of Nepal from the Center for Knowledge Management and Information Technology (CKMIT) of Management Learning Group (MLG) of Nepal Administrative Staff College (NASC).

The training program was divided into Five (5) different modules: Introduction to Information and Communication Technology (ICT) and its business application, Introduction to Office Automation and Managerial Communication Tools, Desktop Administration and Basics of Network, Information Management, Computer and Cyber Security and E-Governance and Knowledge Management.

Upon the completion of the training program, the participants were expected to be able to:

- describe current and emerging technologies and their impact on business/government process;
- describe the implementation process and enabling factors of ICT in management and development;
- use office automation and managerial communication tools to deliver the business functions of government;
- use social media for personal and official purpose and growth;

"Whenever you find yourself on the side of the majority, it is time to pause and reflect." Mark Twain

- perform the basic desktop administration and maintenance jobs;
- define information management, its security, privacy and related concepts;
- relate ICT and E-Governance, its issues and challenges in implementing E-Government services;
- describe the concept of computer and cyber security, its issues and challenges;
- define the concept of Knowledge Management (KM) and use of ICT in KM;

The training concluded on 21 Ashoj 2073 (7 September 2016). Deputy Executive Director and Senior Director of Management Learning Group, Dr. Tarak Bahadur K.C. graced the closing ceremony. Dr. K.C. addressed the participants and congratulated them for the successful completion of the training. He hoped that the knowledge and skills learnt at NASC would help the participants in performing their tasks more effectively and efficiently. He also presented the training completion certificate to the participants during the ceremony. Director of Studies, Center for Knowledge Management and Information Technology, Mr. Suwarn Kumar Singh shared about the highlights of the program and thanked the participants for their active involvement.

The training was managed by a team of Mr. Suwarn Kumar Singh, Mr. Binaya Hari Maskey and Ms. Shital Moktan.

### Professional Course on Governance and Development

Governance and development are two important elements of state management. Development is an essential aspect of a country for economic growth, poverty reduction, distribution of public welfare and improved livelihood. Good governance is the system that ensures equitable development of people from all sects and eventually enhances peace and prosperity. Inclusive governance is one of the key elements of good governance that examines the extent to which government institutions provide space to overcome the systematic exclusion of disadvantaged groups seeking to participate in decisions affecting them. It applies the principles of affirmative action, participation, responsiveness and empowerment of the disadvantaged groups in the governance process. Hence, it ensures everyone's human rights and equal opportunities. This interrelationship can only be strengthened when the state institutions demonstrate capacity to deliver good governance and appropriately manage development functions. Thus, with a view to enhance the capacity of government institutions relating to governance and development, Centre for Governance and State Management (CGSM) of Governance and Development Management Learning Group (GDMLG) of Nepal Administrative Staff College (NASC), conducted a training program entitled "Professional Course on Governance and Development" for twenty six Class III officers of the government of Nepal from 6 Bhadra 2073 (22 August 2016).

Upon the completion of the training, the participants were expected to:

- explain the conceptual understanding of governance and development;
- acknowledge to the fundamental of federalism, state restructuring, power sharing as well as issues related to administrative and fiscal federalization;
- explain the issues relating to efficient public service delivery;
- demonstrate good governance practice in work situation;
- identify approaches to development;

- analyze contemporary issues and challenges of governance and service delivery with due acknowledgement to the contest of federalism implementation;
- analyze the fundamental approaches, methods, techniques and considerations for development planning and its implementation in Nepal;
- develop on fundamentals of research methods and writing the project works applicable to their day to day works.

The training was conducted in a modular approach with modules such as: Governance, State Management in Federal Context of Nepal, Approach to Development, Development Planning and Process and Research Method and Project Work.

The program concluded amid a ceremony on 21 Asoj 2073 (7 October 2016). On the occasion, Senior Director of GDMLG, Mr. Khum Raj Punjali thanked the faculties and staffs involved in the successful completion of the training. Mr. Punjali highlighted on the course structure and shared that it was designed to help officers to deliver their services successfully and to encourage them for further carrier growth. He also stressed that the course focused on the knowhow of the recent state structure after the promulgation of the Constitution of Nepal.

On behalf of the participants, Ms. Anju Dhungana shared her experiences of the training. She appreciated the efforts of the faculties and stated that the resources, facilities; methods and materials used in Staff College are of International Level. She suggested including basic work practices in the training module to make it more effective. Similarly, another participant Mr. Dasharath Dhamala suggested to incorporate parliamentary affairs including E-Governance component to make the course more focused on research and on contemporary governance problems. He also suggested to include follow-up of the training impact.

Mr. Punya Prasad Neupane, Executive Director of NASC distributed certificates to all participants and congratulated the participants for the completion of the training and wished them to implement the learning in the real field which would help them to deliver the services effectively and more conveniently by being more accountable towards the service receiver. During closing remarks, Mr. Neupane expressed the public sector is accused of doing less and saying more. So, such trend should be eradicated and for that NASC should lead and should establish the trend of 'Saying Less and Doing More'.



Photo: Mr. Neupane handing over the certificate of training completion to participants

Director of Studies Mr. Rajendra Adhikari moderated the ceremony. Ms. Gyan Laxmi Shrestha, Mr. Anil Kumar Gupta, Mr. Tara Prasad Kharel and Mr. Pratap Aryal managed the training program.

## Gender Equality and Social Inclusion

Delivering results from investment projects and programmes are vital for the development of a nation. In Nepal, performance of development projects and programs seem very poor. It is often blamed that under expenditures of development budget is due to lack of sufficient capacity among officials to manage procurement, contract and other vital areas of project delivery. In consultation with the Ministry of Finance and the Ministry of General

Administration, Asian Development Bank (ADB) Nepal Resident Mission conducted a brief training needs assessment (TNA) of executing and implementing agencies of ADB-assisted projects. Based on that, a list of proposed training events has been developed which includes ADB procedures on procurement, consultant recruitment, financial management, safeguards, contract management, project management, and gender equality and social inclusion. A technical assistance TA 8847 - NEP: Enhancing Portfolio Performance was approved by ADB in December 2014. One of its key objectives is to establish the Capacity Development Resource Center (CDRC) to conduct training of staff of ADB-assisted projects covering ADB procedures, project implementation, and thematic topics. As agreed in the approved TA, the Nepal Administrative Staff College (NASC) has been engaged under a TA financed contract to provide the related training program. As per the contract, the CDRC Office has been established in the NASC. During the contract period 20 training programmes will be organized. Among them a two days training program on Gender Equality and Social Inclusion was conducted from 5 to 6 Asoj 2072 (21 to 22 September 2016) for twenty six participants at Lalitpur.

The course was conducted with an aim to enhance knowledge and skills of gender/social development specialist; gender focal persons; GESI unit staffs' and other public officials on the area of gender equality and social inclusion. Upon the completion of the training, the participants were expected to be able to:

- to improve awareness on gender equality and social inclusion; and
- to enhance capacity to effectively implement and monitor GESI in project.

The training was managed by a team of Dr. Raghu Bista, Mr. Shiva Hari Adhikari, Mr. Pratap Aryal and Ms. Manisha Koirala.

### Contract Management (Works - Small)



Photo: Glimpse of the training program

With the aim, of enhancing knowledge and skills of project staffs of executing and implementing agencies; coordination office; and implementation units on Contract Management (Works-Small), Capacity Development Resource Center established at Nepal Administrative Staff College (NASC) in collaboration with Asian Development Bank (ADB) organized a 3 days training program from 10 to 12 Asoj 2073 (26 to 28 September 2016) at Western Regional Center,

Biratnagar (Hotel Ratna). Altogether, 31 participants including Project Managers, Project Directors, SDEs, and Engineers participated in the training program.

Upon the completion of the training, the participants were expected to be able to:

- to improve awareness on conditions of contract provisions for works - small; and
- to enhance skills on administering the contract effectively and efficiently.

"To be successful you must accept all challenges that come your way. You can't just accept the ones you like." Mike Gafka

Procurement and Contract Management Specialist from NASC and ADB jointly facilitated the sessions. Various training methods such as interactive lecture, discussion, case and group exercise and presentation were followed in the training. The experts delivered the contents related to GCC provisions, Contract management activities, Variation order, rate revision, extension of time and liquidation damage, Contract termination, claims and disputes and Implementation risk mitigation action plan, during the training.

The training was managed by a team of Dr. Raghu Bista, Mr. Shiva Hari Adhikari, Mr. Pratap Aryal and Ms. Manisha Koirala.

## Project Management

With an aim to enhance knowledge and skills of project staffs of executing and implementing agencies; coordination office; and implementation units on project management, a training on Project Management was conducted from 17 to 19 Asoj 2073 (3 - 5 October 2016) for thirty participants at NASC. The training was conducted under the technical assistance TA 8847 - NEP: Enhancing Portfolio Performance approved by ADB in December 2014. One of its key objectives is to establish the Capacity Development Resource Center (CDRC) to conduct training of staff of ADB-assisted projects covering ADB procedures, project implementation, and thematic topics. Thus, as per the contract, the CDRC Office of NASC conducted the three days training with the objective to develop capacity of participants on project schedule preparation, resource planning, monitoring and tracking of projects with regards to actual progress with the application of MS Project software. The training was managed by a team of Dr. Raghu Bista, Mr. Shiva Hari Adhikari, Mr. Pratap Aryal and Ms. Manisha Koirala.

## Developing Research Skills: Methodological and Proposal Writing Workshop

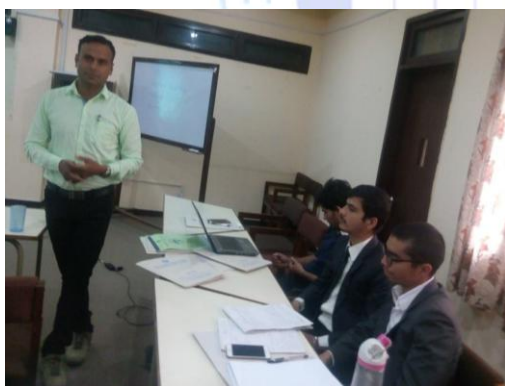


Photo: Glimpse of the workshop

Research must always be of high quality in order to produce cutting edge knowledge that is applicable outside of the research setting with implications for public policy and project implementation. Scholars who are able to identify relevant research questions, appropriate methods to collect data, examine, interpret and analyze evidence and communicate their findings excellently observing the fundamental norms of research are valuable assets for all research and academic institutions. Thus, with an aim to enhance and build research capacity of NASC faculties, and to transfer practical skills to prepare research proposal and carry out research by adopting a variety of methodological approaches and research techniques; Nepal Administrative Staff College

(NASC) & Southasia Institute of Advanced Studies (SIAS) jointly organized Developing Research Skills: Methodological and Proposal Writing Workshop from 7 to 8 Kartik 2073 (23 to 24 Oct 2016). The workshop was conducted on the basis of the Memorandum of Understanding between the institutions to extend support for building and enhancing capacities of both institutions in mutual interest. The course emphasized on theoretical and practical aspects of research methodology including philosophical consideration in research, writing problem statement, writing purpose and research question, designing theoretical framework, theoretical connection in

"Nobody ever wrote down a plan to be broke, fat, lazy, or stupid. Those things are what happen when you don't have a plan." Larry Winget

research, sampling, selecting appropriate research tools and techniques, ensuring reliability, validity and trustworthiness, and meaning making from data.

Upon the completion of the training, the participants were expected to be able to:

- explain basic research philosophy
- define research problem and write problem statement
- apply scientific research design
- develop scientific research proposal

Altogether twenty-two NASC faculties participated in the training program which was managed by a team of Mr. Trilochan Pokharel, Mr. Anil Kumar Gupta and Ms. Saroja Shakya.

## Financial Management

Delivering results from investment projects and programmes are vital for the development of a nation. In Nepal, performance of development projects and programs seem very poor. It is often blamed that under expenditures of development budget is due to lack of sufficient capacity among officials to manage procurement, contract and other vital areas of project delivery. In consultation with the Ministry of Finance and the Ministry of General Administration, Asian Development Bank (ADB) Nepal Resident Mission conducted a brief training needs assessment (TNA) of executing and implementing agencies of ADB-assisted projects. Based on that, a list of proposed training events has been developed which includes ADB procedures on procurement, consultant recruitment, financial management, safeguards, contract management, project management, and gender equality and social inclusion. A technical assistance TA 8847 - NEP: Enhancing Portfolio Performance was approved by ADB in December 2014. One of its key objectives is to establish the Capacity Development Resource Center (CDRC) to conduct training of staff of ADB-assisted projects covering ADB procedures, project implementation, and thematic topics. As agreed in the approved TA, the Nepal Administrative Staff College (NASC) has been engaged under a TA financed contract to provide the related training program. As per the contract, the CDRC Office has been established in the NASC. During the contract period 20 training programmes will be organized. Among them a three days training program on Financial Management was conducted from 8 to 10 Kartik 2073 (24 to 26 October 2016) for thirty four participants.

The course was conducted with an aim to enhance knowledge and skills of project staffs of executing and implementing agencies; coordination office; and implementation units on financial management. Upon the completion of the training, the participants were expected to be able to:

- to increase awareness in ADB disbursement principles, policies and guidelines; project accounts and audit requirement; and
- to enhance capacity in financial management.

The training was managed by a team of Dr. Raghu Bista, Mr. Shiva Hari Adhikari, Mr. Pratap Aryal and Ms. Manisha Koirala.

## Contract Management (Works – Large)

With an aim to enhance knowledge and skills of project managers and construction supervision officials of projects on contract management (works-large), a training program on Contract Management (Works - Large) was conducted from 24 to 26 Kartik 2073 (9 to 11 November 2016) for thirty four participants at Bhairahawa. The training was conducted on the basis of technical assistance TA 8847 - NEP: Enhancing Portfolio Performance approved by ADB in December 2014. As agreed in the approved TA, the Nepal Administrative Staff College (NASC) has been engaged under a TA financed contract to provide the related training program. As per the contract, Capacity Development Resource Center (CDRC) Office has been established in NASC to conduct the three days training program.

Upon the completion of the training program, the participants were expected to be able to:

- to improve awareness on FIDIC MDB harmonized conditions of contract provisions; and
- to enhance skills on administering the contract effectively and efficiently.

The training was managed by a team of Dr. Raghu Bista, Mr. Shiva Hari Adhikari, Mr. Pratap Aryal and Ms. Manisha Koirala.

## Internal Capacity Development Activities

S.N.	Name	Training	Place	Organizer	Duration
1	Ms. Ashrita Dhital	Enhancing Receptionist and Personal Assistant Skills	Kathmandu	Management Association of Nepal	10 to 11 Asoj 2073
2	Mr. Binod Kumar Bista	Training of Trainers Curriculum Development	Kathmandu	Agricultural Training Centre (Krishi Talim Kendra)	24 Kartik 2073

"If you don't design your own life plan, chances are you'll fall into someone else's plan. And guess what they have planned for you? Not much." Jim Rohn