

NEWSLETTER

A Bi-Monthly Publication of Nepal Administrative Staff College (NASC), Jawalakhel



**Shrawan - Bhadra 2072
(July - September 2015)**

Year 2072/73 (2015/16), Issue 1

"... devoted to making differences positively"

News Highlights:

**NASC Discussion Series 20, 21
and 22**

Page 1 -2

Training Programs

Page 3

Ongoing Trainings

Page 8

**Internal Capacity Development
Activities**

Page 12

Editor:

Ms. Shital Moktan

**If you have any comments
please write to:**

Publication Unit, NASC

or

shital.moktan@nasc.org.np

We're on the Web too!

See us at:

www.nasc.org.np

Appointment of Senior Director of Studies at NASC

Nepal Administrative Staff College appointed Mr. Khum Raj Punjali as a Senior Director of Studies, on 15th of Shrawan, 2072 (31 July 2015) according to NASC Rules, 2055 4.18 (3). Mr. Punjali will head the Management Learning Group (MLG) of NASC which incorporates five centres namely Centre for Organization Development (COD), Centre for Human Resource Management (CHRM), Centre for Knowledge Management and IT (CKMIT), Centre for Customer Care and Relation Management (CCRM) and Centre for Financial Management (CFM). He holds Masters in Business Administration (MBA) from TU, Nepal. Mr. Punjali has served in the Civil Service since 1984 and has the experience of more than 30 years in various positions in the Government of Nepal. He retired from his position as the Secretary of the Ministry of Peace and Reconstruction before joining NASC. His areas of specialization are General Management, Peace Process, Local Administration, Decentralization, Public Enterprise Management, Privatization and Revenue Administration.

NASC Discussion Series 20, 21 and 22



Photo: A glimpse of the 20th NASC Discussion Series

NASC conducted its 20th discussion series on the “launching of Cases of Nepal’s Public Administration bank” was organized by Research and Consultancy Service Department of NASC on 15 Shrawan 2072 (31 July 2015).

Together we dream, Together we achieve

The Deputy Director of Studies, Mr. Trilochan Pokharel opened the series and thanked the authors and the entire team for their contribution in the case bank. Mr. Punya Prasad Neupane, Executive Director, NASC launched the case bank during the series. He congratulated the entire team of publication and stressed that the trainers should refer to the materials of the case bank since it provides an understanding of the public service delivery more effectively. He hoped for the continuation of the publication of the case bank in the years to come. The event was attended by the NASC staffs, authors and scholars. The case banks were also distributed to all the attendees at the end of the series.



Photo: Ms. Katherine N. Rankin delivering her speech during 21st NASC Discussion Series

21st NASC discussion series was conducted by NASC on 19 Shrawan 2072 (4 August 2015), Tuesday. Speakers Katherine N. Rankin, Professor in the Department of Geography and Planning at University of Toronto and Tulashi Sharan Sigdel, Director of Studies at NASC presented on "Why and how should we study road building in Nepal?". The talk was based on the research design and approach of a 4 – year research project on the convergence of road building and state building, titled *Infrastructures of Democracy: State Building as Everyday Practice in Nepal's Agrarian Districts*. During the series, the speakers shared knowledge based on their joint research design derived from previous research on local governance in "post conflict" Nepal. Ms. Rankin discussed about the issues and challenges of road construction in the rural areas of Nepal. She also shed light on the technological and social problems faced by the concerned authorities

during road building. She presented her concern about the negotiation process, donor support and the utilization of fund in effective manner. She also connected the post conflict scenario and building of roads in Nepal. She expressed her views on road construction projects and how the people are claiming rights. She also emphasized that road building is a part of nation building process. Mr. Sigdel also shared his concern and knowledge about how the study should be conducted about the road building process in Nepal. He focused that roads is a sign of development and that the study should also try to incorporate the local voice. He stressed that roads is a part of state building process and that it should be studied from the grassroots to national level.

Similarly, for 22nd Discussion series, NASC invited Mr. Chris Whitty, Chief Scientific Advisor and Director of Research and Evidence Division of DFID on 2 Bhadra 2072 (19 August 2015), Wednesday to speak on the matter "Risk of future Nepal – India earthquake". Dr. Whitty shared his published findings on the research. During the series, he highlighted the major risk areas for future earthquake around Nepal and India. He also described about the impact of the recent devastating earthquake and its aftershocks in Nepal and emphasized about the preparedness and crisis response. The interactive discussion series focused in understanding the possible earthquake risk in westward of Nepal. He also pointed out the immediate, delayed and long term



Photo: Mr. Chris Whitty speaking during 22nd NASC Discussion series

damage caused by earthquake and cautioned all the participants to be prepared about the inevitable risk which could strike Nepal in the years to come without any warnings.

Training Programs

Training of Trainers in ICT and e-Governance

Information is being collected in public organizations through different channels and the use of technology in collection and processing is very high. The implementation of ICT in public organization is increasing in the form of computerization or information system implementation. It is necessary to develop trainers who can advocate and train on ICT related issues to the human resources of public organizations who will be key persons in implementing the concept of ICT in their organizational business process. Thus, with an aim to develop participants' knowledge and skill as ICT trainer, Centre for Knowledge Management and Information Technology of Management learning Group of NASC conducted a 15 days Training of Trainers in ICT and e-Governance for Class II and III Officers of Training Institutions from 29 Ashad 2072 to 18 Shrawan 2072 (14 July to 3 August 2015) for twenty participants.

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

- explain the systematic approach to training
- design and implement training course on ICT and E-governance
- apply various training methodologies (Interactive Lecture, Buzz group Discussion, Syndicate, Role Play, Demonstration and Case Study)
- develop training lesson plan and facilitation skills
- analyse issues and challenges in implementing e-Government;
- describe the implementation of ICT in management and development;
- define information management its security, privacy and related concepts;
- describe the concept of internet governance;
- understanding the role of Social Media for official use and knowledge sharing



Photo: A glimpse of the closing ceremony

The Senior Director of Management Learning Group (MLG) Mr. Khum Raj Punjali and the Executive Director, Mr. Punya Prasad Neupane graced the closing ceremony. Ms. Renuka Adhikari spoke on behalf of the participants during the closing occasion. She appreciated the training program and thanked all the facilitators and coordinators for their immense effort to in the training. She also highlighted the importance of the training and expressed that the training would be fruitful while performing their tasks in their respective organizations. She also requested to include as many female participants as possible in the training.

Mr. Neupane congratulated all the participants for successfully completing the course. He highlighted that the training is designed to familiarize the participants about ICT approaches and practices. He also explained the importance of ICT in today's world. He hoped that the participants gained new insights through the training and also stressed that NASC would make an effort to include more female participants in future.



Photo: Participants working in groups during the training

A similar training was conducted from 7 to 25 Bhadra 2072 (24 August to 11 September 2015) for nineteen Class II and Class III officers of training institutions. Mr. Suwarn Kumar Singh, Mr. Basanta Raj Sigdel, Mr. Binod Kumar

Bista, Mr. Sudip Tripathy, Ms. Goumati Ganga Satyal and Ms. Shital Moktan coordinated both the training programs.

Professional Course on Governance and Development

Governance and development are two important elements of state management. It is expressed through factors like trust, accountability, and transparency. Similarly, 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. 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 NASC organized a training program on "Governance and Development" for thirty one Class III officers of the GoN from 11 Shrawan to 21 Bhadra 2072 (27 July to 7 September 2015).

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

- Explain the conceptual understanding of governance and development;
- Identify approaches to development;
- Identify issues relating to effective public service delivery; and
- Apply good governance practices in their work place.

The training program consisted of five modules namely: Governance, State Management, Development Approach, Development Planning and Processes; and Research Method and Project Work. Ms. Meera Sherchan, Mr. Matrika Prasad Rijal, Mr. Anil Gupta and Ms. Anju Maharjan managed the training program.

Professional Course on Project Management

Projects are the effective means of translating development plans and programs so as to benefit the society. Projects play an instrumental role for the development of basic infrastructures, services and the pace of

The real voyage of discovery consists not in seeking new lands but seeing with new eyes.

development. It is vital for Nepalese economy that projects are carefully planned, prepared and managed to maximize their contribution for the economic and social development. In this context, with an aim to help the Class III officers of the GoN to enhance their knowledge, skills and capacity for effective management of projects, Centre of Project Management of the Governance and Development Management Learning Group (GDMLG) of NASC conducted a thirty working-days training from 18 Shrawan to 25 Bhadra 2072 (3 August to 11 September 2015).

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

- identify and analyze projects from market, technical, financial, economic, social and environmental viewpoint,
- select suitable project,
- apply various project planning techniques for effective implemental of project.

Thirty three Class III officers participated in the training program which consisted of four modules namely: Fundamentals of Project Identification, Project Analysis, Project Planning and Scoping and Field Visits, Report Writing and Presentation. The training was managed by a team of Dr. Raghu Bista, Ms. Meena Jonchhe, Ms. Gyan Laxmi Shrestha and Ms. Shailaja Upadhaya.

Advanced Course on Management and Development

Employees require proficient skills and knowledge to meet the demands for quality service. Middle level managers are critical as they 'link-pins' between top level managers and supervisory level managers to achieve organizational goals. Thus, to update and improve the professional competency of Class II officers of the GoN to perform their roles efficiently and to contribute towards effective implementation of development programs as well as improvements in public service delivery, Public Service Training Department of NASC commenced a thirty working-days "Advanced Course on Management and Development" training for twenty five participants.

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

- demonstrate key self management and interpersonal skills with positive mindsets, for effective managerial performance
- identify staff development needs and intervention strategies and manage staff performance for achieving organizational objectives
- diagnose organizational needs for changes and apply various intervention techniques for enhancing organizational effectiveness;
- explain key development issues of federalism, governance and corresponding policies for ensuring public services;
- prepare macro plans and exhibit better understanding of planning mechanism and financial controlling;
- appraise, select, monitor and manage development projects for the achievement of national development objectives; and

- integrate concepts with practices through project work for enhancing their understanding and improving organizational functions in Nepal.

The training included seven different modules namely: Managing Self and Interpersonal Relationships, Performance Improvement Plan, Organizational Development and Change Management, Governance and Service Delivery, Development Issues and Policy, Planning for Development and Project Work. The training was managed by a team of Ms. Kamal Nayan Pradhan, Mr. Bed Prasad Poudyal and Mr. Hari Gyawali.

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 of 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.

Thirty one 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. Mr. Binod Kumar Bista, Mr. Devi Dutta Bhatta, Mr. Uttam Acharya, Ms. Shital Moktan and Mr. Pratap Aryal managed the training program which was conducted from 20 Shrawan - 29 Bhadra, 2072 (5 August to 15 September, 2015).

Training of Trainers

Training involves planned interventions to enhance knowledge, and develop skills and positive attitude. It is an effective means to change behavior of employees by developing job related skills for the purpose of improving individual and organizational performance. The role of a person as a trainer is crucial. They should have clear orientation of adult learning principles, conceptual dimensions of training and development, and be capable enough in designing and delivering training programs successfully to create learning environment and make participants learn effectively to achieve objectives of a particular training. Thus, with an aim to develop competency of participants in designing and conducting training program effectively, Centre for Human

Resource Development of Management Learning Group of NASC conducted a fifteen working days training program on "Training of Trainers" for the officers of the GoN.

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

- explain the systematic approach to training;
- explain adult learning principles;
- assess training needs systematically;
- set training objectives;
- design and implement training course;
- select appropriate training methods and audio-visuals aids for effective learning;
- prepare session/lesson plan;
- demonstrate effective presentation and facilitation skills;
- describe training evaluation process and criteria; and
- write training report.

The training program was managed by a team of Mr. Binod Kumar Bista, Mr. Devi Dutta Bhatta, Mr. Uttam Acharya and Ms. Saroja Shakya. Altogether twenty one participants participated in the training program.

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 23 to 27 Bhadra 2072 (9 to 13 September 2015) in Dhulikhel, Kavre. The training program was managed by a team of Mr. Binod Kumar Bista, Mr. Devi Dutta Bhatta, Mr. Uttam Acharya and Mr. Urgan Dorje Sherpa.

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' from 6 Shrawan to 16 Bhadra 2072 (22 July to 2 September 2015) 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. Altogether twenty seven Class III officers participated in the the training program which was managed by a team of Mr. Binaya Hari Maskey, Mr. Sundar Shrestha and Ms. Saroja Shakya.

A similar program is conducted from 25 Shrawan to 1 Asoj (10 August to 18 September 2015) for twenty four Class III officers of the GoN. The training is managed by a team of Ms. Shushma Manandhar and Mr. Krishna Sigdel.

Another similar program is 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 consists of five modules namely: Project Formulation and Appraisal, Project Planning, Project Implementation, Monitoring and Evaluation, Field Visits, Report Writing and Presentation. The training program is 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 consists 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 is 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.

Keynote Delivery by Chief Secretary in Senior Executive Development Program



Photo: A glimpse of the session

A session dedicated for a keynote delivery to the joint secretaries by Chief Secretary Dr. Somlal Subedi was organized as part of the ongoing Senior Executive Development Programme (SEDP, 34th Batch) on 23rd Bhadra 2072 (9th August 2015) at NASC. In his delivery in the session, Dr. Subedi covered multiple issues pertinent to public policy process and management in Nepal. The main issues that he discussed were macro focus on the National Policy Priorities and its bases (National, Regional, Global); Policy environment (political, bureaucratic, non-state sector, informal setting) in

Nepal; and Policy Challenges (demand-supply gap, policy prioritization, implementation). With his rich experience of the

Nepalese bureaucracy in general and local governance system in particular, Dr. Subedi shared amongst the participants a number of cases having critical relationship with different dimensions of the policy process. The case of absence of the elected representatives impacting negatively to the policy formulation and management at local level helped the participants to analyze the state of difficulty in policy management and the challenges to effective service delivery. After the comprehensive delivery by the speaker, the participants had some remarks in the form of experience sharing, complements and queries which the guest speaker acknowledged duly. Dr. Subedi expressed his expectations with NASC team to facilitate the participants learn practical knowledge critical to effective public policy process and management in Nepal.

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 is 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 is managing the training program which includes twenty women managers.

Internal Capacity Development Activities

| S.N. | Name | Training | Place | Organizer | Duration |
|------|-----------------------------|---|-----------|---------------------------------------|----------------------------|
| 1 | Mr. Tirtha Raj Ghimire | Evaluation Networking Training | Lalitpur | National Planning Commission | 13 Shrawan 2072 |
| 2 | Ms. Achala Dahal | Curriculum Development Workshop | Kathmandu | UNDP | 14 - 15 Shrawan 2072 |
| 3 | Mr. Shiva Hari Adhikari | | | | |
| 4 | Mr. Kedar Bahadur Rayamajhi | Conducting training program | Kathmandu | Supreme Court | 21 -22 Shrawan 2072 |
| 5 | Mr. Binod Kumar Bista | | | | |
| 6 | Ms. Shushma Manandhar | | | | |
| 7 | Ms. Meera Sherchan | Social Protection in Nepal | Lalitpur | Decent Work, ILO | 10 Bhadra 2072 |
| 8 | Mr. Basanta Raj Sigdel | Grade Equivalence of Universities | Kathmandu | Ministry of General Administration | 10 Bhadra 2072 |
| 9 | Mr. Devi Dutta Bhatta | Module Evaluation | Kathmandu | Central Forestry Training Centre | 10 Bhadra 2072 |