

# NEWSLETTER

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

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## NASC Celebrates 33<sup>rd</sup> Annual Day



Photo: a glimpse of 33<sup>rd</sup> NASC Day

Nepal Administrative Staff College celebrated its 33<sup>rd</sup> anniversary (NASC Day) on 11 Asoj 2071 (9 October 2014). The program was graced by the presence of Hon'ble Minister for General Administration and Chairperson of NASC Governing Council, Mr. Lal Babu Pandit.

Dr. Tarak Bahadur K.C, Deputy Executive Director of NASC welcomed the national and foreign delegates and dignitaries along with staff members on behalf of NASC. He expressed that the ceremony is not just a celebration of another fruitful year but also an event to evaluate the strengths and weaknesses of NASC. He also presented the achievements, challenges and future strategies to strengthen and build the capacity of NASC.

Hon'ble Minister Pandit inaugurated the program and unveiled two publications, the NASC Journal and Case Bank - 2. He expressed that NASC should be promoted as the think tank of GoN. He also encouraged the staffs to be highly motivated and pointed that NASC should focus in building the capacity of the staffs through research and training activities. He stressed that Nepalese should heartily welcome the newly formed constitution and value changes. He shared that our hearts should be filled with the feeling of patriotism and positivity. Concluding, he suggested everyone to work hand in hand for the prosperity of the country.

The early bird catches the worm.

The program was followed by best wishes from Mr. Gorachha Bahadur Nucle Pradhan, first executive director of NASC for its continuous efforts in shaping the human resource of the GoN.

Speaking during the occasion, Secretary of Ministry of General Administration, Mr. Tanka Mani Sharma stressed that Nepal has been through various political, geographical and social change. He pointed that the newly formed constitution, political reforms and the devastating earthquake is both an opportunity and challenge to all government officials for effective service delivery. Thus, he suggested NASC to conduct TNA and modify the contents to best suit the scenario. He also expressed commitment from the GoN to support NASC to continue its journey as the Centre of Excellence.

The Chief Secretary of Nepal Government Dr. Som Lal Subedi emphasized on the significance of NASC as a leading training and research institution for Nepal. He encouraged NASC to focus on research activities to facilitate in the improvement of the policies and practices of Nepal Government. He also encouraged NASC to build up skilled resources to effectively lead all the training institutions in Nepal

Chairperson of Public Service Commission, Mr. Umesh Prasad Mainali expressed that it is crucial for NASC to review and evaluate all the programs and develop effective course structure by applying modern tools and technologies to incorporate the newly adopted methods in management.

The Vice-Chairperson of National Planning Commission, Dr. Govinda Raj Pokharel also encouraged NASC to broaden the thoughts and develop theoretical as well as practical sessions to match with the international standards and build the calibre and capacity of the officials of the GoN. He also suggested NASC to focus on tactics to overcome weaknesses and work earnestly with more enthusiasm in the days to come.



Photo: Minister Pandit awarding the winners

NASC also continued its tradition of awarding "Employee of the Year" to best two employees, one from Training and the other from Administration department with NRs. 10,000 each and certificate. This year, the Chief Guest awarded Mr. Trilochan Pokharel, Deputy Director of Studies and Ms. Shital Moktan, Senior Assistant respectively. He also awarded the medals and certificates to the winners of various sport events organized to mark the anniversary by NASC.

The Executive Director of NASC, Mr. Punya Prasad Neupane expressed his gratitude to the Honbl'e Minister, national and foreign delegates, experts, government officials, private and public agencies, NGO's and INGO's and NASC staffs for their contribution, in making the 33<sup>rd</sup> Annual Day a success. He also notified about the progress of NASC and also shared about the currently developed 5 year Strategic Plan to lead NASC towards its goal. He also put in light the difficulties faced by NASC due to the inadequacy of infrastructure. He assured that NASC would display continuous dedication to enrich research activities and enhance training methods for making it the center of excellence.

## Tree Plantation Ceremony at NASC



Photo: Mr. Neupane  
planting a tree

Nepal Administrative Staff College (NASC) organized a tree plantation ceremony on 11 Asoj 2071 (9 October 2014) to mark the annual day of NASC. The Executive Director of NASC, Mr. Punya Prasad Neupane formally opened the ceremony by planting tree in the NASC premise amidst all the staff members. The Deputy Executive Director, Dr. Tarak Bahadur K.C. continued the ceremony by planting few more trees. The senior directors of NASC Mr. Kedar Bahadur Rayamajhi (PSTD), Mr. Yuba Raj Bhusal (GDMLG and RCD) and Mr. Khum Raj Punjali (MSD) also planted trees during the occasion. The directors, officers and assistants also planted trees during the occasion. A dozen trees were planted during the occasion to commemorate the 33<sup>rd</sup> Annual Day of NASC. Mr. Neupane highlighted about the importance of planting trees for the environment. He also hoped that all the staffs would contribute to maintain and take care of the trees in the days to come.

## Exchange of Dashain, Tihar and Chhatt wishes

Nepal Administrative Staff College (NASC) organized a function to exchange Dashain, Tihar and Chhatt wishes and greetings on Friday, 29 Asoj 2072 (16 October 2015). The function began with a stanza dedicated to Goddess Durga by Mr. Basanta Raj Sigdel, Director of Studies who hosted the program.

Senior Director, Mr. Yuba Raj Bhusal stated that festivals and religious rituals are unique cultural heritages of Nepal which unite individuals, families and society, thus it should be celebrated whole heartedly with smiles.

Dr. Tarak Bahadur K.C., Deputy Executive Director said that festivals bring sense of positivity to life and shared that Dashain is celebrated to commemorate and rejoice the victory of good over evil. He wished that may Goddess Durga Bhawani encourage all to follow the path of positivity with enthusiasm. He also urged everyone to welcome all the positive energies and move with vigor towards a fulfilling life.



Photo: Mr. Neupane  
extending his best wishes to  
the staffs



Photo: Mr. Shiva Hari Adhikari exchanging  
wishes

NASC officials Mr. Suwarn Kumar Singh, Mr. Trilochan Pokharel, Mr. Shiva Hari Adhikari, Ms. Kalpalata Dahal, Mr. Jhabindra Bhandari and Mr. Binaya Hari Maskey also extended their hearty wishes on the occasion. They wished peace, happiness, good health, long life, prosperity and continued progress to all the staffs.

Mr. Punya Prasad Neupane, Executive Director, highlighted that festivals is an opportunity to enjoy gatherings with family and friends which promote social harmony, and encouraged everyone to enjoy the festivities to the fullest. He wished that may Goddess Durga inspire everyone to get triumph of truth over evil

and hoped for a joyous and flourishing Dashain. He wished everyone a happy, prosperous and fulfilling Dashain, Tihar and Chatt.

## Welcome to the newly appointed minister of General Administration

Nepal Administrative Staff College (NASC) organized a program to welcome the newly appointed Minister of



Photo: Mr. Neupane welcoming the Hon'ble minister

General Administration Hon'ble Rekha Sharma who is also the Chairperson of Governing Council of NASC on (13 Kartik 2072) October 30, 2015. Followed by the introduction of NASC officials, the Executive Director, Mr. Punya Prasad Neupane, welcomed and congratulated Ms. Sharma and wished for a very successful tenure ahead. In the welcome remarks, Mr. Neupane also mentioned about the roles and contributions of NASC in building the capacity of the officials of the Government of Nepal (GoN). He highlighted the three mandates of NASC for capacity development, viz. training, research and consulting services for the public sector. He also explained about the continuous commitments and initiatives of NASC in fulfilling the mandates since its establishment. He shed light on the newly formulated Strategic Plan (2072 - 2077) of NASC which sets NASC's road map for the next five years. In his remarks, among

a number of challenges in delivering effective capacity building services against the demand of the government through NASC, inadequate physical infrastructures was pointed as the critical one.

Presenting the detailed institutional profile to the minister, Mr. Basanta Raj Sigdel explained about the vision, mission, objectives, major functions, organizational structure, staff composition and major strategies of NASC. Through the presentation, he drew attention of MoGA to address issues such as expanding the infrastructure of NASC, exposure of government functions to NASC faculties and providing capacity building opportunities and scholarships to NASC officials.

The secretary of MoGA, Mr. Tanka Mani Sharma also addressed the event expressing his satisfaction with NASC activities. In the changed context of the nation state and transition, Mr. Sharma expected NASC to come up with changed roles and activities. He expressed that NASC has to contribute in the restructuring of bureaucracy according to federal system and build the required capacities through training, research, consulting activities and academic initiatives. He pointed that being the think tank of the GoN, NASC is expected to effectively provide policy feedbacks in the context where service delivery has been a challenge due to increasing awareness of service seekers. Mr. Sharma supported the need for capacity building of NASC faculties through exposure and further studies hence assuring to address the issues laid forward by NASC.



Photo: Executive Director, NASC Mr. Neupane, Hon'ble minister Ms. Sharma and Secretary of MoGA, Mr. Sharma

Hon'ble minister Rekha Sharma expressed her thankfulness to NASC for the warm welcome. She also appreciated the effort of NASC team to help her understand in detail about the strategies, objectives and challenges of NASC which are directly related to the capacity building needs of the GoN. Hon'ble minister also described NASC as the "brain" of the GoN and expected with NASC to prepare a needful proposal mentioning the challenges faced by it so that MoGA could address the issue in a systematic manner. She valued the efforts made by NASC to make it the center of excellence.

### Joint Seminar on "Reimagining Public Policy in Nepal: Process, Practices and Management"



Photo: Participants listening to the sessions during the seminar

A seminar was jointly organized by Nepal Administrative Staff College (NASC), Kathmandu University School of Management (KUSOM) and Southasia Institute of Advanced Studies (SIAS) on "Reimagining Public Policy in Nepal: Process, Practices and Management" on 22 Asoj 2072 (9 October 2015) at NASC. The aim of the policy seminar was to initiate discourse in reorienting public policy making in Nepal. The program began with opening remarks of Dr. Netra Timsina, SIAS and Mr. Punya Prasad Neupane, ED – NASC. The seminar included a keynote speech by Dr. Jagdish Chandra Pokharel, Former

VC, National Planning Commission. Research papers on different policy themes and policy processes, and related politics were presented during the seminar. Prof. Sridhar Khatri and Leela Mani Paudyal chaired two different technical sessions. Geja Sharma Wagle, Ghana Shyam Bhusal and Tanka Mani Sharma contributed in the seminar as the discussant for the technical sessions. Three papers were presented in the first technical session by Biswo Poudel, Binod Krishna Shrestha and Mahendra Sapkota respectively. In the second technical session, the first paper was a joint research by Gyanu Maskey and Hari Dhungana. The second paper was a joint research by Trilochan Pokharel, Achala Dahal, Rajendra Adhikari and Urgan Dorje Sherpa. The third paper was presented by Mani Ram Gelal. The presentation and discussion laid ground to the discourse of reimagining the public policy management in Nepal. During the program Dr. Hari Dhungana, SIAS summarized the overall series which was followed by the closing remarks of Yuba Raj Bhusal, Senior Director, GDMLG, NASC.

### 23<sup>rd</sup> NASC Discussion Series

Mr. Kulraj Chalise, a PhD scholar with extensive knowledge on water resources, presented on the topic "Scope of Srikrisnagandaki Basin in the Context of Field Museum in Nepalese Water Culture" on 30 October 2015 (13 Kartik 2072) Friday. During the discussion, Mr. Chalise emphasized on the importance of water by connecting the facts depicted in mythology with anthological and scientific perspective, thus giving a new dimension in the interpretation of water culture. He explained the effects of change caused by water to the climate and biodiversity. He shared about the water culture of Srikrisnagandaki Basin in Nepal by highlighting the religious, cultural and scientific importance of the resource. He spoke about the circumstances of fresh water movement, the effect on its surroundings and also the relationship between the attitude and water quality. Mr.

Chalise also explained about the Virtual water and Spirit on Science to support his findings. He described the approach followed by scholars, also known as the smart formula i.e. retain, recharge and reuse for saving the water resources. He stressed that water is living and thus we should respect, rejuvenate and restore it. He shared his findings of the research and explained that the migration rate is high and the population near the Srikrishnagandaki Basin is decreasing although the pipelines, roads and electricity facilities are in good condition around the area. He suggested that proper conservation of the water resources can transform the market structure around the place and pointed that the area can be promoted as a field museum. He also expressed that Nepal could introduce new approach of watershed management to endorse the water resources thus



Photo: Mr. Chalise delivering his speech during 23<sup>rd</sup> NASC Discussion Series

balancing the biodiversity of Nepal. He also highlighted that the virtual objective of the research is the seeding of the cultural DNA on the water resource policy of Nepal. He showed possibilities for field museum through a thorough description and demonstration of the natural mineral stone “Shaligram” found around the Srikrishnagandaki Basin and water resources around Nepal. He also explained how the people around the area could boost their livelihood by creating goods depicting Nepalese culture. Participants also actively presented their queries to Mr. Chalise to which he enthusiastically answered and ended with the note “Don’t misuse water”.

## Orientation on NASC Employee Rules and Regulations 2072



Photo: A glimpse of the orientation program

A program was organized at NASC on 23 Kartik 2072 (9 November 2015) to orient the officials of NASC about the amendments in Employee Rules and Regulations 2072. Dr. Tarak Bahadur K.C., Deputy Executive Director, highlighted that Employee Rules and Regulations 2072 has been developed to address the current and future needs. He mentioned that since NASC is implementing Performance Based Incentive System (PBIS) from this year, the orientation would facilitate the officials to understand the performance indicators thus, knowing how the system would

be put into practice. He requested the officials to go thoroughly through the directives and Strategic Plan of NASC so that the vision and objectives of NASC could easily be met by every official. Mr. Basanta Raj Sigdel, Director of Studies presented in detail about the employee rules and provisions allotted for career growth of NASC officials. He also explained about the Performance Based Incentive System (PBIS) and its relation with incentive distribution. He highlighted the tasks that should be accomplished by the Training and Administrative staffs in order to be eligible for PBIS. He also introduced and illustrated the eligibility criteria for fast track career growth. Dr. K.C. and Mr. Sigdel cleared confusions and responded to the queries of the officials during the program. The Executive Director, Mr. Punya Prasad Neupane offered his closing remarks and expressed his optimism towards the amended Employee Rules and Regulations 2072. He hoped that the set laws would

facilitate NASC and the officials to achieve the Strategic Plan (2072 – 2077) making NASC the centre of excellence. He also stressed that the amended rules and regulations open opportunities to the officials for career growth and thus, the officials should work assertively to achieve success. He pointed that the rules and regulations have been developed in such a way as to create a chain balance in the overall process. He thanked all the staffs for actively participating in the orientation program. He concluded his speech with heartwarming wishes for a very happy and prosperous Tihar and Chhatt.

## Training Programs

### Professional Course on Management and Development

Class III Officers of the Government of Nepal have key role to play in executing and managing regular and development functions effectively. The role and responsibilities of those officers are instrumental to support seniors, supervise subordinates and deliver public services in efficient manner. 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, with an aim to help Class III officers of the Government of Nepal develop core competencies to perform their roles efficiently and to contribute towards effective implementation of development programmes as well as take positive initiations in public service delivery, Public Service Training Department of NASC conducted a 30 working days training program on 'Professional Course on Management and Development' from 25 Shrawan to 1 Asoj (10 August to 18 September 2015) for twenty four Class III officers of the GoN on the basis of the need assessment and feedback received from the participants of previous training courses, potential participants and NASC professionals.

After completion of the training program, 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 projects and facilitate for effective implementation
- explain basic research approaches, and carry out project works.

The training consisted of seven modules namely: Managing Self and Interpersonal Relationship, Managing Staff Performance, Managing Financial Resources, Governance and Service Delivery, Approach to Development, Development Planning and Research Methods and Project Works. The training program was managed by Ms. Shushma Manandhar and Mr. Krishna Sigdel.

Another similar program was also conducted from 16 Bhadra to 11 Kartik 2072 (2 September to 28 October 2015) for twenty six participants. The training program is managed by a team of Mr. Suraj Shrestha, Ms. Gaumati Ganga Satyal and Mr. Nischal Raj Baniya.

### Advanced Course on Project Management

Projects are the means to execute the development plans and programs. They help to achieve development goals within given time frame and thereby enhance competitiveness of nation. 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. As a response to this requirement, Centre for Project Management of Center for Project Management of the Governance and Development Management Learning Group of NASC organized a thirty working-days training program on "Project Management" from 25 Shrawan to 4 Ashwin 2072 (3 August to 21 September 2015) 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 are expected to be able to:

- identify, analyze and formulate projects for development,
- appraise and approve projects for development,
- execute projects effectively and efficiently.

Twenty two 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. Tirtha Raj Ghimire, Mr. Shiva Hari Adhikari and Ms. Meena Jonchhe.

### Advanced Course on Governance and State Management

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. It is expressed through factors like trust, accountability, and transparency. 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 of NASC conducted a thirty working days training program on "Governance and State Management" for Class II officers of the GoN from 1 Bhadra to 15 Asoj 2072 (18 August to 2 October 2015).

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

- Explain the concept of governance and state management;
- Apply good governance practices in work situation and manage state institutions effectively;
- Analyze public policy process; and



- Identify the issues relating to effective public service delivery

The training consisted of four modules namely: Governance, State Management, Public Service Delivery; and Research Methods and Project Work. Fifteen Class II officers participated in the training program which was managed by a team of Ms. Meera Sherchan, Mr. Rajendra Adhikari, Mr. Anil Kumar Gupta and Ms. Anju Maharjan.

## Senior Executive Development Program

Senior executive or leader of public administration, the Joint Secretaries have crucial role in designing and implementing strategies of the government for socio-economic transformation and effective service delivery. The role demands for continuous professional development of the executives in the areas of leadership, integrity and ethics, strategic management, policy management and governance. Competencies in such area are the bare bones for enhancing performance of their own organizational units as well as become instrumental for cultural transformation and consolidation of civil service making it more accountable, citizen-centered, result oriented, responsive, innovative and efficient. Thus, with an aim to enhance core competencies of the Joint Secretaries to develop them as a transformational leader and integrity builder with strategic thinking and policy management skills required to strengthen governance system and improve public service delivery, Public Service Training Department of NASC conducted Senior Executive Development Program which is a flagship program of NASC structured on five modular blocks of Leadership, Integrity, Strategic Management, Governance and Policy Management with action learning in modular breaks. Each module is designed to offer multiple perspectives on the issues facing leaders in the public sector and allow them to obtain a greater appreciation of the tools and analytical frameworks necessary to analyze issues in the areas and formulate solutions.

Upon completion of the training program, the executives are expected to be able to:

- recognize the leadership as a process and analyze their leadership potential in a given framework of map reading, map testing and map making of leadership,
- apply the ways of fixing integrity problems and practical approaches of integrity building in their organizational context,
- formulate a strategic plan of their organization and analyze major considerations in strategic implementation and control,
- develop a policy proposal with precisely framed policy problems, appropriate choices, and framework of implementation, and
- analyze the inter-relationship among major actors of governance, their role and influences, and apply ways to design and deliver service to meet changing expectations of people.

The modular training program is conducted from 14 Bhadra to 27 Magh 2072 (21 August to 10 February 2015) for twenty seven Class I officers of the GoN. The training is managed by a team of Mr. Kedar Bahadur Rayamajhi and Ms. Kamal Nayan Pradhan.

## Leadership and Management Training for Women Managers

The role of women officers as manager and leader has been crucial for overall performance of organization and effective service delivery to the people. Women officers in public organizations need to be equipped with essential managerial skills and competencies to meet the challenging role of a manager in the context of changing public expectations and work environment. Similarly, they require some additional considerations in developing core competencies to lead work organizations since they possess additional responsibilities and difficulties in personal and professional life as compared to male counterparts. In this context, understanding management, self development skills for meaningful life and successful career and, essential managerial skills are three important dimensions of developing competencies of women officers in public organizations. Thus, with an aim to develop essential managerial skills and competencies of women officers in public organizations, Center for Organization Development, under Management Learning Group at NASC, organized a ten working days training program for women officers of the government organizations and public enterprises with a view to develop key skills in managing and leading their work organizations successfully.

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

- Analyze opportunities and difficulties for women managers in public organizations
- Develop essential skills and competencies required to perform leadership and managerial functions

The training was conducted from 28 Bhadra to 5 Asoj 2072 (14 to 22 September 2015) for Class II and Class III women managers of public organizations. Mr. Basanta Raj Sigdel, Ms. Achala Dahal, Mr. Sudip Tripathy and Mr. Pratap Aryal managed the training program which included twenty women managers.

## Training of Trainers on Elimination of worst forms of Child Labor in Nepal

Training involves planned interventions in one's knowledge, skills and other behavioral parts. In this regard, trainer is one who plays important role in making such interventions effective. Training of Trainers (ToT) is an important capacity building effort for this purpose. Thus, with an aim to help participants in designing and conducting training program effectively, Centre for Human Resource Management (CHRM) of Management Learning Group (MLG) of NASC conducted a five working days program training of trainers upon the request of International Labor Organization (ILO) for elimination of worst forms of child labor in Nepal for the officials of the GoN and stakeholders.

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

- explain the systematic approach to training and adult learning principles;
- select appropriate training methods in designing and delivering training programs;
- demonstrate key skills required for effective facilitation and presentation.

Twenty five participants participated in the training program which was conducted from 8 to 12 Asoj 2071 (25 to 29 September 2015) at Bharatpur, Chitwan. The training program was managed by a team of Mr. Binod Kumar Bista, Mr. Devi Dutta Bhatta, Mr. Uttam Acharya and Mr. Urgen Dorje Sherpa.

## Leadership for Results

Good governance is also generally accepted as a key variable in how countries can reduce poverty. Effective public management is an integral part of good governance. The need for accelerated development and inclusive growth, as such, demands that public management systems, and public managers, place greater focus on results and on leadership to guide the process to such results. Nepal has been exploring how to improve its governance and public sector institutions. Throughout the process, the country's leaders have grappled with how to improve the efficiency and accountability of public service delivery. The devastating earthquakes in Nepal in April and May of 2015, and the mammoth efforts of managing the emergency and providing relief and reconstruction, have thrown new light on the importance of capacity development for leadership within the civil service, and magnified the sense of urgency for more effective governance. The government is seeking to achieve collaborative solutions to the complex challenges of achieving its short term goals of leading in the face of emergencies, while at the same time striving to advance the long term goals of poverty alleviation and inclusive growth and development. Thus, Centre for Organization Development of Management Learning Group of NASC organized a 10-day executive training for developing executive competencies of mid-career officers in the Civil Service of Nepal who are actively involved in myriad functions in public sector management operations, in collaboration with the Ministry of General Administration, Government of Nepal and financial and technical support of Asian Development Bank (ADB).

The objectives of the course:

- expand competency, commitment, and expertise in core areas of public management among mid-level officers in the Nepalese civil service;
- enhance knowledge of the context of public management specially with respect to international good practices in multi-stakeholder engagement and leadership; and
- help build a functional network of public management practitioners in the Nepalese civil service, including with those in centers of excellence elsewhere.

After the completion of the course, the participants were expected to deliver three learning outcomes:

### **Outcome 1.**

Build capacity of mid-level officers of the Nepalese civil service to enhance:

- resilience and effective management of disasters and disaster response;
- public investment management with the analytical skills needed to improve the efficient, equitable, and accountable allocation of resources;
- central government-local government management such that the ongoing drive to federalism is properly supported;
- collaborative governance, including multi-stakeholder engagement; and
- focus on results in public sector management, particularly as it relates to service delivery.

### **Outcome 2.**

Promote linkages and institutional learning partnerships between participating institutions both within Nepal and abroad. The hope is that participants will become part of an active network of practitioners that not only share knowledge and experiences but also provide peer review and ideas in programming and implementation of programs.

### Outcome 3.

Develop trainees and build training capacity on collaborative governance in the Nepal Administrative Staff College.

The course was facilitated by world-renowned faculties from centers of excellence in public sector management, particularly from the Sanford School of Public Policy at Duke University, USA; and the Potsdam Centre for Policy and Management, Germany; Carnegie Mellon University, Australia; Change Interventions for Development, LLC; and the Technological Leadership Institute, University of Minnesota, USA. NASC faculties also contributed in the training program in their areas of expertise. The training conducted from 5 to 15 Asoj 2072 (22 September to 2 October 2015) included altogether twenty six participants.

## Certificate Course on Integrity Building



Photo: Mr. Neupane awarding certificates to the participants

Integrity is a prerequisite for effective public service delivery, better governance and building trust to state institutions. It leads a state to better economic efficiency and creating opportunities where service recipients have better access and benefits from public services. The main issues to work on Certificate in Integrity Building are to include the theoretical concepts and practical approaches to help and lead Integrity building efforts. This course focuses on to empower public officials and citizens to identify, analyze and solve integrity problems. The course is

designed for the participants to be able to apply compliance-based strategies of anti-corruption; however, they promote the integrity-based strategies for integrity building. It explores the avenues for incorporating integrity, transparency and accountability in public service delivery and resource management. Thus, with the aim of building citizens' trust to state institutions and improving the quality of people's live, Nepal Administrative Staff College and Integrity Action jointly organized a training on "Certificate Course on Integrity Building" from 12 to 19 Asoj 2072 (29 September to 6 October 2015).

The objectives of the course were to:

- develop a shared understanding of the integrity concept and approach, and distinguish it as integrity building, as opposed to the compliance approach which focuses on anti-corruption;

- know how to analyze existing efforts on integrity building and learn how to apply practical approaches to solve specific problems related to integrity building in public services,
- explore, analyze and apply the collaborative approach among different stakeholders, and
- design, adopt and implement integrity problem-solving strategies and raise integrity standards in the public sector.

During the closing ceremony Dr. Fredrik Galtung, Executive Director of Integrity Action shared that it was the first time that this training was conducted in heterogeneous group. He expressed his gratitude towards NASC and the participants for successfully completing the program. In his speech he pointed the importance of integrity and stressed on closing the loop. He hoped that the participants gained tools and insights in improving integrity in different sectors. He spoke about how to achieve higher fix rate for better services and encouraged the participants for collaborative effort to achieve integrity.

Mr. Punya Prasad Neupane, Executive Director of NASC shared the importance of integrity and hoped that honesty and trustworthiness will be reflected in the discharge of official duties by the participants after the training. He shared that the exposure and experience will be given an added advantage through this course. He encouraged the participants to apply the skills and knowledge gained in the training to ignite change. Concluding his speech, he appreciated the continuous collaboration with Integrity Action and hoped to strengthen the bond and offer more courses in the days to come. An appropriate mix of twenty participants from government agencies, public enterprises, civil society and private sector participated in the seven days training program which was managed by a team of Dr. Tarak Bahadur K.C., Ms. Achala Dahal, Mr. Shiva Hari Adhikari and Ms. Shital Moktan.

### Learning Organization and Knowledge Management for Senior Officers of Public Organizations

A learning organization is one that has high capability to learn, adapt, change, and actively promotes facilitates, and rewards collective learning. In such organizations, learning processes are analyzed, developed, monitored, and aligned with the innovative goals of the organization. Knowledge Management (KM) is considered as foundation for the learning organization. It is doing what is needed to get most out of knowledge resources, which focuses on organizing and making available important knowledge wherever and whenever needed. KM has been an attraction of organizations to create, share and leverage the organization's knowledge. Public organizations and their leaders need to design and implement KM strategies to drive the organization forward transforming the organization into learning organization and eventually setting up organizational learning processes and frameworks so as to strengthen governance system of the country. Thus, with an aim to enhance the knowledge and skills of the delegates to transform their organization into a learning organization, Centre for Knowledge Management and Information Technology of Management Learning Group of NASC conducted training-cum-workshop on "Knowledge Management" for the senior officers of public organization.

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

- Explain the process of organizational learning and key features of learning organizations;
- Describe KM processes and frameworks;

- Use various tools and techniques including social media (e.g. Face book, Twitter, LinkedIn, YouTube) to manage knowledge resources,
- Develop strategies to foster organizational learning an effectively implement Knowledge Management system in their organizations.

Fourteen Class I officers participated in the three days training program. Mr. Khum Raj Punjali, Mr. Suwarn Kumar Singh, Mr. Binaya Hari Maskey, Ms. Gaumati Ganga Satyal and Mr. Pratap Aryal managed the training which was conducted from 27 to 29 Asoj 2072 (14 to 16 October 2015).

## Ongoing Trainings

### Professional Course on Management and Development

Class III Officers of the Government of Nepal have key role to play in executing and managing regular and development functions effectively. The role and responsibilities of those officers are instrumental to support seniors, supervise subordinates and deliver public services in efficient manner. 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, with an aim to help Class III officers of the Government of Nepal develop core competencies to perform their roles efficiently and to contribute towards effective implementation of development programmes as well as take positive initiations in public service delivery, Public Service Training Department of NASC conducted a 30 working days training program on 'Professional Course on Management and Development' Class III officers of the GoN on the basis of the need assessment and feedback received from the participants of previous training courses, potential participants and NASC professionals.

After completion of the training program, 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 projects and facilitate for effective implementation
- explain basic research approaches, and carry out project works.

The training consists of seven modules namely: Managing Self and Interpersonal Relationship, Managing Staff Performance, Managing Financial Resources, Governance and Service Delivery, Approach to Development, Development Planning and Research Methods and Project Works. The training program is conducted from 11 Kartik to 28 Mangsir 2072 (28 October to 14 December 2015) which is managed by a team of Mr. Matrika Rijal, Mr. Jhabindra Prasad Bhandari and Mr. Hari Gyawali.

## Internal Capacity Development Activities

S.N.	Name	Training	Place	Organizer	Duration
1	Ms. Shital Moktan	Enhancing Receptionist and PA Skills	Kathmandu	Management Association of Nepal	24 - 25 Asoj 2072
2	Mr. Dilip Deuja				
3	Mr. Shivaram Krishna K.C.	Computer Advanced Application	Lalitpur	New Horizon Computer Learning Centre	Asoj 2072
4	Mr. Gajendra Nath Shrestha				
5	Mr. Tulashi Sharan Sigdel	Study Leave	Nepal		Asoj 2072
6	Mr. Santosh Koirala	Study Leave	UK		Asoj 2072
7	Mr. Uttam Acharya	National Productivity Organization	Lalitpur	e-Learning course on KM for SMEs Top Management	30 Kartik - 3 Mangsir 2072
8	Ms. Shital Moktan				
9	Ms. Achala Dahal	Leadership Course	Kathmandu	Dayitwa	1 Asoj - 18 Mangsir 2072
10	Mr. Shiva Hari Adhikari	Voluntary trip to kabhre	Kabhre	KOICA	1 - 2 Asoj 2072
11	Mr. Basanta Raj Sigdel		Kathmandu	Nepal Red Cross Society	Kartik 2072