

Annual Report

2078/79 (2021/22)



Nepal Administrative Staff College

NASC ...devoted to making differences positively

Nepal Administrative Staff College

Governing Council

Minister of Federal Affairs and General Administration	Chairperson
Vice-Chairperson, National Planning Commission	Member
Chairperson, Public Service Commission	Member
Vice-Chancellor, Tribhuvan University	Member
Chief Secretary, Office of the Prime Minister and Council of Ministers	Member
Secretary, Ministry of Federal Affairs and General Administration	Member
Secretary, Ministry of Finance	Member
Executive Director, Nepal Administrative Staff College	Member-Secretary

Executive Committee

Executive Director, Nepal Administrative Staff College	Chairperson
Secretary, Ministry of Federal Affairs and General Administration	Member
Secretary, Ministry of Law and Justice	Member
Secretary, Ministry of Finance	Member
Secretary, Public Service Commission	Member
Secretary, National Planning Commission	Member
Three persons nominated by the Government of Nepal	Member
Deputy Executive Director, NASC nominated by the Governing Council	Member-Secretary

Sustaining Excellence: Resilient in the Face of Unexpected



It gives me immense pride and joy, entering into a 40-year, hard earned journey of transforming and sustaining NASC into a Center of Excellence. As an old Japanese proverb goes “My barn having burned down, I can now see the moon”, we took the crucial period of pandemic as an opportunity. The culture of NASC to value and prioritize the work even at difficult moments has strengthened our sense of purpose. We were open to self-reflection and receptive towards the technological shift from running a physical class to a virtual one. The readiness to change amidst all the uncertainties is the reason we have been able to take a huge leap forward. It is a matter of great pride and added sense of responsibility that we were able to leverage our resources and develop the maximum number of training participants this year, than ever.

Nepal Administrative Staff College (NASC) has persistently committed itself towards capacity building of employees of Government of Nepal and Public Enterprises. This year, a total of 3465

training participants through 127 different programs have undergone capacity development. Moreover, we have ensured a timely revision of the subject matters according to our valued client’s changing needs and aspirations. An institution rich with high spirited and inquisitive natured employees, this year 11 researches in Governance, Management and Development were conducted. I am elated to share that we have extended our management consulting to subnational governments and public organizations along with the federal government.

NASC has always believed in pushing the envelope beyond the three pillars of Training, Research and Consulting and thus successfully conducted the 4th South Asian Conference on Public Policy and Governance. Moreover, we are pleased to have signed a Memorandum of Understanding (MoU) for institutional collaboration with national and international institutions. Understanding the value of self-development, NASC has invested a generous

amount of time, energy and financial resources to enhance the knowledge and skills of its employees. Therefore, participation of employees in various in-house and national level training courses has been ensured. They were also involved in national and international seminars for their constructive paper presentations. The employees' involvement as a member in various committees formed by the government of Nepal has also added up to their competency.

This annual report constitutes a detailed version of our major works and achievements, the problems and challenges faced in the year 2078/79 and our

blueprint for the year 2079/80. This report is not only published to evaluate ourselves but also to serve as an institutional memory. Therefore, through this report I would like to express my sincere gratitude towards the Government of Nepal for their continuous support, all our development partners, national and international organizations for believing in us and our valued clients. It is only because of our treasured stakeholders that we have been able to stand by our motto and devote ourselves to making differences positively. With the same kind of enthusiasm and the same level of support, it wouldn't be hard to sustain ourselves as a center of excellence and resiliently face the unexpected.



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Dr. Rajan Khanal
Executive Director
2079/06/11

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MANAGEMENT TEAM



Dr. Rajan Khanal
Executive Director



Bishnu Prasad Lamsal
Deputy Executive Director



Ananda Raj Dhakal
Senior Director of Studies



Basanta Raj Sigdel
Senior Director of Studies



Tulasi Sharan Sigdel
Senior Director of Studies



Trilochan Pokharel
Senior Director of Studies



Achala Dahal
Director of Studies



Binod Kumar Bista
Director of Studies



Rajendra Adhikari
Director of Studies



Trilochan Poudyal
Director of Studies



Uttam Acharya
Director of Studies



Dr. Raghu Bista
Director of Studies



Ishwari Prasad Ghimire
Director of Studies



Sundar Shrestha
Director of Studies

NASC's Glorious



Anniversary

I

ORGANIZATION PROFILE



CHAPTER I ORGANIZATION PROFILE

INTRODUCTION

Nepal Administrative Staff College (NASC) is an autonomous, national level premier training institution established in 11 Ashwin 2039 (27 September 1982) under the Nepal Administrative Staff College Act, 2039. Completing 40th year of establishment, it has gained maturity in terms of service years and value addition in capacity building of the public sector. It provides service to the public sector through three functional domains- training, research and consulting services.

OBJECTIVES

Nepal Administrative Staff College has the following objectives as mentioned in NASC Act, 2039:

- Provide necessary training for the employees of the Government of Nepal and Public Enterprises,
- Identify measures for enhancing the capability of administration of the Nepal Government and management of public enterprises to contribute towards development program of the country, and
- Undertake action-oriented research, consulting and information service programs for preparing training materials and making training more useful.

*Devoted to Making
Differences Positively*

Motto

*Center of Excellence in
Learning and Development*

Vision

*Developing Leaders Who Will
Take Initiative and Make a
Difference in Public Service*

Mission

*Integrity, Innovation, Team
Spirit, Responsibility, Respect*

**Core
Values**

STRATEGIES

NASC has been practicing strategic thinking and planning for two decades. In order to transform its vision and mission into practical reality, strategic objectives have been set. It has designed effective and efficient operational processes; focused on making favorable environment for continuous learning and human resource development through motivating staffs; and provided opportunities for personal and professional growth. Major strategies adopted to ensure effective implementation for meeting the objectives include:

- Designing need based, competency informed courses with modular approach and delivering through practical and participatory methods.
- Monitor, follow-up and assess impact of programs periodically to ensure learning transfer to workplace.
- Service standardization and simplifying processes with automation (digital notice boards, online nomination, e-portals for knowledge repository, sustaining plan for power back-up etc.).
- Developing state-of-art residential learning facility in new location and refurbishment of Sampada Sadan.
- Providing opportunities of higher studies, training and development opportunities to staffs, and provisioning of Employee Development Fund.
- Promoting research activities (e.g. research fund, one faculty one research paper per year).
- Promoting process consulting (e.g. real time consulting for service improvement of Government of Nepal).
- Designing and launching academic program in public policy management as an expanding service domain of NASC.
- Strengthening Knowledge Center to enhance knowledge sharing and institutional memory (discussion forums, Document Management Systems, Content Management Systems, and Community of Practices etc.).
- Promote result orientation by designing performance-based incentive systems.
- Continuation of institutional collaboration and promote joint programs with collaborating institutions.

STRUCTURE

Governing Council, headed by Hon'ble Minister, Ministry of Federal Affairs and General Administration (MoFAGA), is the apex body of the College responsible

for policy decisions and providing guidelines for overall implementation of the programs and activities.

Executive Committee, chaired by the Executive Director, is responsible for the implementation and overall management of policies and programs endorsed by Governing Council.

Senior Management Committee (SMC), comprised of the Head of Departments and chaired by the Executive Director, ensures interdepartmental coordination and decides on the implementation of cross functional responsibilities and specific HR development programs.

Similarly, Training, Consulting and Research Committee (TCRC), chaired by the Executive Director, is the faculty board of the college consisting of Departmental Heads and Center Chiefs. As academic authority of the institution, the Committee conducts weekly meetings to discuss and develop programs that ensures effective implementation of the annual programs.

All the functions are performed through two learning groups: Management Learning Group and Governance and Development Management Learning Group; and three departments: Public Service Training Department, Research and Consulting Services Department and Management Services Department. There are fifteen different Centers within these Departments that are authorized to design and deliver training programs, research activities and consulting works to meet broader organizational goals.

Center for Federalism Studies (CFS) has been formed as a resource center for managing knowledge resources related to federalism. It aims at designing and delivering capacity building training programs and conducting research activities in the area of federal affairs to the government and public sector officials; elected representatives and concerned stakeholders from federal, provincials and local government. Currently, the center has been working actively in all levels of government to serve as a one-stop resource for federalism.

Program Monitoring and Evaluation Committee (PMEC) is the dedicated wing, headed by the Deputy Executive Director, which is responsible for setting standards of training programs, conduction of learning tests and monitoring and evaluation

of various programs. Center Chiefs are the representative members of the Committee.

Research Committee is headed by the Department Head of Research and Consulting Services Department (RCSD). External experts are appointed as members of the committee that is responsible for supervision and evaluation of research activities as provisioned in research guidelines.

RESOURCES

NASC has a pool of total 90 staffs, comprising of Executive Director, training and research faculties, administrative and finance staffs, support and contract staffs. The institution has been increasing a pool of competent professionals having excellent academic achievements in related disciplines through open competition. The officials are well versed in the areas of management, public administration, development and governance. We also outsource our expertise for training, research and consulting services.

These services are provided from its centrally located facilities in Jawalakhel, Lalitpur within a space of 3.8 hectare of lands with seven buildings, twenty training rooms, four conference halls, one auditorium, one knowledge resource center, three computer laboratories, one hostel with a capacity of 120 people, two cafeterias, sports facilities and plenty of open space. Sampada Sadan, the historic building, damaged by the earthquake of 25 April 2015 (12 Baisakh 2072) is in the final stage of reconstruction. Limited facilities including auditorium, training halls and computer labs are also made available for rent to organize capacity building programs and similar events by different institutions. Rental section manages the occupancy and availability of these facilities. Rental rates of the facilities are available on NASC's website.

Financial resources of the organization comprise grants from Government of Nepal and internal sources.

PROFESSIONAL SERVICES

NASC provides training to the officers of government organizations and public enterprises. Basic Administration Training is provided to the newly appointed gazetted Class-III officers before placement to their job-place. In-service training (aiding career progression) is provided to Class-III and Class-II officers on the basis of competency framework formulated by analyzing common competencies required at each

level and applicable for all Officers regardless of their service groups (i.e. technical and non- technical). The Professional and Advanced Course follows a modular approach and covers different areas of management and development. Senior Executive Development Program is conducted for Class-I officers (aspiring Secretary) of the government which is organized in a modular approach with action learning.

NASC also provides a range of short and long courses as per the need of government agencies and public enterprises. Similarly, management consulting service is rendered to public organizations as per their needs of organization development and change management. The areas under training, research and consulting services include:

- Conflict management and negotiation skills
- Development project planning and management
- Disaster and climate risk management
- Gender equality and social inclusion
- Human resource management
- Integrity building
- Leadership development
- Organizational development
- Personality development and life skills
- Process and work methods improvements
- Public financial management
- Procurement management
- Project proposal and report writing
- Public/Development administration and governance
- Public policy management
- Research methods
- Strategic planning and management
- Training design, delivery and management
- Training of trainers
- Learning organization and knowledge management
- Assertiveness skills

The programs and activities are directed towards the capacity building of officers in government organizations and public enterprises by providing need-based training, research and consulting services. A total of 3,799 officials were trained through a mix of 171 programs this year. Until now, around 62,050 officers have been trained through more than 2620 programs in forty years of service.

NASC's Glorious



Anniversary

II

NEW INITIATIVES AND PERFORMANCE HIGHLIGHTS

REMINISCING 40 GLORIOUS YEARS



CHAPTER II

NEW INITIATIVES AND PERFORMANCE HIGHLIGHTS

Formulation of Strategic Plan

NASC has successfully formulated its Strategic Plan for the next five-years starting from fiscal year 2079/80 to fiscal year 2083/84 considering the propositions made by the Organization & Management (O&M) survey, Performance Based Incentive System (PBIS), Research and Consulting Guidelines and other changing contexts. The plan has aimed to sustain the momentum of planned interventions towards institutional excellence brought by the preceding strategic plan and streamline new strategic imperatives in key functional domains of training, research, and consulting. The plan has been

formulated recognizing the role of strategic thinking as a core enabler in institutional development and reforms. Therefore, it is expected to create new strategic avenues in key performance areas of NASC by expanding resources, enhancing competencies and engaging the human resources to pave integrated avenues in the journey of capacity building. Internal technical committee worked in close coordination with NASC employees and external stakeholders such as ministries, departments/divisions, national and international organizations and subject experts for developing the plan. The plan has been approved by the Governing Council on 20 Shrawan 2079 (5 August 2022) and is under implementation.

Strategic Plan

Strategic Goal 1: EXPAND Quality Learning Opportunities to All Spheres of Public

- Contribute to 'Training for All' Policy of the GoN
- Build capacity for strengthening federal system
- Improve quality of training programs
- Facilitate for evidence informed decision making in public sector
- Extend capacity building of Public Enterprises
- Ensure learning transfer to workplace

Strategic Goal 2: ENHANCE Individual Competencies and Institutional Capacity of NASC

- Develop professional capacity of staff continuously
- Sharpen research, consulting and case teaching skills of faculties
- Promote learning sharing and innovation
- Ensure robust learning management system
- Ensure seamless services in office operations
- Promote result orientation and specialization at work
- Align structure with key strategic imperatives
- Enhance effectiveness in physical resources and logistics management
- Develop state-of-art residential infrastructure at Namobuddha, Kavre
- Ensure quality foods in canteen/cafeteria

Strategic Goal 3: ENGAGE Faculties/Staff and Stakeholders Effectively

- Enhance Quality of Life at NASC
- Promote joint efforts to add value in capacity building
- Raise synergy in capacity building using market strength
- Promote brand image of NASC in the digital era



NASC Officials Participating in Strategic Planning Workshop

Review and Redesign of Senior Executive Development Program (SEDP)

Senior Executive Development Program (SEDP) is one of the flagship programs of NASC that is designed for gazetted Class I (or equivalent) officers of government of Nepal. The program was redesigned on the basis of learnings of previous years, interaction with sectoral and subject matter experts, and review of various international practices. The redesigned course aims to address and resolve the concerns raised by the changed context of public sector environment. The revised course provides experiential learning opportunities for aspiring secretaries and exposes them into the contemporary and emerging issues in public policy, integrity, leadership, governance, and strategic management.

Review and Redesign of Advanced Course on Management and Development (ACMD)

Advanced Course on Management and Development, designed for gazetted Class II (or equivalent) officers of Government of Nepal and public organizations, was reviewed and redesigned in three major

dimensions namely: the context, contents, and methods. The revised course has incorporated the following two innovative learning modules: Public Service Innovation (PSI) and Know Your Economy (KYE).

PSI has been incorporated to internalize the philosophy of citizen centricity in public service, analyze the driving forces of innovation in public service and apply practical tools and techniques in taking innovative initiatives in their respective area of responsibilities of service design, operation and delivery.

KYE is a participatory learning forum created for the participants to develop wider understanding of national economy, its dimensions and dynamics, interdependence with regional and global economic forces and impact in the overall development, governance and prosperity of the nation. The forum will help to build perspective among officers and help them internalize the situation of the country both in micro and macro level and translate learning into their leadership role.



ACMD Graduates Participating in ACMD Redesign Workshop

Review and Redesign of Professional Course on Management and Development (PCMD)

Professional Course on Management and Development (PCMD), for gazetted Class III (or equivalent) officers of government of Nepal and public organizations, was reviewed and redesigned in three major areas namely, the context, contents, and methods of delivery. The revised course has incorporated various contemporary and emerging issues related to governance and national economy.

Executive Development Program

NASC conducted a five-day Executive Development Program (EDP) for the Senior Executives of Public Enterprises of Nepal. In this program, senior executives from 20 different Public Enterprises (PEs) shared a common platform to internalize the changed role of PEs for meaningful contribution in the leading agenda of national development such as leadership, strategic thinking and policy making. The program was conducted from 23 to 27 Jestha 2079 (6 to 10 June 2022).



Opening Ceremony of Executive Development Program

Leadership Excellence Program for Women Managers

NASC organized a three-day residential program for women managers of Nepal. The main aim of the program was to enhance the leadership capacity of the women in managerial position. The program, conducted from 10 to 12 Ashadh 2079 (24 to 26 June 2022), incorporated various participative approaches and methodologies related to team building and leadership.



Glimpse of Residential Leadership Excellence Program in Dhulikhel

Innovating Public Policy: Use of Evidences (InnoPoIE)

NASC and Policy Research Institute (PRI) jointly organized a seven-day training course entitled “Innovating Public Policy: Use of Evidence (InnoPoIE)”. This program aimed to impart innovative skills related to policy-making through engagement, contestation, evidence and iterations building on the concept of the “Policy Innovation Lab (PIL)”. The training program was instrumental in enhancing the competencies of Class-II Officers from different government organizations. The program was conducted from 8 to 16 Ashadh 2079 (22 to 30 June 2022) at NASC.



Participants Working in Teams and Preparing Policy Brief

Procurement Clinic

Procurement Clinic was a half day event organized by the Center for Procurement Management. This event was designed for the officials working in the local governments in the area of public procurement and contract management. The program aimed at solving the day to day prominent issues related to procurement. A total of two such events were conducted out of which one was conducted in physical mode and one in online mode. The physical program was conducted on 25 Jestha 2079 (08 May 2022) that included the officials from local governments in Kathmandu valley. The online program was conducted on 20 Ashadh 2079 (04 July 2022) targeted for officials outside Kathmandu valley.



Officials of Local Level Government Discussing Procurement Issues

First Five Years of Federal Governance System: Experiences and Learning from Local Level Governments

NASC in collaboration with Municipal Association of Nepal (MuAN) and National Association of Rural Municipalities in Nepal (NARMIN) conducted a two-day residential workshop to discuss the experiences and learning from local level governments. During the workshop, elected representatives from different local level governments worked in a group and discussed about the mandates and responsibilities of local level governments envisioned by the constitution of Nepal and also reflected upon the implementation status of the same. In addition to this, the elected representatives also highlighted over the issues that are impeding the journey of local level governments in the course of implementing the constitutional mandates and explored out the ways to resolve them in the days to come. The program was conducted from 21 to 22 Falgun 2078 (5 to 6 March 2022) and officials from the respective agencies participated in the workshop.



Elected Representatives of Local Level Governments participating in "First Five Years of Federal Governance System: Experiences and Learning from Local Level Governments" Program

Memorandum of Understanding (MoU) with Employee Provident Fund for Operationalization of Contributory Pension Scheme

NASC and Employee Provident Fund (EPF) signed an MoU on 14 Mangsir 2078 (30 November 2022) in regards to the operation and management of contributory pension scheme. The MoU has opened new avenues for NASC in the operationalization of gratuities and pension scheme of the employees who are entitled to then scheme.

Memorandum of Understanding (MoU) with Namobuddha Municipality

NASC and Namobuddha Municipality signed an MoU on 23 Chaitra 2078 (6 April 2022) for extending mutual cooperation and collaboration in capacity building of officials and elected representatives of the municipality. The MoU also supports the development of proposed residential capacity building infrastructure of NASC at Bhakundebeshi, Namobuddha.



Executive Director Dr. Rajan Khanal and Mayor of Namobuddha Municipality Mr. Tanka Prasad Sharma during MoU Signing Program



Director of Studies Mr. Sundar Shrestha during MoU Signing Program with EPF

Policy Initiatives

Acknowledging the importance of reviewing the existing policies and regulations to address the changing needs and aspirations of NASC, this year, the Governing Council of NASC approved the 'Employee Service Regulations (Second Amendment), 2078'.

In the second amendment, the following key regulations have been amended.

- Addition in Rule 4.6 Sub-Rule 4: Removal of age limit barrier for the existing permanent employees.
- Addition in Rule 5.8 Sub-Rule 1: Point for academic qualification to be provided for promotion if the qualification certificate is issued prior to the last normal deadline of application for promotion.

Amendment in Rule 5.8 Sub-Rule 2: Training Evaluation

- 5 points to be provided for in-service training (relevant to work) of 30 or above working days in the same class and position
- The 'in-service training' for this purpose must be nominated and approved by NASC officially.
- The recruitment committee of NASC holds the final authority to decide the relevancy of such 'in-service training' with regards to employees' position and work.

Amendment in Rule 5.8 Sub-Rule 3: Evaluation of Experience

- Maximum 20 points to be entitled (2 points for Every Single Year) for the purpose of employees' work experience in the current class.
- For the purpose of calculating the credit points for the employees' work experience slightly above one year (in months or days), points to be entitled on proportional basis.
- For the provision of this Sub-Rule, no points to be entitled against the employees' work experience if the employee is absent or in extra-ordinary leave.

Contribution Based Pension Scheme

Contribution based pension scheme, initially introduced in Employee Service Regulation, 2072 (First Amendment, 2075), was further substantiated by the second amendment in 2078. Sub-Rule 10.10 to 10.15 were added in the regulation. The major addition (but not limited to) in the regulations include:

- 10.10 Deposit of amount: The fund shall be opened and contribution amount shall be deposited in the account.
- 10.11 Contribution in the fund: The organization shall deduct six percent of the monthly salary amount of employees and add another six percent by the organization in the fund.

Employee Service Regulation (Third Amendment), 2079.

Subsequent to the second amendment, the Governing Council of NASC approved the third amendment on 20 Shrawan 2079 (5 August 2022). In this amendment, the additional two years' provision of extending the tenure of Senior Director of Studies has been nullified.

Unofficial Translation. Please refer to the actual regulations for authentic details.

PERFORMANCE HIGHLIGHTS

ANNUAL TARGET REVIEW

Numerous efforts were made in the fiscal year 2078/79 in the areas of training, research and consulting services. Constructive and meaningful engagement of employees at all levels ensured significant institutional achievements in all the three key performance pillars. NASC provided its professional services to 3799 service recipients that accounted for 143.58 % of annual targets. The following table gives the summarized progress highlights.

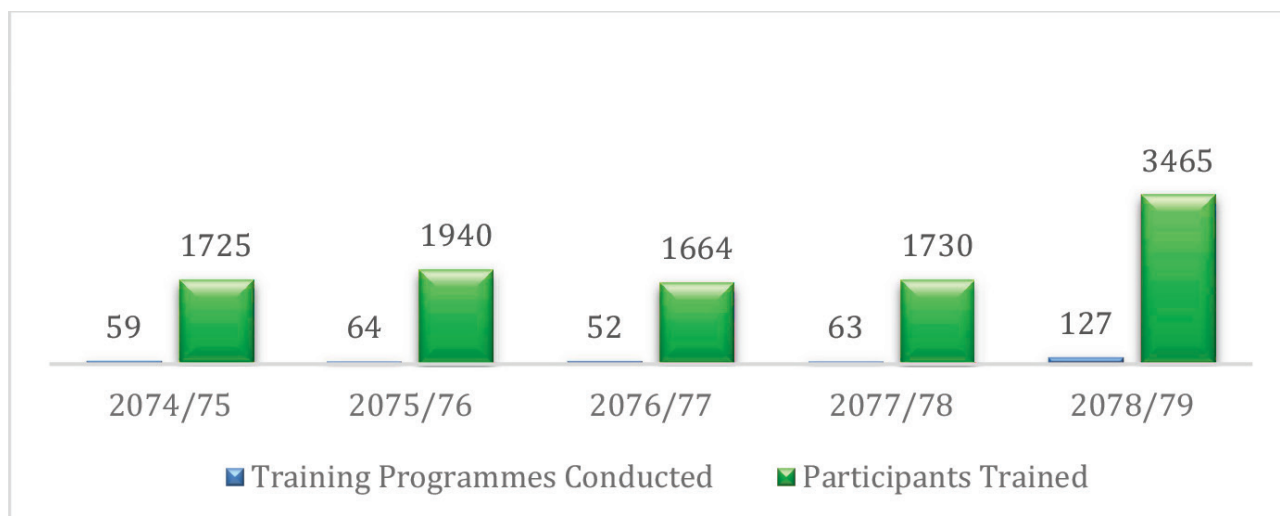
Nepal Administrative Staff College, Jawalakhel

Annual Progress Report of Fiscal Year 2078/79

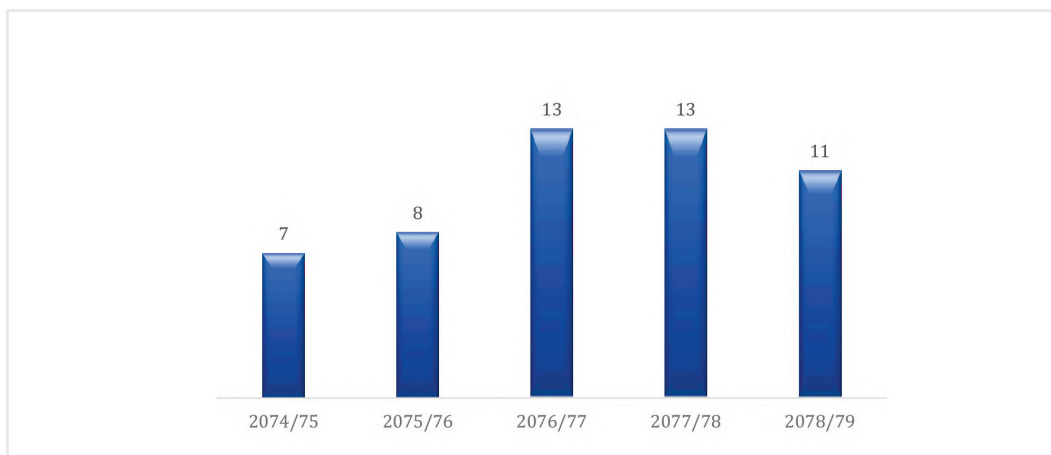
S.N.	Program/Activities	Target		Achievement	
		No of Programs	Total Participants	No of Programs	Total Participants
1	Training Program				
a.	Long Term (More than 30 working days)	37	1068	34	991
b.	Short Term (Less than 30 working days)	15	554	27	809
c.	Short Term (Fee Based Training)	32	705	66	1665
2	Research Work	10		11	
3	Consultancy Service	5		5	
4	Staff Development and Miscellaneous Programs	19	319	25	334
5	Infrastructure Development	3		3	
	Total	121	2646	171	3799
	Progress Percentage			141.32%	143.58%

Performance Highlights of NASC in Last Five Years

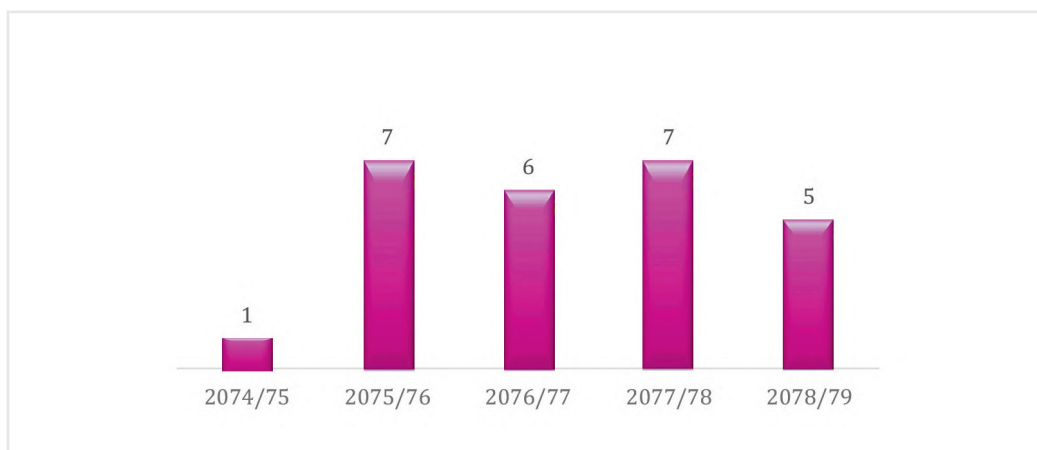
Number of Training Programs and Participants in Last Five Years



Research Outputs by Faculties



Major Consulting Projects



Director of Studies Mr. Binod Kumar Bista Felicitated with "Suprawal Janasewashree" Award

NASC's Glorious



Anniversary

III

TRAININGS AND WORKSHOPS

REMINISCING 40 GLORIOUS YEARS



CHAPTER III TRAININGS AND WORKSHOPS

Training is one of the major work domains of NASC as it is mandated for building the capacity of the officials of public sector. The recent changes and the transition into a federal structure brought forward by the new constitution also seeks a different set of knowledge and skills in public officials. In this context, different centers at NASC provide various workshops, long and short training programs for capacity building of the public sector. Training programs such as in-service training programs: Senior Executive Development Program (SEDP), Advanced Course on Management and Development (ACMD) and Professional Course on Management and Development (PCMD); and induction training program: Basic Administration Training (BAT) is our flagship training program. In addition to this, NASC also designs short and long training programs to address the needs of target participants.

The challenges brought by COVID-19 pandemic affected the regular in-person training programs

in this fiscal year as well. Therefore, the regular in-service trainings were conducted virtually and other training programs were conducted using a blended approach.

Secretary Colloquium

The constitution has envisioned a competent, impartial, transparent, accountable and participatory public service for delivering results under federal governance system. The federal structure has provided more opportunities to address the citizen's raising aspirations. Mobilizing state institutions for delivering better services to satisfy citizen's raising aspiration is a huge challenge. To meet the expectations of people and capitalize the opportunities the federal system has provided, a system thinking approach for innovation in service reforms and addressing the key issues in development management particularly on procurement and contract administration are extremely important.



Hon'ble Minister Mr. Rajendra Prasad Shrestha, MoFAGA and Executive Director Dr. Rajan Khanal during the Opening Ceremony of Secretary Colloquium

Service reform and innovation in public service demands both structural reforms and functional competency. The problems the public officials face while executing development projects and managing contract administration need to be addressed timely. This would demand discourses and collaborative efforts of all concerned stakeholders to design reforms in policies and subsequently translate those policies into practice.

The civil service leaders have an immensely important role in designing service reforms and delivering public services effectively and efficiently. For this purpose, redefining perspectives on public sector reforms and development administration are significant imperatives to move forward in the journey of development and service excellence.

In this context, Nepal Administrative Staff College organized a colloquium titled “Innovation in Service Reform and Addressing Key Issues of Procurement and Contract Administration” in order to discuss and highlight the issues in public service reforms and development management.

The two thematic papers presented in the colloquium were:

Innovating Public Service: The system Thinking Approach

Paper presenter: Dr. Rajan Khanal

This paper analyzed the causes for failure of reforms in public service and its impact on

public at large. Further, it explained different dimensions and changing paradigms of service reforms, and elaborated the importance of the role of civil service leadership in designing and executing public service reforms.

Addressing the issues of Procurement and Contract Administration in Nepal

Paper presenter: Mr. Suresh Pradhan

This paper elaborated on the scope of public procurement and its relation to larger domain of public financial management in Nepal. It further discussed on the various aspects of procurement cycle, procurement planning, evaluation and components of contract administration. The paper also highlighted the issues and challenges of procurement and contract administration.

The colloquium organized on 9 Poush 2078 (24 December 2021) built perspectives on innovation in service reforms and analyzing the strategic ways to address key issues of procurement and contract administration for achieving results. The discussions on the colloquium further aimed at helping build a broader framework and taking necessary strategic initiatives in public service reforms and to solve the issues of procurement and contract administration. Hon’ble Minister of Federal Affairs and General Administration, Rajendra Prasad Shrestha was the chief guest for the event and the event was chaired by the Chief Secretary Mr. Shankar Das Bairagi. The event witnessed the participation of 70 secretaries of Government of Nepal.



Chief Secretary Mr. Shankar Das Bairagi Addressing the Forum of Secretary Colloquium

IN-SERVICE TRAINING PROGRAMS

Senior Executive Development Program (SEDP)

Practicing leadership skills is the key to inspire service providers to serve the citizens with innovative service design and delivery. Senior executives as leaders of civil service need to develop deeper insights about priorities and strategic orientation of the country in changing political and socio-economic landscape and enable themselves to expand their leadership role successfully. Their effective leadership is decisive to a larger extent in achieving national goals of socio-economic development of the country.

In this context, the 43rd SEDP was organized and structured into different modules, each of which

has been designed to offer multiple perspectives on the issues that the leaders are facing in the areas of public sector governance.

The training program incorporates action learning consisting of five modules: Leadership, Integrity, Strategic Management, Governance and Policy Management. The training imparts practical and professional leadership skills to assist the aspiring secretaries in developing their knowledge, skills and behavior to uptake the leadership roles successfully.

The 43rd SEDP started from 15 Bhadra 2078 (31 August 2021) and ended on 18 Falgun 2078 (2 March 2022) with 25 participants graduating from the program. Similarly, 42nd SEDP (Health) comprising of 24 participants was completed on 25 Kartik 2078 (11 November 2021).



NASC Officials and SEDP Graduates in a Group Photo

SEDP Testimonial



Lok Bahadur Thapa

It was quite an experience to be a part of the 43rd SEDP. The program was quite helpful in gaining and sharpening knowledge, skills, and behavior. It helped to enhance expertise, professionalism, and competency with due focus on integrity, ethical standards, and moral values. Due emphasis given on practical applications of tools and techniques,

participatory learning amongst the participants and on sharing of knowledge and vast experience the participants have gained over their long stint in government services had made the program more interesting and motivating.

My impression was that SEDP is particularly important and useful to provide the participants with knowledge, skills, aptitude, and other many attributes so as to transform them into transformational leaders in their respective areas. With this program, one feels equipped with ideas and tools to think strategically and holistically, maintain ethical standards and moral values, manage all stakeholders-internal and external, take action in the interests of the country and people, and deliver results both in public policy as well as in service delivery to the people. I was particularly enticed to see the content of the course as well as the delivery presentations with due emphasis on critical thinking, constructive approach, and collaboration among stakeholders.

I feel that the knowledge, skills, and behavior we learned from and the debates, discussions, and deliberations we had during our participation in the 43rd SEDP will continue to shape our thinking and guide our action to bring more positive outcomes in our respective fields in the days to come.

Advanced Course on Management and Development (ACMD)

Advanced Course on Management and Development (ACMD) is a 35 days in-service training program designed for Class II (or equivalent) officers of the Government of Nepal and public institutions. This program has been designed to enhance the core competencies of the mid-level executives to develop a performing leader to demonstrate leadership roles by maintaining and fostering integrity in personal and professional life; by managing resources and relationships effectively to achieve organizational goals. This year, 142 officials were trained through 6 training programs conducted virtually. The program is comprised of five modules: Personal Efficacy and Leadership, Development Management, Governance and Service Delivery, Connecting to Community (C2C) and Service Improvement Plan (SIP). The first three modules of the training were delivered through classroom sessions, home assignment, real-life case studies and project work.

In the C2C module, participants were assigned to selected communities to internalize the socio-economic issues of community, citizen's perspectives towards public service, and learn from development practices. For this, they were guided with online methodologies that could be applied to understand a particular community through observation. Participants used virtual tools such as email, Viber, telephone, websites, etc. to connect and understand how the communities are coping with Covid 19 pandemic.

ACMD Testimonials

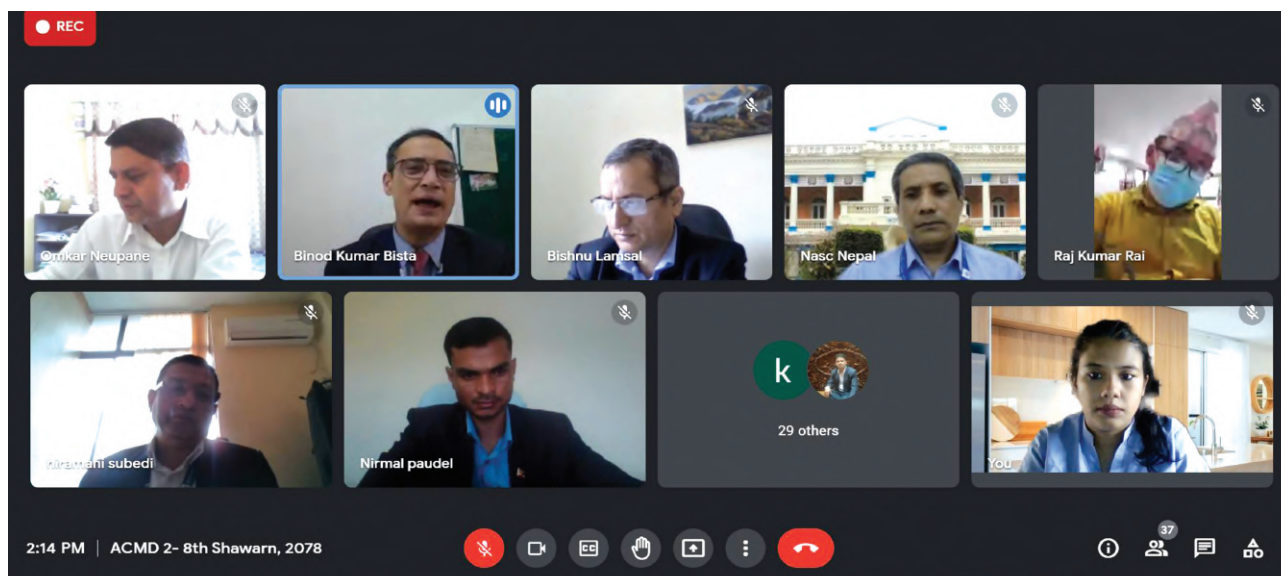


Ishwar Nath Pakwan

I am grateful to NASC for selecting me in the ACMD training program. The online learning platform and techno friendly environment developed by NASC was no less than the physical classroom in-terms of imparting knowledge and sharing experiences. The training was delivered by competent and distinguished professionals from diverse background. They offered new insights, skills, experiences, and perspectives relating to governance, development management and leadership.

Different modules of the training program have not only helped to improve my understandings on improving service delivery and office management but also have helped in improving my interpersonal skills. The program has inspired, empowered, and transformed me to lead my organizational ecosystem with greater efforts and collaborations that would bring a far-reaching impact to public value and sustainability in the community and beyond. The modules like SIP and C2C, have encouraged me to put efforts in understanding the real needs of the service seekers and align my personal and organizational competencies to cater the needed services towards the beneficiaries and Nepal as a whole.

The SIP module engaged the participants in preparing a report for improving the work process or service delivery procedure by consolidating their work experience and learning from the course. The course applied practical methodologies and provided a sound learning environment to learn from each other's valuable experiences.



Virtual Opening Ceremony of ACMD Program



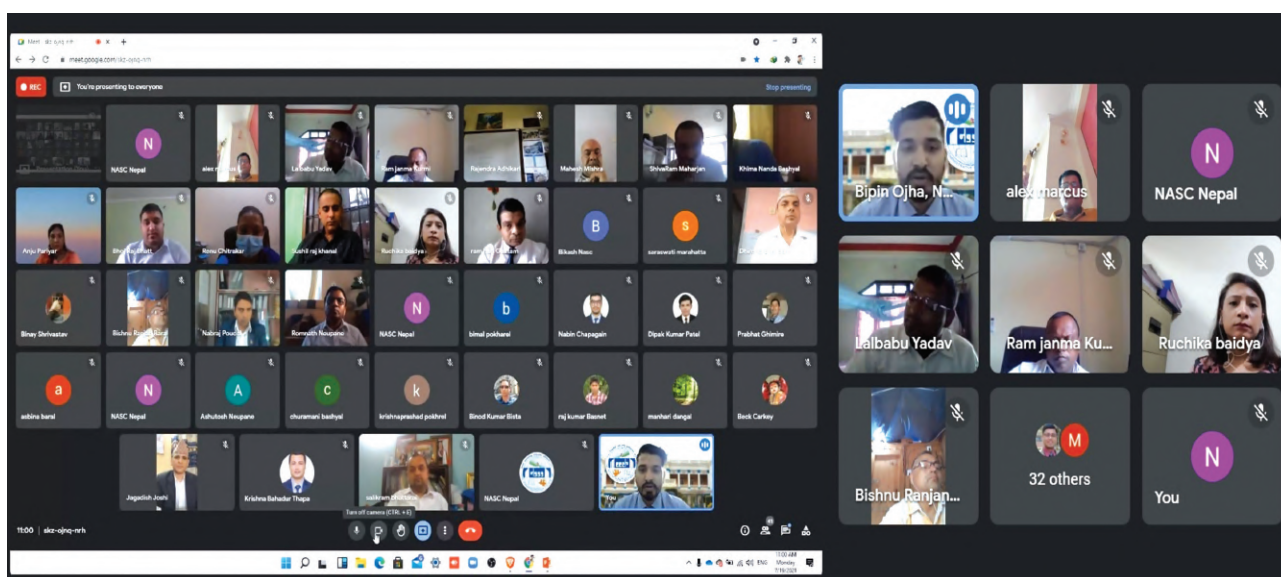
I got the opportunity to participate in the in-service training of Class II officers organized by NASC. Although everyone was not able to benefit from the opportunity to meet and interact physically, due to the impact of the Covid-19 pandemic, the online training was useful to balance office and devote my time to training. The training also enabled participants working at various remote locations to take part in the training. In addition to saving the time, resources and costs of both the training provider and the trainee participants were also substantially reduced. Practical exercises and action plans related to office work from experienced, strong and skilled trainers on topics directly related to service delivery, management and governance helped a lot. Along with the training coordinators, the range of professional and social relations has also been widened by the interaction and friendly behavior of colleagues working in different geographical locations in Nepal. With everyone's support and motivation, I managed to get the first place. I am completely satisfied with this training and even more happy with the opportunity of techno-friendly training.

Professional Course on Management and Development (PCMD)

Professional Course on Management and Development is organized for Class III (or equivalent) officers of the Government of Nepal which aims to create a performing manager who provides outstanding service by maintaining and fostering integrity in both personal and professional life, as well as efficiently managing resources and relationships to meet organizational goals. The designed thirty working days in-service training program was conducted through virtual platform in modular approach with modules such as Managing Self and

Relationships, Governance and Development, Public Financial Management, and Engaging with Local Governments (ELG). The participants engaged in classroom learning sessions, case studies in the first three modules.

In the ELG module, the participants were assigned to selected local governments to learn about the local government activities. The learning was conducted through the use of virtual contact mediums. A total of 11 PCMD programs were organized for 315 officers during this fiscal year.



Virtual Opening Ceremony of PCMD Program

PCMD Testimonials



Sudip Regmi

It was one of the best learning experiences as a participant of PCMD. Due to COVID-19 pandemic, the training was conducted virtually but it was completely professional, practical and project oriented in finding solutions. The classes were not only very interactive but also helpful to broaden our knowledge on the topic of public service, conflict management, public finance management and engaging local governance. Each and every session of the training was fantastic, we could clarify our doubts anytime and the overall environment at NASC seemed very friendly. I gained important knowledge from the training which is still very fruitful for my professional endeavors. I am immensely grateful to NASC family for providing the opportunity to enhance my knowledge, skill and competencies.



Sukha Kala Rai

After 22 years of joining Radio Nepal as news anchor, I got a chance to participate in PCMD training. I consider myself very lucky to participate in the 10th batch of this training. After joining Radio Nepal, the PCMD training was very different for me from the trainings I took for capacity building. The contents of the training divided into four parts were all equally important in enhancing the skills and abilities of the participants. In addition to being clear about the work, duties and rights of the three levels of government in the training, a lot of knowledge was gained to create programs and budgets, and to carry out work in an economically transparent and effective manner. In this way, there was an opportunity to study how the theoretically acquired knowledge is being put into practice, the way the local government works and the problems and challenges that have arisen in that process.



Binod Panta

PCMD- MoPID

First of all, I would like to thank NASC for allowing me to attend the PCMD. As these courses are designed on the premise of developing core competencies of the officers with identification of the same required to perform one's role effectively, I found this course to be relaxed, open, easy to participate and comprehensible.

After attending the training program, I have experienced significant improvements in building integrity, managing relationships and resources, and making sound and logical decisions. The course structure was helpful as I found different sections connected seamlessly, and we felt we covered the right amount of material within the stipulated time. Lastly, I would like to express my sincere gratitude to all the mentors for providing this unique learning experience with their inspirational teaching style.

INDUCTION TRAINING PROGRAMS

Basic Administration Training (BAT)

BAT is a flagship training program of NASC which is being organized since its inception. It is an induction training program that aims to inculcate and develop the required knowledge, skills and attitudes of the newly appointed gazetted Class-III Officers of Government of Nepal. The program orients, socializes and sensitizes the newly appointed officers with core values, functions and practices of civil service and enhances their core competencies.

The program has been redesigned to incorporate the competency framework required for the participants in the changed context. Due to the challenges posed by the unprecedented COVID-19 pandemic, 35th BAT was successfully conducted through a blended approach in-person as well as via virtual platform. The training program started on 2 Falgun 2078 (14 February 2022) and included 15 groups with 485 participants from four different service groups: Nepal Foreign Service, Nepal Audit Service, Nepal Federal Parliament Service and Nepal Administration Service.

The training program was customized into two classroom modules—Managerial Proficiency; Governance and Service Delivery, Public Finance and Procurement Management. Office Apprenticeship internship component, which comprised of Administrative Efficacy and Public Service Delivery themes was also another integral modular component of the training program. The training program started on 2 Falgun 2078 (14 February 2022) for all the service groups. The graduation of Nepal Foreign Service, Nepal Audit Service, Nepal Federal Parliament Service, Nepal Administration Service/ Revenue, Nepal Administration Service/Accounts was held on 2 Chaitra 2078 (16 March 2022) whereas the participants from Nepal Administration Service/General Administration graduated on 6 Shrawan 2079 (22 July 2022) after the completion of the Office Apprenticeship Module.



Senior Director of Studies Mr. Tulasi Sharan Sigdel addressing the Closing Ceremony for Non – Admin Group of 35th BAT



Participants of 35th BAT during the Closing Ceremony

BAT Testimonial



Deekshya Thapa

As a novice and without any prior experience in bureaucracy, entering into civil service was a huge challenge for me. The first ever institution that helped me to gain a comprehensive picture of civil service was none other than NASC. The induction training organized by NASC to inculcate and develop required knowledge, Skills and Attitudes (KSA) to the newly appointed Gazetted Class-III Officers of the Government of Nepal was met with a tight schedule due to various circumstances. In spite of the time constraint, the training was constructively conducted by the whole team of NASC. The modules that were covered through virtual and physical classes proved to be very practical which were complimented by knowledgeable facilitators and instructors who thoroughly encouraged our participation and interaction. Each module enlightened us with the core values, functions and practices of civil service while enhancing our professionalism, serving attitude and empathetic behaviour.

Moreover, while working in groups, my coordinators and the group members provided practical guidance and professional insights. This training not only gave an opportunity to learn and develop our professional skills but also provided a platform for the newly appointed officers to build a profound bond among themselves. I have felt a remarkable difference in how I felt individually and collectively, and it has left me with great zeal and motivation to continually improve and exhibit professionalism at all times.

Leadership Development Program (LDP) for newly appointed joint secretaries of Government of Nepal

The Leadership Development Program was conducted for the newly appointed Joint Secretaries of Government of Nepal with an aim to impart practical knowledge, and professional and personal skills to support them to effectively perform their leadership roles with strategic orientation and innovative approaches. The program was developed to encourage the senior executives of civil service to play a key role to translate the constitutional and political visions into actions with implementable

activities to achieve the national goals of socio-political and economic development of the country.

The five-day training program provided a learning platform where the newly appointed Joint Secretaries discussed and analyzed the critical and complex situations of administration, management, governance, and development within the broader framework of the constitution, national policy priorities, and changing citizens' aspirations. Altogether 85 newly appointed Joint Secretaries participated in the training program which was conducted in five batches. The three batches of LDP were conducted in-person at NASC whereas two batches of LDP were conducted virtually.



Participants of LDP Program with Mr. Suresh Adhikari, Secretary MoFAGA and Dr. Rajan Khanal, Executive Director NASC after the Closing Ceremony

Orientation Program on Management and Development (OPMD) for newly appointed under-secretaries of Government of Nepal

The OPMD program was conducted for newly appointed Under Secretaries of the Government of Nepal and aimed to impart innovative perspectives on management and development to inculcate them with practical knowledge and skills required for developing strategic orientation to effectively implement their functional roles. The seven-day program was instrumental to provide a learning platform where discussions and analysis of critical issues of administration, management, governance

and development were conducted. This learning platform was an opportunity for the Under Secretaries to enhance and develop their leadership and managerial competencies. The seven-day program comprised of three modules: Leadership in Action, Public Policy and Governance, and Delivering Results.

Altogether 196 newly appointed Under Secretaries participated in the training program which was conducted in seven batches. The six batches were conducted in-person at NASC whereas one batch was conducted virtually.



Senior Officials of NASC Addressing the OPMD Participants

Managerial and Administrative skills for newly appointed Class III officers of Government of Nepal

The training program on Managerial and Administrative Skills was conducted for newly appointed Class III officers of Nepal Engineering Service (Computer Engineers) and Nepal Judicial Service. The training program aimed to enhance their knowledge on secretarial efficacy and functional competencies. The five-day program provided a learning platform to discuss and analyze critical and practical aspects of managing self and relationships, office communication, decision making, governance service delivery and public finance and procurement management practices in government organizations. The program for participants of Nepal Engineering Service was conducted virtually from 30 Bhadra 2078 (15 September 2021) to 5 Ashoj 2078 (21 September 2021) and the program for participants of Nepal Judicial Service was conducted from 2 Falgun 2078 (14 February 2022) to 6 Falgun 2078 (18 February 2022). Altogether, 144 participants participated in the training program.

Basic Secretarial Efficacy Training for newly appointed Class III officers of Government of Nepal

This basic secretarial efficacy training program was conducted for newly appointed class III officers (Nepal Judicial Service) of Government of Nepal to

enhance their secretarial efficacy and functional competencies. The five-day program provided a learning platform to discuss and analyze critical and practical aspects of office communication and management practices in government organizations. The four batches of the program were conducted virtually from 1 Bhadra 2078 (17 August 2021) to 8 Bhadra 2078 (24 August 2021), where altogether 237 participants participated.

Training on Negotiation Skills for officers of Public Organizations

Training on Negotiation Skills was conducted for the officers of public organizations to enhance their knowledge and skills to negotiate effectively in various situations while performing managerial responsibilities and leading their organizations. In the three-day course, participants gained insight into the habits of tough deal makers. Through the help of established frameworks and a series of group exercises, they learned how to execute proven tactics, refine their negotiating style, and improve their ability to discuss and bargain successfully and ethically in any situation. The program that was attended by 26 participants was conducted from 15 Ashadh 2079 (29 June 2022) to 17 Ashadh 2079 (1 July 2022).



Participants of ToT on Negotiation Skills During the Session on Strategic Communication

Leadership and Management Training for student officers of Army Command and Staff College

Leadership and Management training was conducted for student officers of Army Command and Staff College to enhance the competencies of the army officers to develop leadership competencies and

managerial skills required to perform effectively in their work organization and make a positive difference. The 10-day program was conducted virtually into two groups consisting of altogether 72 participants from 27 Mangsir 2078 (13 December 2021) to 08 Poush 2078 (23 December 2021).



Official Photo of Trainee Participants and NASC Officials from Leadership and Management Training

Secretarial Efficacy Training for Personal Secretaries of Ministers

Secretarial Efficacy Training was conducted for personal secretaries of ministers to cultivate a professional attitude for elevating the performance of personal secretaries. The program aimed to equip participants with important insights to increase tolerance to stress and stay in control of time and deadlines. The three-day program was attended by 19 participants and was conducted from 5 Poush 2078 (20 December 2021) to 7 Poush 2078 (22 December 2021).



Hon'ble Former Minister of Urban Development and Building Construction Ms. Ram Kumari Jhakri Addressing the Participants of the Training Program

NASC's Glorious



Anniversary

IV

CONSULTING SERVICES

REMINISCING 40 GLORIOUS YEARS



CHAPTER IV

CONSULTING SERVICES

Consulting services is one of the main key result areas of NASC. The institution regularly provides consulting services to various organizations. Providing institutional and research consulting services is one of the major performance areas of NASC. Likewise, this year too, NASC has conducted consulting services to different government and public organizations.

Organization and Management (O&M) Survey of Insurance Board

Service rendered to: Insurance Board (Beema Samiti)

In the present changed federal context of the country, a complex situation has been experienced in the intensity and broadness as well as market of the insurance in Nepal. As a result, the importance of analysis of roles and scope of work of insurance board was realized along with the anticipation of the human resources in the changed context. Hence, NASC successfully conducted an O&M Survey of Insurance Board upon its request.

The major objectives of the project were to:

1. Analyse work areas of insurance board in the changed federal context of the country
2. Prepare organizational structure so as to meet strategic objectives of the board
3. Project human resources on the basis of new organizational structure and analyzed job description
4. On the basis of new organizational structure, develop job description of each division/ department.

Organization and Management (O&M) Survey of Civil Service Hospital

Service rendered to: Civil Service Hospital

NASC successfully conducted an O&M Survey of Civil Service Hospital to meet the requirements of

a proper organizational structure with well-defined roles and responsibilities of the employees. The deliverables were developed considering the plan of the hospital to upgrade to a 400-bed hospital and to keep the employees motivated and productive in their jobs.

The major objectives of the project were to:

1. Review and analyze the core functions of Civil Service Hospital.
2. Analyze the job functions of the staff at Civil Service Hospital.
3. Propose an organogram suitable for the hospital with human resource projection.

Organization and Management (O&M) Survey of Nepal Stock Exchange

Service rendered to: Nepal Stock Exchange (NEPSE)

The NEPSE is an intermediary in buying and selling of government bonds and other listed corporate securities. It is currently working with brokers (including 43 branches of member brokers) to act as intermediaries of secondary market for trading securities where 195 companies including government and institutional debentures have been included. NASC successfully conducted an O&M Survey of NEPSE upon its request.

The major objectives of the project were to:

1. Propose an organizational structure based on the nature and scope of the work of the organization
2. Propose new staffing standard aligned with organizational structure and functions of NEPSE.



Hand-Over of O & M Survey Report to the Officials of Nepal Stock Exchange

Independent Verification of Nurturing Excellence in Higher Education Program (2021-2026)

Service rendered to: University Grant Commission (UGC)

The Government of Nepal has formulated and endorsed the National Higher Education Program (NHEP) 2021/22 – 2025/26 for the development of higher education sector which in turn, will help the country's quest of sustainable economic growth and therefore, attaining the Middle Income Country (MIC) status by 2030. University Grants Commission (UGC), Nepal has instigated Nurturing Excellence in Higher Education Program (NEHEP) with the motive of supporting NHEP initiatives. UGC is receiving fund from World Bank for NEHEP. The UGC will prepare the Disbursement Linked Indicators (DLIs) and Disbursement Linked Results (DLR) of the Program achievement report against each of the DLIs periodically. However, World Bank will release funds

based on the review of the verification report of the DLI achievements only. Hence, NASC will perform the role of Independent Verification Agency (IVA) for UGC in implementing NEHEP.

The major objectives of the project are:

1. Provide an independent (as third party) verification of the achievement of the DLIs, based on the DLI achievement report prepared by the UGC.
2. Verify and properly document to what extent the DLIs as defined in the DLI matrix and respective verification protocols explained in the program document and the financing agreement have been achieved.



Officials of NASC and UGC at the MoU Signing Ceremony Between the Two Institutions

Organization and Management (O&M) Survey of Nepal Re-Insurance Company

Service rendered to: Nepal Re-Insurance Company (NRIC)

Nepal Reinsurance Company is government owned first re-insurance company of Nepal. With the objective of achieving organizational goals, NRIC realized importance of rationalizing the human resources for ensuring efficient administration and realistic balance among the organizational structure. In this note, NASC successfully conducted an O&M Survey NRIC upon its request.

The major objectives of the project were to:

1. Review and rationalize existing organization structure
2. Propose a new organizational structure considering the work load, functional domains and specialized re-insurance services in the changing environment.

Develop Social Capital Index of Local governments

Service rendered to: Provincial and Local Governance Support Program (PLGSP)

PLGSP identified that once practice of measurement of social capital Index at Local level is established, it will help Local Government (LGs) to plan and prioritize and allocate resources for social stability and well beings of their whole populations ultimately to contribute for a stable environment for the economy, and also to better utilized natural resources. Hence, NASC is currently working on developing social capital index of LGs of Nepal.

The major objectives of the project are to:

1. Develop Framework for Palika wise Social Capital Index for local government for social cohesion along with the data series on each component of Social Capital Index
2. Develop Social Capital Index of 753 LGs
3. A summary report to be prepared that includes the major findings and patterns as well as technical note on methodologies, and data and information across 753 LGs units.

Collaborations of the Local Government Surveys in Nepal- Phase IV

Service rendered to: Governance Lab (Govlab)

To align priorities in and identify where investments in infrastructure monitoring could be valuable, information might be useful to improve local governments' ability to coordinate policy responses with other local governments. Hence, the Local Government Survey was a research collaboration led by researchers at Yale University and the London School of Economics, in collaboration with the Governance Lab and the Nepal Administrative Staff College. It was successfully completed by collecting relevant information from all 753 local levels of Nepal.

The major objectives of the project were to:

1. Follow up with LG officials responsible for COVID-response,
2. Understand the policy preferences of constituents as understood by local officials
3. Explore infrastructure-related decision-making at the local level.

TRAINING CONSULTING SERVICES

Financial Management for Account Officers of Nepal Agriculture Research Institute (NARI)

Training program on Financial Management was conducted for the Account Officers of Nepal Agriculture Research Institute (NARI) to further enhance the knowledge and capability of participants in the areas of financial management. The 7-day training program was conducted from 23 Mangsir 2078 (9 December 2021) to 2 Poush 2078 (17 December 2021), where 20 participants participated.

Managerial Capacity Enhancement Training for scientists of Nepal Agricultural Research Council (NARC)

Managerial Capacity Enhancement training was conducted for scientists of Nepal Agricultural Research Council to develop their functional and behavioral competencies, enabling them to provide quality service with greater degree of managerial aptitude and professionalism. The 8-day training program was conducted in two batches from 7 Chaitra 2078 (21 March 2022) to 16 Chaitra 2078 (30 March 2022) and 17 Jestha 2079 (31 May 2022) to 25

Integrity Policy Planning of Bharatpur Metropolitan City

Service rendered to: Bharatpur Metropolitan City Office

To deliver public services and being accountable towards citizens, it is mandatory for the elected representatives as well as employees of the local government to have behavior of integrity. In the federal context, local government works are closest to the citizens therefore it is necessary for the local government to have ethics and integrity along with good governance to deliver effective services. Hence, NASC is working to develop Integrity Policy for Bharatpur Metropolitan City Office upon its request.

The major objective of the project is to:

1. Develop Integrity Policy to institutionalize integrity system in the office.
2. Provide suggestions by identifying improvement areas be it policies, acts, system/process, practices and other works.

Jestha 2079 (08 June 2022), where altogether 50 participants participated in the program.

Training on Research Proposal writing for officials of National Animal Science Research Institute (NASRI)

Research Proposal Writing training was conducted for officials of National Animal Science Research Institute (NASRI) to enhance and build research proposal writing capacity of officers of NASRI and transfer practical skills to prepare research proposals and carry out research by adopting a variety of methodological approaches and research techniques. The four-day training program was attended by 25 participants and was conducted from 17 Jestha 2079 (31 May 2022) to 20 Jestha 2079 (3 June 2022).

Administrative Excellence training for administrative officials of Nepal Agriculture Research Institute (NARI)

Administrative Excellence Training was conducted for administrative officials of Nepal Agriculture Research Institute to develop their functional and behavioral competencies enabling them to provide quality service

with greater degree of administrative aptitude and professionalism. The 7-day training program was attended by 20 participants and was conducted from 14 Poush 2078 (29 December 2021) to 22 Poush 2078 (6 January 2022).



Glimpse of Opening Ceremony of Administrative Excellence Training for Officials of NARI

Leadership and Management Training for student officers of all Arms Command and Staff Course of Nepali Army War College

Leadership and Management training was conducted for student officers of All Arms Command and Staff Course of Nepali Army War College to enhance the competencies of the army officers to develop their leadership competencies and managerial skills required to perform effectively in their work organization and make a positive difference. The 3-day training program was attended by 49 participants and was conducted in two groups from 20 Ashwin 2078 (6 October 2021) to 25 Ashwin 2078 (11 October 2021).

Executive Development Program (EDP) for senior officers of Nepali Army War College

Executive Development Program was conducted for Nepali Army War College to enhance the competencies of the senior officers of Nepali Army to enable them to practice leadership roles effectively in their organization, making leadership a way of life. The 4-day training program was conducted from 29 Kartik 2078 (15 November 2021) to 2 Mangsir 2078 (18 November 2021) and was attended by 35 participants.



Senior Officers of Nepali Army War College during a Session of the Training Program

Management Development Program for Level 10 officers of Civil Aviation Authority of Nepal (CAAN)

Management Development Program was designed and developed for Level 10 officers of Civil Aviation Authority of Nepal (CAAN) to develop a performing leader who demonstrates leadership role by maintaining and fostering integrity in personal and professional life and by managing resources and relationships effectively to achieve organizational

goals. The 41-days program covered the five modules viz.: Personal Efficacy and Leadership, Development Management, Governance and Service Delivery, Change Improvement Plan (CIP), and Field Visit (Connecting to Clients). The program was attended by 25 participants and was conducted from 11 Jestha 2079 (25 May 2022) to 2 Shrawan 2079 (18 July 2022).



Participants of Civil Aviation Authority of Nepal (CAAN) During a Training Session in the Management Development Program

Training of Trainers (ToT) Program

Training of Trainers program was conducted for the officers of Government of Nepal and various public enterprises to develop a pool of competent trainers in an organization that are capable of conducting effective in-house training. Training of Trainers (ToT) program provided opportunities for a trainer or potential trainer, training coordinators and training professionals to develop their core competencies in training. Nine batches of ToT programs were conducted this fiscal year that were attended by altogether 163 participants.



Trainee Participants with NASC Officials During Training of Trainers Program

Learning Organization and Knowledge Management for officers of Public Organizations

Learning Organization and Knowledge Management program was designed and delivered for the officers and senior officers of public organizations to enhance knowledge and skills of the participants to transform

their organization into a learning organization and eventually set up organizational learning processes and frameworks so as to strengthen the governance system of the country. The 3-day training program was attended by 15 officials of various public organizations and was conducted from 25 Jestha 2079 (8 June 2022) to 27 Jestha 2079 (10 June 2022).



Participants Displaying their Group Work and Receiving Feedbacks from the Facilitators

Capacity Development Professionalization (CDP)

NASC had been involved in increasing the capacity of officials of various public organizations in the area of procurement management under Capacity Development Professionalization (CDP). The training modules developed by NASC and ITCILO had paved ways to achieve the goal of the project by developing the capacity of more than 1100 officials over the project duration by conducting various training programs.

SN	Name of Program	No of Programs Conducted	Total Trainees Trained
1	B2: Procurement of Works and Consulting Services	23	662
2	B3: Procurement of Works and Consulting Services	5	157
3	B4 : Training on Procurement for Assistants	4	101
4	TOT: Training of Trainers	1	44



Trainee Participants, Officials of NASC and ITCILO During the Official Photo of the Program

Capacity Development Resource Center (CDRC)

CDRC which is established in NASC with financial support from Asian Development Bank (ADB) has been working to enhance the capacity of government officials working in ADB assisted projects. The capacity development effort of CDRC mainly focuses

on improving project implementation and evaluation. In the fiscal year 2078/79, CDRC conducted 14 training events benefitting 297 staffs. Out of the 14 events, two events were conducted online the rest were conducted physically in different locations.



Glimpse of CDRC Event

NASC's Glorious



Anniversary

V

RESEARCH AND PUBLICATION

REMINISCING 40 GLORIOUS YEARS



RESEARCH AND PUBLICATION

Abstracts of Research Reports

With the major objective of promoting research culture among NASC faculties, every year, a call for research proposals is published. Research proposals are called under various categories particularly in the areas of administration, management, governance and development. In FY 2078/78, 11 research reports were completed under the NASC research grant.

1. **Competency of Local Government Officials and Organizational Performance at Local Levels**

Shiva Hari Adhikari

The constitution of Nepal has delegated many state functions and powers to the local governments. Studies have hinted towards the importance of competency in fulfilling the mandates and accomplishing functions of the local governments. To have a better understanding of constitutional provisions and functions of local government the officials from that government should be competent enough to fulfill the assigned roles and responsibilities. The question is: does capacity enable public sector performance at local level? This study seeks to answer this question by establishing links between competency and performance from 54 local governments, and draw lessons for other local governments as all of them aspire to fulfill demand of citizens through quality services. Stepwise regression model was run on the secondary data to study the relationship between the three proxies of performance and seven first and second level proxies of competency. The results hence proved that there is a mixed relationship between the variables. The result of this study supported the prediction of significant positive relationship between local government institutional self-assessment value and number of laws enacted. Local government institutional self-assessment value and performance evaluation value were found to have significant negative relationship with *beruju*. Whereas, local government institutional

self-assessment value and performance evaluation value were found to have insignificant relationship with the proportion of capital to total expenditure. Findings of this study tend to suggest that local governments should not neglect competency since there is a positive link between competency and performance.

Keywords: competency, capacity, performance, local government, local government officials

2. **Does Governance Matter for Human Development in Nepal? A Trend Analysis from 2002 to 2019**

Anil Kumar Gupta

This study aimed to examine the long and short-run effects of governance on human development in Nepal from 2002 to 2019. The autoregressive distributive lag (ARDL) bound testing approach and the error correction model (ECM) were used to detect the long-run and short-run dynamics relationship among the study variables. The bounds test and error correction model both confirmed the presence of co-integration between the variables included in the model. The results revealed that, in the long run, voice and accountability, as well as the rule of law, have a significant positive effect on human development, whereas the government effectiveness and regulatory quality have a significant negative effect. In the short run, voice and accountability, government effectiveness, regulatory quality, and the rule of law have an insignificant negative effect on human development in Nepal. This finding infers that greater emphasis should be placed on voice and accountability, as well as the rule of law, because they have a long-term positive effect on human development.

Keywords: governance, human development, ARDL, Nepal

3. Does Role Efficacy Influence Transactional Style? An Empirical Analysis of Bureaucrats at Provincial Governments

Pramod Niroula and Shailendra Prasad Bhatt

This study examined the influence of perceived role efficacy and socio-demographic variables (Age group, work experience, and academic discipline) on interpersonal transactional style of senior level bureaucrats (ministerial secretaries) of different provincial governments of Nepal. Transactional Style Inventory Manager (TSI-M) and Role Efficacy Scale (RES) constructed by Pareek (2002b) has been used to assess the influence of perceived role efficacy (the predictor) and transactional style. Descriptive-cross-sectional survey design was adopted, and the influence was analyzed using the Operational Effectiveness Quotient (OEQ) norms as suggested by Pareek(2002b) and substantiated through multiple regression analysis. The results of the study revealed that work experience of senior bureaucrats at provincial governments has a positive significant influence to determine their interpersonal transactional style. On the contrary, academic discipline has significant but negative influence to determine their interpersonal transactional style. However, influence of perceived role efficacy and age group was not significant to determine the interpersonal transactional style of senior bureaucrats at provincial governments.

Keywords: Transactional Style, Ego States, Transactional Analysis, Role Efficacy

4. Local Governments in Response to Covid-19: A Sequential Explanatory Mixed Methods Study on the Coordination and Support in Intergovernmental Relations

Anup Bhurtel and Chandni Kayastha

This study aimed to identify the activities carried out by local governments (LGs) and challenges they faced while responding to Covid-19 and coordination and support received from Federal and Provincial governments. Further, this study explored the perspectives of the political leaders and chief administrative officers in these issues. This study adopted sequential mixed-methods as it aims to both assess the objective facts first and then subjective perspectives regarding the challenges faced and coordination and support. In particular, it followed explanatory (Quan-Qual) mixed methods in which the quantitative approach was used first followed by the qualitative approach. To collect the data, various

sources were used. The quantitative data collected from 753 local governments out of which 661 data of Mayor and 687 data of CAOs were used by the collaborative study of Yale University, London School of Economics, Nepal Administrative Staff College and Governance Lab, Gaupalika Rastriya Mahasangh Nepal and Municipal Association of Nepal. This data was collected during Chaitra 2077 to Baisakh 2078. Thus, the quantitative data reflects the second wave of the pandemic in Nepal. To collect the qualitative data, a case study approach was adopted using cases of 17 municipalities representing 6 provinces of Nepal. The study showed lower positive association between support among the local governments. The major activities were home isolation and raising awareness whereas the major challenges faced were lack of funds, medical supplies and management of returnee migrants.

Keywords: local governments, Covid-19, intergovernmental relationship, coordination, support

5. Digital Transformation in the Public Service Delivery after COVID Pandemic in Nepal: A case of Transport Management Office, Ekantakuna

Dr. Shyan Kirat Rai and Amrita Manandhar

Public service delivery is a mechanism by which the public institutions at local, municipal or federal level deliver services to the public. The paradigm of public service delivery in Nepal has changed in a span of 70 years. The change of regime, political upheaval, and technological advancements are the major factors affecting the changes. The outreach to the other countries' news and activities of development and practice of good governance through the internet, people started to become aware of the citizens-centric services in other countries. COVID pandemic started towards the end of 2019 affected the whole world. The governments across the world imposed lockdowns to contain the spread of the virus. This affected the public service delivery of Nepal too. During the lockdowns, people used the internet and mobile devices to stay connected and be aware of the situations. Both the public and private organizations started work from home modality of operation. The online activity increased largely. The public sector of Nepal tried to use this opportunity to bring the services in the online platform. The lack of a strong base of data, use of old technology, lack of interoperability and non-uniformity in the system development hindered the process. The pandemic has highlighted the importance of use of technology in the public service. It is now time for the

government to develop solutions to make the public service delivery resilient, versatile, and sustainable at present and the future crisis. Nepal is a developing country going through political and structural changes. There has to be a shared-vision among the government at various levels for the organizations to cooperate and coordinate. The lens of digital transformation is necessary in public service delivery to counter the uncertainty that looms in future. Transport management office (TMO) located at Ekantakuna was chosen as a case study area to view through the lens of new process adoption for digital transformation. Exploratory data analysis method was used to perform the research. It was found that it is now a high time for the leadership at both the political and bureaucratic level to understand and implement the system thinking approach towards the technological solutions. Even the leadership should be ready to change the organizational structure to deploy the specialized skills of the technological human resources. These human resources are necessary to generate solutions that will have resilience, versatility, and sustainability.

Keywords: public service delivery, COVID-19, digital transformation, leadership

6. Efforts Made by Local Level to Manage COVID-19 Situation

Roshani Bhujel and Sushil Thapa

In Nepal, it was in January 2020 when the first case of COVID-19 was recorded. Since then, government of Nepal has taken various measures to control and contain the situation. To save human lives, it was imperative to take any necessary actions and utilize all resources at their disposal. Local level authorities were the first contact of the citizen. The study is undertaken with the objective to assess the efforts made by local level authority to manage COVID-19 situation. The study uses the secondary data which has largely depended on the Local and Provincial Government Survey (LPGS) data that Yale Economic Growth Center, London School of Economics, Nepal Administrative Staff College (NASC) and Governance Lab have conducted in three rounds.

Of the 101 municipalities, ninety of them had maintained or collected the information of the citizens. Likewise, Of the 101 local level units that were included in the phase 1 interview, 19 of them had not formed the Committee during the time of the interview. Most of the Committees of the local level with priority enforced quarantine followed by testing, public awareness and lockdown. Only 22

local levels stated that they had enough financial resources available. More than 80 local levels secured their resources from the provincial government, use their emergency fund. Average funds from the provincial government and federal government were insignificant given the gravity of the situation. There was an increase of almost 5 times in the use of emergency funds by local level followed by almost 4 times of the use of funds transferred from other budget heads. On an average in the phase 2, each local level received Rs 22.2 lakh conditional grant and Rs. 18.9 lakh unconditional grants. Overall, the utilization of the grant for each local level is Rs. 15.77 lakh which means this a saving amount which in fact was supposed to be utilized. Additionally, it has increased the public service delivery capacity, figured out an improved way to utilize the budget to produce better results in a short period of time.

Keywords: COVID-19, Local Government, Utilization, Financial resources, Crisis management

7. Exploring the Encounters of Physically Challenged Female Employees in Public Organizations: A Case Study of Kathmandu, Nepal

Gyan Laxmi Shrestha

Disability is a multifaceted phenomenon and universal. Treated as unwanted and uncared citizens, the livelihood of the physically challenged people is harsh. Likewise, the employees with disabilities are expected to be with vulnerable jobs, poor prospects and absence of social protection. This study aimed at highlighting the encounters of physically challenged female employees in public organizations in Kathmandu. Its objectives were to explore the state of physically challenged female employees at their workplace and identify the issues and challenges faced and the strategies for its management. The finding revealed that the physically challenged female employees at the workplace in public organizations are treated well but there are unseen discriminations and are not fully satisfied with the working environment. The equal treatment among them and other colleagues were not fully present. Few experienced full moral support and encouragement from the chiefs and subordinates. Major opportunities were sometimes hidden from few respondents. The workplace lacks a sound workable physical environment while the infrastructural environment is not yet comfortable and workable while reasonable accommodation is absent. Recent changes made in infrastructure itself is a big issue as it takes time to realize or trace the

track. The policy has addressed the issues of the physically challenged female employees but there is a gap in implementation. All kinds of disability have been put into one basket creating issues of disparity and inequality. The findings indicate that the physically challenged female employees in the public organizations face challenges in their work places though few of them have easy access due to cooperative teams. It exposes the absence of disable friendly social environment; physical environment and the policies at the workplace which have been decreasing their efficiency.

Keywords: physically challenged female employees, disability, public organization, social and physical environment.

8. Innovation in Public Service Delivery at Metropolitan City Offices in Nepal: A Case of Bagmati Province

Pritha Paudyal and Geetanjali Upadhyaya

Innovation is something that is new, capable of being implemented, and has a beneficial impact. Effective government and public services depend on successful innovation to develop better ways of meeting needs, solving problems, and using resources and technologies. While the government is always expected to perform better and deliver quality services, innovation is to be done to achieve it. But to innovate, the public sector must have the conditions necessary for innovation. The objective of this study was to analyze the conditions necessary for innovation at Metropolitan city offices in Bagmati Province of Nepal. For meeting the objectives, key informant interviews were carried out. The findings suggest that the three metropolitan city offices seem to have been innovating but the deeper look into the prerequisites for innovation- ability and motivation to innovate dimensions need to be focused for the better service delivery. It is concluded that the metropolitan city offices in Bagmati Province of Nepal lack necessary conditions for innovation, nevertheless, it can be improved via various ways.

Keywords: innovation, public service delivery, conditions

9. Intergovernmental Spillover in Health Service: How Local Governments Are Managing?

Tara Prasad Kharel

As per the constitution, the federation in Nepal is based on the principles of cooperation, co-existence,

and coordination. In the 'fundamental rights and duties' section of the Constitution, the rights of the citizens or targeted segments of the population are defined under different themes including those related to health. The major challenge during the transition phase of federalism is to ensure that there are uninterrupted supplies of medical commodities and services. Hence, the study tried to explore the intergovernmental spillover in the health service by answering two questions: 'How do intergovernmental spillovers exist in the health service?' and 'How are local governments managing intergovernmental spillovers that exist in the health service?' This study is based on the qualitative approach of the study for the analysis of the health-related provisions in the constitution of Nepal and the other policy and legal documents and analysis of the practice of implementing such by the local governments. Managing intergovernmental spillover in health service along with the emergency management is found extremely difficult without the proper support and coordination with the province and federal governments. Hence, federal, provincial and local governments should work together to frame policy and necessary management of infrastructures, equipment, manpower, medicines and technology in order to manage the health sector effectively.

Keywords: Intergovernmental Spillover, Intergovernmental relation, Federal relation, Health Sector

10. Relationship of Organizational Structure with Transformational Leadership Practice in Public Sector: Evidence from Local Governments of Nepal

Bikalpa Pokhrel and Antovna Gyawali

The structural reform of the Government of Nepal has resulted in three tiers of government with the local levels consisting of 753 local governments. The Constitution of Nepal has provided a defined set of rights with autonomy to the local government to serve for the greater good of their citizens. With this structural reform, the local government has embarked the path of change accordingly and to lead such a change, the leader should be skillful in controlling and directing the process of policy making by regulating the power, structure and process within their organization. In this context, this study aimed to examine the relationship of components of organizational structure with transformational leadership practices in local governments of Nepal. The study has considered the local governments of

Bagmati and Madhesh Province. The main finding of this study validates the relationship of organizational structure and transformational leadership behaviors. Out of the five dimensions of organizational structure, two factors namely later/upward communication and performance measurement use has a significant positive relationship with the transformational leadership behaviors. The study has also revealed the presence of human resource and procurement red tapes in the local levels. Nevertheless, the impact of these factors were not seen in the transformational leadership behaviors. These constraints were external to the organization and were more related to compliance to the laws so the impact could be minimum. Similarly, the hierarchical authority structure also had no impact on the transformational leadership behaviors. The study also tried to explore an under researched area in the public sector – relationship between transformational leadership behaviours in the Nepalese local level government and the organizational structure.

Keywords: transformational leadership, organizational structure, local government

11. Strategic Planning: Why Nepali Public Enterprises Need It?

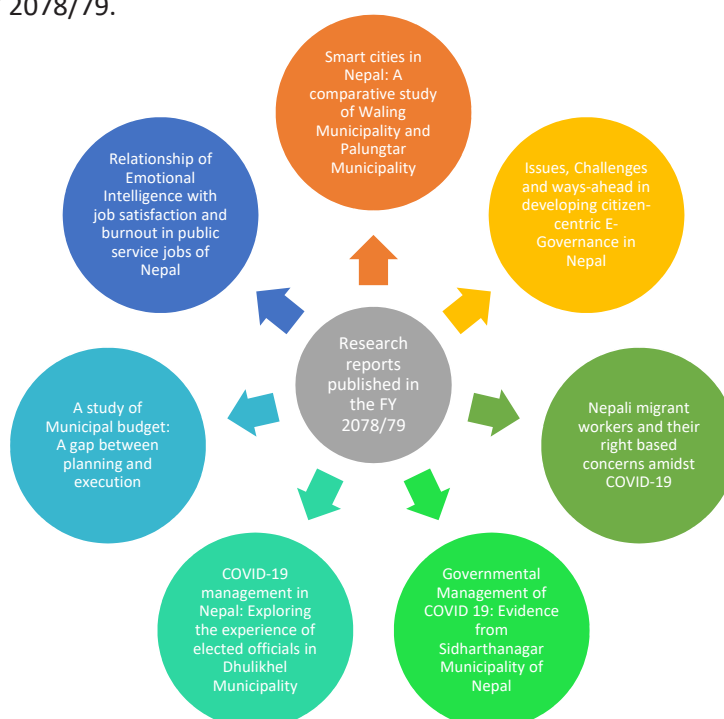
Pratibha Dhungana and Nabin Chapagain

Various studies have stressed out the importance of strategic planning for the betterment of the enterprise but not all public enterprises follow it. The research touched upon the areas of how organizations that have strategic orientation have been benefitted from it. The research aimed to provide insights on this issue by doing comparative analysis of the enterprises having strategic orientation with the enterprises not having it. The research followed a case study approach by exploring the strategic planning process of the public enterprises in an in-depth manner. The data was collected using a semi structured questionnaire and interviews were conducted with the concerned officials. The public enterprises situated within Kathmandu Valley namely Nepal Rastra Bank, Security Exchange Board of Nepal, Nepal Airlines and Corporation and Sajha Prakashan were part of the research study. The study found out that the organizations with strategic orientation was successful in achieving the set targets and also able to retain the competent employees. The study also found out that the strategic plan has positive impact on the performance where the leaders are dedicated, committed and place organizational interest above of their personal interest and vice versa.

Keywords: strategic planning, public enterprises, strategic orientation, performance

Research Report Publications

As a regular program of Center for Research and Development, NASC faculties undertake research work in every fiscal year. Among the research works conducted in the FY 2077/78, seven research reports have been published in the FY 2078/79.



Peer Reviewed Journal of Management and Development Studies

The Journal of Management and Development Studies is a peer-reviewed open access journal, published online with thought-provoking, research-based analytical articles on the issues of management, administration, governance and development. The objective of the journal is to provide an academic forum for academics, planners, researchers and practitioners. The Journal of Management and Development Studies, 2022 (Vol 31) has been published this year.

NASC Discussion Series

NASC Discussion Series is a forum to discuss, share and co-create knowledge and experience that would enhance institutional memory as well as disseminate knowledge to our stakeholders and all concerned institutions.

A total of five discussion series were organized in FY 2078/79 in the areas of history of Nepalese civil service, government to government model, economic crisis in Sri Lanka and philosophy and governance. Among the five discussion series held, two were organized physically in the premise of NASC while the other three were organized virtually.



NASC Faculties Interacting during the NASC Discussion Series

Topics and speakers of NASC Discussion series organized by NASC in FY 2078/79:

S.No.	Date	Topic	Speaker/s
1	10 Ashwin 2078 (26 September 2021)	Historicity of Civil Service in Nepal: Experiences and Reflections	1. Dr. Bimal Koirala 2. Mr. Shambhu Sharan Prasad Kayastha 3. Dr. Rajan Khanal
2	17 Mangsir 2078 (3 December 2021)	Government to Government (G2G) Model and its Acceptance for Volunteer Allocation during the Post-Disaster Scenario in Nepal	Dr. Shyan Kirat Rai, PhD
3	17 Chaitra 2078 (31 March 2022)	Current Economic Crisis of Sri Lanka: A Lesson to Nepal	Dr. Rajan Khanal
4	25 Chaitra 2078 (8 April 2022)	Key Turning Points in Western Intellectual History	Mr. Sanjeev Pokharel
5	13 Jestha 2079 (27 May 2022)	The Eastern Philosophies in the Context of Modern Governance: A Case of Nepal	Mr. Dev Raj Dahal



Dr. Rajan Khanal as a Speaker for the Topic Titled "Current Economic Crisis of Sri Lanka: A Lesson to Nepal"

4th South Asian Conference on Public Policy and Governance

Nepal Administrative Staff College (NASC) organized 4th South Asian Conference on Public Policy and Governance on 23 to 24 Ashadh 2079 (7 to 8 July 2022). The theme for this year was “Deepening Democracy: Reflecting on the foundation years of federalism in Nepal”.

The conference was inaugurated by the chief guest, Honorable Rajendra Prasad Shrestha, Minister for

Federal Affairs and General Administration. Further, Dr. Rajan Khanal, Executive Director of NASC gave the welcome speech. The inaugural session was followed by the key note address on “Deepening Democracy: Reflecting on the foundation years of federalism in Nepal” by Mr. Radheyshyam Adhikari, former member of National Assembly. Mr. Bishnu Prasad Lamsal, Deputy Executive Director of NASC chaired the keynote address session.



Hon'ble Former Chief Minister of Bagmati Province Ms. Astha Laxmi Shakya as a Panelist for the Conference

The conference had five paper presentations on the topics:

1. The Politics of Federalism (Paper Presenter: Professor Krishna Khanal)
2. Administrative and Fiscal Federalism in Nepal (Paper Presenter: Dr. Rajan Khanal)
3. Intergovernmental Relationship (Paper Presenter: Hon'ble Bimala Rai Paudyal)
4. Policy, Planning and Delivery (Paper Presenter: Pratap Kumar Pathak)
5. Provincial and Local Governments: The Key Constituents of Federal System (Paper Presenter: Krishna Prasad Sapkota)



Attendees of the Conference Participating and Providing Inputs in the Paper Presentations



NASC Officials with the Esteemed Guests

NASC's Glorious



Anniversary

VI

CULTURE OF CELEBRATION

REMINISCING 40 GLORIOUS YEARS



CHAPTER VI

CULTURE OF CELEBRATION

NASC Day Celebration

Organizational culture is a mirror in which professional values of the organization are reflected. Culture of celebration not only enhances mutual respect, trust, and cooperation among the members in the organization, but also creates enduring impetus in organization to sustain the journey of continuous excellence over time. Internalizing this fact, every

year, NASC celebrates its anniversary with utmost delight and pride with the aim to reflect the past and relate the present context for ensuring participatory commitment and resolution for the future. NASC celebrated its 39th anniversary on 11 Ashwin 2078 (27 September 2021) where NASC family exchanged their experiences of working in the new normal situations brought by Covid-19 pandemic.



NASC Family at the 39th Annual Day Event

Recognition of Best Performers

Internalizing the importance of unleashing human elements at work to elevate human engagement level towards institutional excellence, NASC recognizes dedication and devotion of staff members at all levels on the basis of predetermined performance evaluation criteria. Every year NASC rewards best performers for their valuable contribution in the journey towards excellence in the capacity building of

public sector. This year Mr. Tara Prasad Kharel and Mr. Pramod Niroula were awarded with Best Performer Award among faculties for their contribution in the area of training, research and consulting; Ms. Anu Sedai was awarded for her contribution in supporting training management services; and Mr. Ram Bhai Desai was awarded in recognition of his meaningful contribution and dedication towards support services.

Testimonials



Tara Prasad Kharel

I have been immensely proud to work in this institution since the last six years. From the history to its present, I found the organization really proving itself towards making difference positively which is the reason I feel that there has been strong bond between organization and its employees. Working in different teams for different functional assignments with diverse faculties with excellent academic record of accomplishment, I really learnt many ideas and enjoyed its different platforms for sharing my knowledge, thoughts and innovative ideas. Besides enjoying the opportunities for the execution of my

knowledge and skill, I am very gratified and pleased for being awarded as the best employee. For this, I would really like to acknowledge my organization, including its working culture, for providing us the encouraging and welcoming work environment. I unconditionally look forward to give my ultimate performance in coming days.



Pramod Niroula

Since I began my professional journey at NASC in 2074, every moment then after have been a moment of truth to unfold my latent potential and explore avenues to enhance my professional competencies and aptitude. At NASC, I got an opportunity to interact and work with highly self-motivated family with proven track records of excellence in both the academic and professional disciplines. I learnt so many things in few years, and above all; I got opportunity to be a part of all three key performance areas of NASC, i.e.

Training, Research and Consulting. In this journey, I was mentored and groomed by prominent senior faculties who always trusted on me and rendered me with skills to overcome every challenge that came across the way. It is because of this conducive working environment; my sincere efforts got prompt recognition and I was able to be one of the best performers. My hearty gratitude to all the members of NASC whose trust, support and supervisory care, without any doubt; have always motivated me to excel on my works, roles and responsibilities. This recognition has geared up my level of inspiration, to elevate my honest and sincere efforts wherever I step in, to make positive differences not only at NASC but also in the field of capacity development at large.



Ram Bhai Desai

Getting reward for what you passionately do in the organization really makes sense. I am thankful to NASC family for selecting me one more time as one of the best performers. This recognition is invaluable and really precious for me. It has re-energized me to give my best to the NASC. I would never hesitate to extend my cooperative hands to support NASC to achieve its goals and objectives in the days to come. All the mentors for providing this unique learning experience with their inspirational teaching style.



NASC Officials participating in the Football Event and Blood Donation to Mark the 39th Annual Day



NASC Family during the Annual Review Meeting in Bhaktapur

NASC's Glorious



Anniversary

VII

LEARNING AND GROWTH

REMINISCING 40 GLORIOUS YEARS



CHAPTER VII

LEARNING AND GROWTH

Staff Development

"A learning organization is an organization that is continually expanding its capacity to create its future" – Peter Senge

S.N.	Name	Designation	Name of Training/ Courses	Name of Training Organiser	Training Start Date	Training Ending Date
1	Tara Prasad Kharel	Training and Research Officer	ToT- Climate Related Loss and Damage with Climate Risk Management (Virtual)	Asian Disaster Preparedness Center, Thailand	7 Bhadra 2078	11 Bhadra 2078
2	Manisha Maharjan	Training and Research Officer	ToT- Climate Related Loss and Damage with Climate Risk Management (Virtual)	Asian Disaster Preparedness Center, Thailand	7 Bhadra 2078	11 Bhadra 2078
3	Sebika Thapa	Senior Assistant	Management Excellence Executive Personal Assistant	National Management Service	1 Ashwin 2078	2 Ashwin 2078
4	Dipak Kumar Patel	Training and Research Officer	Training of Trainers (ToT)	NASC	4 Ashwin 2078	20 Ashwin 2078
5	Bikalpa Pokhrel	Training and Research Officer	Training on Occupational Health and Safety	ADB	28 Mangsir 2078	2 Poush 2078
6	Anil Kumar Gupta	Deputy Director of Studies	Academic Writing for Management Faculties (Virtual)	AMDISA	19 Magh 2078	22 Magh 2078
7	Pramod Niroula	Training and Research Officer	Academic Writing for Management Faculties (Virtual)	AMDISA	19 Magh 2078	22 Magh 2078
8	Ashrita Dhital	Senior Assistant	Budget Formulation Software	MoFAGA	19 Falgun 2078	21 Falgun 2078
9	Bikash Neupane	Administrative and Finance Officer	Reflection on Management	CIGP	21 Falgun 2078	25 Falgun 2078
10	Sebika Thapa	Senior Assistant	PAMS	FCGO	30 Chaitra 2078	30 Chaitra 2078

11	Govinda Maharjan	Administrative and Finance Officer	Contract Management	CDRC, NASC	5 Baishakh 2079	7 Baishakh 2079
12	Bikash Neupane	Administrative and Finance Officer	Contract Management	CDRC, NASC	5 Baishakh 2079	7 Baishakh 2079
13	Rhicha Karn	Administrative and Finance Officer	Contract Management	CDRC, NASC	5 Baishakh 2079	7 Baishakh 2079
14	Ichhya Shrestha	Administrative and Finance Officer	Contract Management	CDRC, NASC	5 Baishakh 2079	7 Baishakh 2079
15	Nabina Malekar	Training and Research Officer	Contract Management	CDRC, NASC	5 Baishakh 2079	7 Baishakh 2079
16	Smriti Pradhan	Training and Research Officer	GESI Training	CDRC, NASC	13 Baishakh 2079	15 Baishakh 2079
17	Pratap Aryal	Administrative and Finance Officer	Financial and Result based Reporting	UN, WOMEN	10 Ashadh 2079	10 Ashadh 2079
18	Antovna Gyawali	Training and Research Officer	Financial and Result based Reporting	UN, WOMEN	10 Ashadh 2079	10 Ashadh 2079
19	Shiva Hari Adhikari	Deputy Director of Studies	Innovating Public Policy: Use Of Evidence (InnoPoIE)	NASC	8 Ashadh 2079	16 Ashadh 2079
20	Gyan Laxmi Shrestha	Deputy Director of Studies	Innovating Public Policy: Use Of Evidence (InnoPoIE)	NASC	8 Ashadh 2079	16 Ashadh 2079
21	Seejan Poudel	Administrative and Finance Officer	B2 Course (Procurement of Works and Consulting Services)	NASC	13 Ashadh 2079	24 Ashadh 2079
22	Rhicha Karn	Administrative and Finance Officer	B2 Course (Procurement of Works and Consulting Services)	NASC	13 Ashadh 2079	24 Ashadh 2079
23	Krishna Bahadur Thapa	Training and Research Officer	Training on Negotiation Skills	NASC	15 Ashadh 2079	17 Ashadh 2079
24	Gobinda Bhandari	Deputy Director of Studies	ToT in Public Procurement	NASC	20 Ashadh 2079	24 Ashadh 2079
25	Shailendra Prasad Bhatt	Training and Research Officer	ToT in Public Procurement	NASC	20 Ashadh 2079	24 Ashadh 2079

Representative from NASC to other organizations

S.N.	Name	Designation	Name of Training/ Courses	Name of Organization	Date
1	Basanta Raj Sigdel	Senior Director of Studies	Representative	MoPIT	15 Shrawan 2078
2	Shailaja Upadhyaya	Deputy Director of Studies	Member of Preparation of Civil Service Nomination Standard for Training And Development	MoFAGA	28 Shrawan 2078
3	Tulasi Sharan Sigdel	Senior Director of Studies	Faculty Board Member	NRB	2 Bhadra 2078
4	Achala Dahal	Director of Studies	Strategic Plan	Ayurvedic Campus, Kirtipur	20 Bhadra 2078
5	Trilochan Poudyal	Director of Studies	Lead Workshop on Fiscal Federalism	Ministry of Finance	20 Mangsir 2078
6	Gobinda Bhandari	Deputy Director of Studies	Member For Procurement of Consulting Services Evaluation	Federal Parliament	6 Mangsir 2078
7	Devi Datta Bhatta	Deputy Director of Studies	Representative	Forest Research Academy	8 Mangsir 2078
8	Suraj Shetha	Deputy Director of Studies	Representative of Work Committee	MoFAGA	14 Mangsir 2078
9	Binod Kumar Bista	Director of Studies	Survey Committee Representative	Truth and Reconciliation Commission	29 Mangsir 2078
10	Rajendra Adhikari	Director of Studies	Survey Committee Representative	Truth and Reconciliation Commission	29 Mangsir 2078
11	Basanta Raj Sigdel	Senior Director of Studies	AMDISA	AMDISA	2 Poush 2078
12	Trilochan Pokharel	Senior Director of Studies	AMDISA	AMDISA	2 Poush 2078
13	Devi Datta Bhatta	Deputy Director of Studies	Representative of Training Manual Redesigning committee	Forest Training Academy	5 Poush 2078
14	Ananda Raj Dhakal	Senior Director of Studies	Post Graduate Diploma in Police Service	National Police Academy	25 Poush 2078
15	Uttam Acharya	Director of Studies	Standardization Committee Member	MoFAGA	11 Ashadh 2078
16	Gobinda Bhandari	Deputy Director of Studies	MTEF	MOFAGA	2 Baisakh 2079
17	Tulasi Sharan Sigdel	Senior Director of Studies	Committee Member for Determining Performance Indicators	SEBON	8 Baishakh 2079
18	Tulasi Sharan Sigdel	Senior Director of Studies	Induction and In-Service Course	Federal Parliament Secretariat	4 Jestha 2079

19	Achala Dahal	Director of Studies	Budget Meeting	Ministry of Finance	19 Jestha 2079
20	Uttam Acharya	Director of Studies	Recruitment Committee Expert	Paropkar Maternity and Childrens' Hospital	25 Jestha 2079
21	Gobinda Bhandari	Deputy Director of Studies	Orientation Training	Financial Comptroller General Office	27 Jestha 2079
22	Basanta Raj Sigdel	Senior Director of Studies	Nominated as Representative	MoFAGA	18 Jestha 2079
23	Trilochan Pokahrel	Senior Director of Studies	Feedback on IDEA Studio	MoFAGA	6 Ashadh 2079
24	Ishwari Prasad Ghimire	Director of Studies	Nominated as Representative	LDTA	12-13 Ashadh 2079

Academic Involvement

S.No.	Name	Course	Institute
1.	Trilochan Pokharel	PhD	Kathmandu University
2.	Shailendra Prasad Bhatt	M.Phil.	Kathmandu University
3.	Roshani Bhujel	M.Phil.	Tribhuvan University
4.	Sushil Thapa	MBA	Maharishi University, USA

*PhD Course for Director of Studies Mr. Rajendra Adhikari has also been approved by NASC

Engaging with Local Governments for Faculties (ELGF)

Following the succession of previous year's program, Center for Federalism Studies (CFS) conducted a field-based study program 'Engaging with Local Government for Faculties (ELGF)' this year too. 14 faculties were sent to 7 different local governments of 7 provinces. Rautamai (Udayapur), Chinnamasta (Saptari), Gosaikunda (Rasuwa), Mangal (Myagdi), Geruwa (Bardiya), Gurans (Dailekh) and Chure (Kailali) were selected and faculties were sent for a week to study the functioning, initiatives and local people's perspective of local government.



NASC Faculties Interacting with Officials of Local Government During ELGF Program

NASC Orientation/Induction Training for newly appointed officials

NASC organized an induction training for its newly appointed officials. Eight newly appointed officials,

among which four were promoted through open competition, were involved in a five-days training to assist in their undertaking of new job responsibilities effectively. The training provided insights and clarity on the nature, roles, functions, and culture of NASC.



Group Photo of Newly Appointed Officials During the Induction Training Program

Excellent Master of Ceremony by Sugarika KC

A one-day workshop entitled 'Excellent Master of Ceremony' was organized for officials of NASC on 21 Ashar 2079. The trainer of the program was former miss Nepal Ms. Sugarika KC. One of the primary

responsibilities of all NASC officials is to conduct and articulate themselves well through their speech. This workshop will be helpful in the areas of training, workshop, conferences and also helped the officials to enhance their anchoring and self-presenting skills.



Ms. Sugarika K.C. Facilitating 'Excellent Master of Ceremony' Program

Mind Management Session by Acharya Swami Dhruv

A one-day virtual session on 'Mind Management' by Acharya Swami Dhruv was organized for NASC officials. Swami Dhruv facilitated the session with different dimensions and techniques of mind management.

Professional Writing Workshop

NASC officials were engaged in one and a half-day workshop on the Professional Writing Course. The Resource person of the program was Mr. Damian Turk from 'English for All'. Twenty-eight faculties and administrative staff of NASC participated in the course which included Paragraph structuring, achieving coherence, writing clearly and concisely, editing, and proofreading.



NASC Officials Participating in Professional Writing Workshop Event

INFRASTRUCTURE DEVELOPMENT

Reconstruction of Sampada Sadan

The main building of NASC – Sampada Sadan, i.e. the 'heritage building' of NASC is in the final process of reconstruction. The building was damaged by the earthquake of 12 Baishakh 2072 (25 April 2015). The reconstructed building includes interiors with modern facilities for capacity development programs, preserving its original exterior outlook.

Currently the furnishing related works are being done in coordination with Central Level Project Implementation Unit. Sampada Sadan will include two large size conference halls, five medium and small size training halls and two VIP lounges along with office chambers. The building has provisioned safety measures against disaster risks and also includes facilities for differently abled people including the elevator.

Residential Infrastructure Development at Namobuddha, Kavre

The concept of developing "state-of-the-art" residential infrastructure of NASC at Namobuddha Municipality, Kavre, has moved a step further. Environmental Impact Assessment (EIA) and Detailed Project Report (DPR) has been completed. NASC has submitted its proposal to MoFAGA for land acquisition. MoFAGA will forward the proposal to the prime minister's cabinet for the decision to provide land to NASC. The organization has expected to go into building construction phase from this year, after the approval of cabinet.

In this regard, NASC and Namobuddha Municipality entered into a Memorandum of Understanding for mutual cooperation and collaboration in the days to come.

Child Care Center

NASC has built a Child Care Center in its premise for the working parents. The child care center will not just cater the NASC officials, but also the trainees who have children. A small kitchen, child-suitable

bathroom, lobby, indoor space with playing toys are arranged for the children to be engaged while their parents are working or having training sessions at NASC. Open playground with sandpit, slides, are also arranged for the children to play in the open space.



Newly Designed Child Care Center



Playground for the Newly Designed Child Care Center

Synthetic Certificate Folders

To excel in the branding of the organization, NASC has started to provide the graduation certificate to the participants in the synthetic folder. Previously, it used to be in a plain paper folder. The new folder is synthetic based, which looks premium in quality and can keep certificate safe for longer period.

Renovation of Warden's Residence

Warden's residence was renovated last fiscal year. Painting of the building and furniture, carpeting, kitchen setup was also added in the existing structure.

Vehicles

Two new vehicles were added in its fleet at NASC last year. Two Suzuki Swift were purchased through bidding process for the senior management of the organization.



Newly Constructed Walk-way at Sampada Sadan

Walk-way & Restrooms

The walk-way for one of the entrances to get inside Sampada Sadan was made and the restroom on the ground floor of Sampada Sadan was renovated.

Information and Communication Technology Development

Library Management System

NASC has implemented Library Management System in its resource center. The center used to use Mummolus system previously for internal record keeping of the resources. The old system has been replaced with KOHA, an open-source system for library management. Now the resource center administrator as well as its service recipient both can use the system for efficient service of the resource center. General

public can only see the availability of resources and come to college for the study. Library Management System can be accessed via <https://library.nasc.org.np/>

NASC Resource Centre:

Nepal Administrative Staff College (NASC) is a national-level premium training institute that caters for the training, research, and consultancy needs of the Government of Nepal and Public Institutions. NASC has developed the existing Library as a Resource Center with learning materials in the areas of Management, Development, and Governance. The faculty, staff, trainees, and external resource person are enriching their knowledge in the areas of interest by visiting the resource center at NASC. NASC is regularly updating the resource center with new books and materials to facilitate the need of the users. The resource center has an exclusive collection of books in the field of Public Administration.

New Arrivals

कविशिरोमणि खनाबली, कविशिरोमणि खनाबली, कविशिरोमणि खनाबली, कविशिरोमणि खनाबली, Crime and Punishment, रणहार, A CADESBOR FOR A FIRST COURSE IN STATISTICS AND DATA ANALYSIS, Delegating with Confidence, QUICK TIP: BUSINESS WRITING, The New LITE BY

Newly Designed Interface of Library Management System

Training Management System & Learning Management System

NASC has developed a Training Management System and Learning Management System to efficiently conduct trainings at NASC. Training Management System includes all the components related to training at NASC, from participant registration to certificate generation. Learning Management System is designed as NASC's own platform for virtual learning.

Microsoft Email

To make the email system more reliable, secured and spam-free, NASC set its email system in Microsoft from last fiscal year. Previously NASC had used worldclient for email service and hosted in its own server.

Google Suit and Zoom Licensing

Google Suit and Zoom license were renewed for conducting the online sessions and meetings. NASC first procured the license during COVID pandemic to run the training sessions and meeting virtually. The organization is still using the platform to run meetings and other official works to make it more convenient.

Laptop and UPS Batteries

Ten high-end laptops were procured for NASC officials last year. Power back-up system of Dikshya Sadan also got strengthened by replacing old batteries with 40 new batteries.

CCTV Camera & Surveillance System

The organization has replaced its old technology-based CCTV cameras in its resource center with latest five IP Cameras. Surveillance system has also been installed at the resource center administrator's desk for fulltime monitoring. NASC is gradually increasing CCTV coverage throughout the premises to make the place more secured.

Desktop Printer & Photocopy Machine

NASC has procured 17 desktop printers and a photocopy machine last fiscal year. The ease availability of printer has helped faculties and staffs in preparing their materials for classes, report preparation and many other official responsibilities. Similarly, one heavy duty photocopy machine has been installed in procurement section.



Newly Constructed and Renovated Physical Facilities at NASC

NASC's Glorious



Anniversary

VIII

HUMAN RESOURCE PROFILE

REMINISCING 40 GLORIOUS YEARS

In Loving Memory of Queen Elizabeth (21 April 1926 - 8 September 2022)



बि. सं. २०४२ फागुन ८ गते नेपाल प्रशासनिक प्रशिक्षण प्रतिष्ठानको निमित्त एउटा महत्वपूर्ण ऐतिहासिक दिन थियो । श्री ५ महाराजाधिराज वीरेन्द्र वीर विक्रम शाह देव तथा श्री ५ बडामहारानी ऐश्वर्य राज्य लक्ष्मी देवी शाह सरकारको मैत्रीपूर्ण निमन्त्रणामा नेपालको ५ दिन औपचारिक भ्रमणमा सवारी होइबक्सका बेलायतकी महारानी एलिजाबेथ द्वितीया तथा राजकुमार फिलिप त्यस दिन प्रतिष्ठानमा अवलोकन भ्रमण गर्न सवारी होइबक्सको थियो ।

CHAPTER VIII HUMAN RESOURCE PROFILE

Appointments, Promotions, Retirement and Farewell

Appointments

As per the decision of the Executive Committee Meeting dated 6 Magh 2078 (20 January 2022), NASC appointed 8 officials through open competition. Mr. Nabin Chapagain and Ms. Anita Poudel were appointed as Deputy Director of Studies. They had previously been working as Training and Research Officers.

Similarly, Mr. Bipin Ojha and Shashi Shekhar Acharya were appointed as Training and Research Officers. They had previously been working as Senior Assistants.

The added new members to the NASC family were Ms. Smriti Pradhan as a Training and Research Officer, Ms. Rhicha Karna and Ms. Ichhya Shrestha as Administrative and Finance Officers, Mr. Sabin Bisankhe as a Senior Assistant.

Mr. Ganesh Kumar Sah was appointed as a Training and Research Officer on 28 Falgun 2078 (12 March 2022).



Nabin Chapagain
Deputy Director of Studies



Anita Poudel
Deputy Director of Studies



Bipin Ojha
Training and Research Officer



Shashi Shekhar Acharya
Training and Research Officer



Smriti Pradhan
Training and Research Officer



Ganesh Kumar Sah
Training and Research Officer



Rhicha Karna
Administrative and Finance Officer



Ichhya Shrestha
Administrative and Finance Officer



Sabin Bishankhe
Senior Assistant

Promotions

NASC promoted 3 officials through file promotions and internal competitive examinations. Mr. Trilochan Pokharel was promoted to the post of Senior Director of Studies through file promotion as per the decision of the Executive Committee Meeting effective from 22 Asoj 2078 (8 October 2021). He has been working as the Department Head of Governance and Development Management Learning Group (GDMLG).



Trilochan Pokharel
Senior Director of Studies

Similarly, Mr. Binaya Hari Maskey got promoted to the post of Deputy Director of Studies as per the decision of the Executive Committee Meeting effective from 22 Asoj 2078 (8 October 2021). He had been working as a Training and Research Officer prior to his promotion.



*Binaya Hari Maskey
Deputy Director of Studies*

Ms. Anu Sedai was promoted through internal competition to the post of Administration and Finance Officer effective from 26 Magh 2078 (12 December 2021). She had been working as a Senior Assistant prior to her promotion.



*Anu Sedai
Administrative and Finance Officer*

Retirement

A total of 10 members retired this year. Among those 10 valued members, 7 of them took compulsory retirement while the remaining 3 of them took an early retirement due to personal reasons. Ms. Roshani Devi Shrestha, Mr. Devi Datta Bhatta, Mr. Suraj Shrestha, Prakash Bahadur Shrestha, Mr. Binaya Hari Maskey, Mr. Kashi Nath Regmi, Ms. Meena Devi Jonchey, Mr. Dilip Deuja, Mr. Manoj Man Chipalu and Mr. Kul Bahadur Thapa retired from service.



Executive Director Dr. Rajan Khanal Felicitating Mr. Devi Datta Bhatta

STAFF PROFILE

NASC has a well-balanced, qualified and dedicated pool of human resources. A team of 90 staffs comprising of Executive Director, training and research faculties and administrative and support staffs have been working at NASC.

Executive Director

Dr. Rajan Khanal, Executive Director

rajan.khanal@nasc.org.np

Dr. Khanal holds a PhD in Taxation Policy of Nepal and Master of Humanities and Social Sciences and Master of Public Administration from Tribhuvan University, Nepal. He has served as a Secretary for different ministries of the Government of Nepal (including Ministry of Finance). He served as the Member Secretary of Intergovernmental Fiscal Council and also as the Chairperson and Member of the Boards of Directors of leading public sector financial institutions in the country including Nepal Industrial Development Corporation Limited, Deposit and Credit Guarantee Fund, Nepal Rastra Bank, Agriculture Development Bank Limited and Rastriya Banijya Bank Limited before joining as the Executive Director of NASC in 2020. His areas of specialization are public policy, governance and administration and public finance.



Training and Research Faculties

1. Mr. Bishnu Prasad Lamsal, Deputy Executive Director

bishnu.lamsal@nasc.org.np

Mr. Lamsal holds Master of Arts in Humanities and Social Science and Master of Public Administration from Tribhuvan University. He has experience of working as a Secretary in various ministries and commissions of the Government of Nepal including Office of Prime Minister and Council of Ministers and National Planning Commission. He has also served in diplomatic position as "Minister Economic" of the Embassy of Nepal, New Delhi, India. His areas of interest are governance and development, gender mainstreaming, research and consulting.



2. Mr. Ananda Raj Dhakal, Senior Director of Studies

ananda.dhakal@nasc.org.np

Mr. Dhakal holds Master of Business Administration (MBA) from Tribhuvan University. He has experience of working as a Secretary in various Ministries of the Government of Nepal including Principal Secretary at Bagmati Province, Public Service Commission and Office of Prime Minister and Council of Ministers. His areas of interest are Governance, Federalism, Local Government and Decentralization, Revenue administration, personnel management and development management.



3. Mr. Basanta Raj Sigdel, Senior Director of Studies

basanta.sigdel@nasc.org.np

Mr. Sigdel holds Master of Business Studies from Tribhuvan University. He has been working at NASC for ten years. Before joining NASC, he has worked as a Manager at Nepal Bank Limited; lecturer at Tribhuvan University and also worked as a Trainer in various national level training institutions. His



contribution in training, research and consulting includes the areas of leadership, organization development, strategic management, corporate governance, knowledge management, customer relationship management, public service delivery and management development.

4. Mr. Tulasi Sharan Sigdel, Senior Director of Studies

tulasi.sigdel@nasc.org.np

Mr. Sigdel holds Master of Arts in Rural Development. He has been working at NASC for more than a decade. Before joining NASC, he worked as a Lecturer of Rural Development at Central Department of Rural Development, Tribhuvan University. He is researching on Infrastructures of Democracy: State Building as Everyday Practice in Nepal's Agrarian Districts. His research interests include democratic practices, local governance, development and state building from the grassroots.



5. Mr. Trilochan Pokharel, Senior Director of Studies

trilochan.pokharel@nasc.org.np

Mr. Pokharel holds Master of Philosophy (batch topper) and Master of Arts (Gold Medalist) from Tribhuvan University, Nepal. He is a PhD candidate at Kathmandu University. He has been working at NASC for a decade. Before joining NASC, he worked as a Lecturer at Pokhara University and Tribhuvan University. His areas of interest are public policy, governance, federalization and social research.



6. Ms. Achala Dahal, Director of Studies

achala.dahal@nasc.org.np

Ms. Dahal holds Master of Philosophy in Public Administration and Master of Business Administration from Anna University, India. She has been working at NASC for ten years. Before joining NASC, she worked as a Manager at Eco- Visions Pvt. Ltd.



for three years and as a Faculty of Management at various academic institutions. Her areas of interest are strategic management, leadership, integrity and ethics, gender and disaster risk management.

7. Mr. Binod Kumar Bista, Director of Studies

binod.bista@nasc.org.np

Mr. Bista holds Master of Philosophy in Management from Tribhuvan University, Master of Human Resource Planning and Development from India under Colombo Plan and Master of Business Administration from Tribhuvan University. He has been working at NASC for more than two decades. His areas of interest are leadership, human resource management, training and development, managerial skills and marketing skills.



8. Mr. Rajendra Adhikari, Director of Studies

rajendra.adhikari@nasc.org.np

Mr. Adhikari holds Master of Public Policy and Governance from Bangladesh and Master of Arts in Rural Development from Nepal. He has been working at NASC for ten years. Before joining NASC, he was involved in policy research and academia. His areas of interest are public policy management, governance (inclusive and multi-level governance), affairs of implementing federalism and development management.



9. Mr. Trilochan Poudyal, Director of Studies

trilochan.poudyal@nasc.org.np

Mr. Poudyal holds a Master of Public Policy and Governance from the North-South University (a collaborative program of The University of Bergen, Norway; North South University, Bangladesh; and Tribhuvan University). He also holds a Master of Arts in Economics from the Central Department of Economics, Tribhuvan University. He has been working at NASC for more than five years.



Before joining NASC, he worked as a Lecturer of Economics at Tribhuvan University affiliated colleges. His areas of interest are economics, Public policy, governance, development and planning, research methodology and economic policies.

10. Mr. Uttam Acharya, Director of Studies

uttam.acharya@nasc.org.np

Mr. Acharya holds Master of Business Administration from Kathmandu University. He has been working at NASC for more than three decades. His areas of interest are human resource management, inclusive governance, office management and training management.



11. Dr. Raghu Bista, Director of Studies

raghu.bista@nasc.org.np

Dr. Bista holds Doctorate Degree (PhD) in Tourism Destination Quality Management from Greece and Master of Business Administration in Finance from Tribhuvan University. He has been working at NASC for more than two decades. His areas of interest are project planning, service delivery management and tourism quality management.



12. Mr. Ishwari Prasad Ghimire, Director of Studies

ishwari.ghimire@nasc.org.np

Mr. Ghimire holds Master of Public Administration, Master of Arts and Bachelor of Law from Nepal. He has been working at NASC for more than three decades. He was deputed as the Executive Director at Trade and Export Promotion Center for four years within the service period of NASC. His areas of interest are leadership, office management, public service delivery and integrity building.



13. Mr. Sundar Shrestha, Director of Studies

sundar.shrestha@nasc.org.np

Mr. Shrestha holds Master of Business Administration in Profit Planning and Control, Tax Laws and Tax Planning, Bachelor of Commerce (B.Com.) and Bachelor of Education (B.Ed.) from Tribhuvan University. He has been working at NASC for more than two decades. He has experience of working as a consultant and a researcher on Financial Management. His areas of interest are financial management, budgeting, resource management, inventory management, accounting and auditing.



14. Ms. Shushma Chitrakar, Deputy Director of Studies

shushma.chitrakar@nasc.org.np

Ms. Manandhar holds Master of Public Administration from Nepal and training in financial management from The United Kingdom and Information and Communication Technology Development in Public Administration from South Korea. She has been working at NASC for more than three decades. Her areas of interest are administration, team building and office management.



15. Mr. Shiva Hari Adhikari, Deputy Director of Studies

shiva.adhikari@nasc.org.np

Mr. Adhikari holds Master of Public Administration (Award of Excellence) from Seoul National University, South Korea and Master of Arts (Gold Medalist) in Population Studies from Tribhuvan University. He has been working at NASC for more than a decade. Before joining NASC, he worked as a Faculty Associate at Central Department of Population Studies, Tribhuvan University. His areas of interest are governance and corruption, official development assistance management and evaluation, intergovernmental relation and public policy.



16. Ms. Shital Moktan Tamang, Deputy Director of Studies

shital.moktan@nasc.org.np

Ms. Moktan holds Master of Business Administration and Bachelor of Computer Information System from Pokhara University. She has been working at NASC for ten years. Before joining NASC, she worked as IT Assistant at United Nations Mission in Nepal and Market Researcher for PepsiCo India (Frito-Lay India Division). Her areas of interest are social media, knowledge management, e-governance, leadership and self-management.



17. Ms. Geetanjali Upadhyaya, Deputy Director of Studies

geetanjali.upadhyaya@nasc.org.np

Ms. Upadhyaya holds Master of Arts in Economics from Tribhuvan University, Master in Public Policy and Governance from North South University, Bangladesh and International Development Professional Training Program from National Graduate Institute of Policy Studies, Japan. Before joining NASC, she worked as a Quality Assurance and an Accreditation Officer at University Grants Commission and a Lecturer of Economics in Nepal. Her areas of interest are public service delivery, governance, gender equality and social inclusion and leadership.



18. Shyan Kirat Rai, PhD, Deputy Director of Studies

shyan.rai@nasc.org.np

Dr. Rai is a PhD graduate from the Center for Urban Science and Engineering at the Indian Institute of Technology (IIT), Bombay, India in the area of E-Governance under the DAAD Regional Scholarship program. He holds a Master's Degree in Computer Science and Engineering from the National Institute of Technology (NIT), Trichy, India. He has been working at NASC since 2012. He works in the field of Information and Communications



Technology (ICT) and its use in the area of public administration and development. He is an academician, trainer, and researcher. His areas of expertise are ICT for development, e-governance, knowledge management, IT Management, social media for governance and development, smart city, smart governance and innovation in public administration. Despite being from the field of technology he is also a keen student of philosophy, spiritualism and self-management through self-learning and practice.

19. Mr. Gobinda Bhandari, Deputy Director of Studies

gobinda.bhandari@nasc.org.np

Mr. Bhandari holds Master of Business Studies in Tax Laws and Tax Planning and Bachelor of Laws from Tribhuvan University. He also holds a Master of Arts in Governance and Development from BRAC University, Bangladesh. He has been working at NASC for ten years. Before joining NASC, he worked as an Officer at Kuber Merchant Finance Limited for three years. His area of interest is Financial Management.



20. Ms. Gyan Laxmi Shrestha, Deputy Director of Studies

gyan.shrestha@nasc.org.np

Ms. Shrestha holds Master of Public Policy and Governance from North South University, Bangladesh. She also holds Master of Arts in Rural Development from Tribhuvan University. Her areas of interest are development, rural development, contemporary development, climate change, disaster risk management, and research methodology.



21. Mr. Anil Kumar Gupta, Deputy Director of Studies

anil.gupta@nasc.org.np

Mr. Gupta is M.Phil. graduate in Development Studies from Kathmandu University in 2018. He also holds Master of Arts in



Demography/Population Studies in 2011 and Master of Education in Population Education in 2013 from Tribhuvan University, Nepal. His areas of interest include population, development, administration, governance and social research.

22. Ms. Shailaja Upadhyaya, Deputy Director of Studies

shailaja.upadhyaya@nasc.org.np

Ms. Upadhyaya holds Master of Business Administration (Rank Holder) in Finance and Marketing from Anna University, India. Before joining NASC, she worked as a Faculty at various academic institutions. Her areas of interest are general management, finance, marketing, report and proposal writing.



23. Mr. Nabin Chapagain, Deputy Director of Studies

nabin.chapagain@nasc.org.np

Mr. Chapagain holds Master of Business Administration in Human Resource Management from Kathmandu University. His areas of interest are human resource management, strategic management and human psychology.



24. Ms. Anita Poudel, Deputy Director of Studies

anita.poudel@nasc.org.np

Ms. Poudel holds a Master of Business Administration from Ace Institute of Management. Before joining NASC, she worked at the United Nations World Food Program and a business consulting firm. In NASC, she has been associated with various national level surveys in the areas of governance and federalism as provincial supervisors. Her areas of interest are Conflict management, decision making, public service design, delivery and governance.



25. Mr. Tara Prasad Kharel, Training and Research Officer

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Advocate Kharel holds Master of Public Administration from Tribhuvan University. He has also completed Master of Science in Interdisciplinary Water Resources Management from Pokhara University and Bachelor of Law from Tribhuvan University. He was awarded Best Performer of NASC for the fiscal year 2077/78. Before joining NASC, he has worked at educational institutions for more than a decade and provided research and consulting services to different organizations. His areas of interest are federalism, inter-governmental relationship, governance, integrated water resources management, climate change and adaptation, project development and management, ICT and e-governance and ethics and integrity.



in various academic institutions. His areas of interest are strategic management, development management, international relation and research methodology.

28. Ms. Roshani Bhujel, Training and Research Officer

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Ms. Bhujel is currently pursuing MPhil in Public Administration from Tribhuvan University. She holds the degree of Master of Arts in Economics from Osmania University, Hyderabad, India. Before joining NASC, she worked at Institute for Integrated Development Studies (IIDS) as an Economist. Her areas of interest are policy management, policy analysis, monitoring and evaluation, development management, governance and research applications.



26. Ms. Pratibha Dhungana, Training and Research Officer

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Ms. Dhungana holds Master of Business Administration in Human Resource Management and Marketing from Anna University, India. Before joining NASC, she worked as a Faculty of Management and also as a Sales Executive at Gorkha Brewery. Her areas of interest are team building, organization development and organization citizenship behavior.



29. Mr. Pramod Niroula, Training and Research Officer

pramod.niroula@nasc.org.np

Mr. Niroula holds Master of Business Administration in Marketing and Project Management from School of Management, Tribhuvan University. Before joining NASC, he worked as a Manager in the field of research and development, project management, marketing and sales; and as a Faculty of Management at various academic institutions. His areas of interest are consumer behavior and customer relationship management, conflict management, project management, strategic management and research.



27. Mr. Shailendra Prasad Bhatt, Training and Research Officer

shailendra.bhatt@nasc.org.np

Mr. Bhatt is pursuing MPhil in Development Studies at Kathmandu University. He holds Master of Business Administration in Finance from School of Management, Tribhuvan University. Before joining NASC, he worked in Nepal Bank Limited and also worked as a Lecturer



30. Ms. Pritha Paudyal, Training and Research Officer

pritha.paudyal@nasc.org.np

Ms. Paudyal holds Master of Development Studies from Kathmandu University. Her areas of interests include development, governance, public administration, fiscal federalism and research methodology.



31. Mr. Lila Nath Sapkota, Training and Research Officer

lila.sapkota@nasc.org.np

Mr. Sapkota holds Master of Public Policy and Governance (Rank holder) from North South University, Bangladesh, a bachelors' degree in Information Management from Tribhuvan University and is a Cisco Certified Network Associate from Prime College. He has been working at NASC for ten years. His areas of interest are e-governance, public policy governance and service delivery.



(Batch Topper) and Master of Business Administration in International Business from the University of Greenwich, London, United Kingdom (Merit Holder). He has worked as a Trainee Payroll Officer in National Health Service Grampian, United Kingdom. Prior to joining NASC, he had worked as a Trainer at Training Institute for Technical Instruction – CTEVT. He is currently a visiting faculty at Kathmandu University School of Education. His areas of interest are quantitative research, training and development, performance appraisal, project management and intergovernmental relationship.

32. Ms. Saroja Shakya, Training and Research Officer

saroja.shakya@nasc.org.np

Ms. Shakya holds Master of Business Administration from Kathmandu Frontier Associates. She has been working at NASC for past ten years. Her areas of interest are human resource management and other management related fields.



35. Ms. Chandni Kayastha, Training and Research Officer

chandni.kayastha@nasc.org.np

Ms. Kayastha holds a Master of Business Administration from Ace Institute of Management, Pokhara University. She is currently pursuing MPhil in Development Studies at Kathmandu University, School of Education. Before joining NASC, she worked at University Grants Commission as a Senior Assistant and also had the experience of working in an NGO as a Program Coordinator. Her areas of interest are self-management, leadership, team management, service management, consumer behavior, research, and education.



33. Ms. Antovna Gyawali, Training and Research Officer

antovna.gyawali@nasc.org.np

Ms. Gyawali holds Master of Business Administration from Asian Institute of Management, Philippines. Before joining NASC, she worked as a Business Consultant with her expertise in Talent Management. Her areas of interest are strategic management, leadership, human capital management, strategic negotiation and conflict management.



36. Mr. Bikalpa Pokhrel, Training and Research Officer

bikalpa.pokhrel@nasc.org.np

Mr. Pokhrel holds Master of Business Administration in Marketing Management from School of Management, Tribhuvan University and B. Tech (Hons.) in Electronics and Communication Engineering from NIT, Jamshedpur, India. Before joining NASC, he worked in Samsung Research India, Bangalore, Daraz Kaymu Pvt. Ltd, Gairidhara and Dish Media Network Ltd, Lalitpur. His areas of interest are information and communication technology, digital governance, research, project management and other areas of management.



34. Mr. Anup Bhurtel, Training and Research Officer

anup.bhurtel@nasc.org.np

Mr. Bhurtel holds Master of Philosophy in Development Studies from Kathmandu University School of Education



37. Ms. Manisha Maharjan, Training and Research Officer

manisha.maharjan@nasc.org.np

Ms. Maharjan holds Master of Rural Development from Tribhuvan University and Master of Environmental Education and Sustainable Development from Kathmandu University School of Education. Before joining NASC, she worked with Plan International Nepal as a Monitoring and Evaluation Coordinator and as a Project Coordinator and also had experience working in different non-governmental organizations. Her areas of interest are gender, women empowerment, rural development, governance, research and development.



a Bachelors in Electronics and Communication Engineering from Pokhara University. Before joining NASC, he worked in different private and government organizations like GoalNepal.com, Subisu, CDS and Clearing Limited. His areas of interest are current affairs, research and various areas of management.

41. Mr. Shashi Shekhar Acharya, Training and Research Officer

shashi.acharya@nasc.org.np

Mr. Acharya holds M. Sc. Computer Science and Information Technology from Central Department of Computer Science and Information Technology, Tribhuvan University. Before joining NASC, he worked at International Software Company as a Front-End Developer, Freelance Web Developer and as lecturer in different Colleges. His areas of interest are research, web development and technology innovation.



38. Ms. Nabina Malekar, Training and Research Officer

nabina.malekar@nasc.org.np

Ms. Malekar holds Executive Master of Business Administration from Purbanchal University. Before joining NASC, she worked at Citizen Bank International. Her areas of interest include financial management.



42. Ms. Smriti Pradhan, Training and Research Officer

smriti.pradhan@nasc.org.np

Ms. Smriti Pradhan holds Master of business Administration in Marketing from Pokhara University. Before working at NASC, she worked as a project manager of international exhibitions as well as digital marketing consultant. Her areas of interest are organizational behavior, general management, research, digital media marketing.



39. Mr. Krishna Bahadur Thapa, Training and Research Officer

krishna.thapa@nasc.org.np

Mr. Thapa holds Master of Business Administration in Finance from Pokhara University. Before joining NASC, he had worked in Nepal Bank Limited. His areas of interest are public finance, strategic management, macroeconomics, econometrics, organizational behavior and research methodology.



43. Mr. Ganesh Kumar Sah, Training and Research Officer

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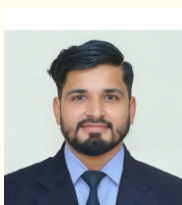
Mr. Sah holds Master of Business Administration in Finance from Pokhara University, School of Business. His areas of interest are financial management, portfolio management and security analysis, international finance, project management and administration.



40. Mr. Bipin Ojha, Training and Research Officer

bipin.ojha@nasc.org.np

Mr. Ojha holds a Master of Business Administration from Pokhara University. He also holds



Administrative Staffs

1. Mr. Madhav Prasad Niraula, Administrative and Finance Deputy Director

madhav.niraula@nasc.org.np

Mr. Niraula holds Master of Public Administration and Master of Arts in Sociology from Tribhuvan University; and training on Advance Training of Trainers from Germany and Demographic Aspect of Population Ageing and its implications for socio economic development and plans from Velletta, Malta. He has been working at NASC for more than three decades.



2. Ms. Bhawani Paudel, Administrative and Finance Deputy Director

bhawani.paudel@nasc.org.np

Ms. Paudel holds Master of Public Administration from Tribhuvan University and training on Resource Management from The United Kingdom. She has been working at NASC for more than three decades.



3. Mr. Gajendra Nath Shrestha, Administrative and Finance Officer

gajendra.shrestha@nasc.org.np

Mr. Shrestha holds Master of Business Administration from Tribhuvan University and training on Financial Management from The United Kingdom. He has been working at NASC for more than three decades.



4. Mr. Ananda Krishna Bhatta, Typing Officer

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Mr. Bhatta holds Bachelor of Arts from Nepal. He has an experience in physical management. He has been working at NASC for more than two decades.



5. Mr. Jhabindra Prasad Bhandari, Administrative and Finance Officer

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Mr. Bhandari holds Master of Library Science from India, Master of Public Administration, Bachelor of Commerce, Bachelor of Education and Bachelor of Law from Nepal. He has been working at NASC for more than one and half decades.



6. Ms. Tulasa Kumari Hamal, Administrative and Finance Officer

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Ms. Hamal holds Master of Arts in Sociology from Tribhuvan University. She has been working at NASC for more than one and half decades.



7. Mr. Govinda Maharjan, Administrative and Finance Officer

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Mr. Maharjan holds Master of Business Studies from Tribhuvan University. He has been working at NASC for more than one and half decades. His areas of interest are accounting and taxation.



8. Mr. Pratap Aryal, Administrative and Finance Officer

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Mr. Aryal holds Master of Business Administration from Pokhara University. He has been working at NASC for ten years. His area of interest is financial management.



9. Mr. Bikash Neupane, Administrative and Finance Officer

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Mr. Neupane is pursuing Post Graduation in Counselling



Psychology and L.L.B. He holds Master of Business Administration in Human Resource Management from Pokhara University. Before joining NASC, he worked in different outsourcing, logistics and marketing companies. His areas of interest are psychology, organization development, organization citizenship behaviour and other management areas.

10. Mr. Seejan Paudel, Administrative and Finance Officer

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Mr. Paudel holds Master of Business Administration from Pokhara University. He has been working at NASC for ten years. Before joining NASC, he worked as a Knowledge Management Consultant at Enabling State Program, UK Aid. His area of interest is human resource management and financial management.



11. Ms. Anju Maharjan, Administrative and Finance Officer

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Ms. Maharjan holds Executive Master of Business Administration from Purbanchal University and Bachelor of Business Administration from Tribhuvan University. She has been working at NASC for ten years.



12. Ms. Rhicha Karn, Administrative and Finance Officer

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Ms. Rhicha Karn holds Masters of Business Administration in Human Resource Management from Westcliff University, California. Before working in NASC, she worked as a Human Resource Professional in a bank. Her areas of interest are organizational behavior and human resource management.



13. Ms. Ichhya Shrestha, Administrative and Finance Officer

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Ms. Ichhya Shrestha holds Masters of Business Administration (MBA) from Pokhara University. Before joining NASC, she has worked in different callings including research, administration and finance, robotics, electronics, as well as banking. Besides research, she is interested in concepts which are emerging in management including: knowledge management, self-management, ethics and fairness as well as digitization and convergence.



14. Mr. Damodar Basyal, Senior Assistant

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Mr. Basyal is an MBA graduate from Kathmandu University. He holds a Bachelor of Business Administration in Finance from College of Applied Business, Tribhuvan University. Before joining NASC, he worked with Reliance Paints. He has been working at NASC for more than five years.



15. Ms. Ashrita Dhital, Senior Assistant

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Ms. Dhital holds a Master of Business Studies from Tribhuvan University. Her areas of interest are human resource management, marketing and psychology. She has been working at NASC for more than five years.



16. Mr. Sushil Thapa, Senior Assistant

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Mr. Thapa is pursuing Master of Business Administration from Maharishi University, USA. He holds a Bachelor of Science in



Computer Science and Information Technology from Tribhuvan University. Before joining NASC, he worked as a Lecturer in academic institutions and also worked as a Freelance Web Developer. His areas of interest are research, data science and artificial intelligence.

17. Ms. Sebika Thapa, Senior Assistant

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Ms. Thapa is pursuing a Master of Business Studies from Tribhuvan University. She holds a Bachelor's Degree in Business Studies from Tribhuvan University. Before joining NASC, she worked as a Junior Assistant in Civil Bank, Newroad Branch for over a year. Her areas of interest are research and development, human resource management and customer care and relations management.



18. Ms. Amrita Manandhar, Senior Assistant

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Ms. Manandhar holds Master of Public Policy and Management from Kathmandu University. She has been working at NASC since three years. Her areas of interest are finance, public policy, and research.



19. Mr. Raju Pangeni, Senior Assistant

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Mr. Pangeni holds Bachelor of Information Management from Tribhuvan University. Before joining NASC, he worked at an international software company as a WordPress Developer and also at an academic institution as a lecturer. His areas of interest are human resources management, marketing, organizational behavior and research.



20. Ms. Anjali Verma, Senior Assistant

anjali.verma@nasc.org.np

Ms. Anjali Verma holds Master of Computer Application from Kurukshetra University, India. Before joining NASC, she worked as a Computer Science teacher for four years. She is also certified as Microsoft Technology Associate. Her area of interest is Application Developer, teaching.



21. Mr. Ashutosh Neupane, Senior Assistant

ashutosh.neupane@nasc.org.np

Mr. Neupane is pursuing Master of E-Governance from Nepal Open University. He holds Bachelor's degree in Computer Science and Information Technology from Tribhuvan University. Before joining NASC, he worked at Worldlink Communications Ltd. His areas of interest are governance, ICT, and public service delivery.



22. Mr. Sabin Bishankhe, Senior Assistant

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Mr. Sabin Bishankhe has completed Bachelor in Business Administration from Tribhuvan University. Before working at NASC, he worked as a Trainee Assistant at United Nations Capital Development Fund. His areas of interest are financial management, human resource management, leadership development, development planning and research.



23. Mr. Madhura Singh Dangol, Plumber

Mr. Dangol has been working at NASC for more than three decades. He specializes in plumbing and electricity related works.



SUPPORT STAFFS

1. Mr. Niranjana Khadka, Heavy Driver



6. Mr. Ranta Poda, Sweeper



2. Mr. Raja Ram Machamasi, Light Driver



7. Mr. Ratna Prakash Poda, Sweeper



3. Mr. Hari Prasad Nepal, Light Driver



8. Ms. Sharmila Poda, Sweeper



4. Mr. Sahinla Maharjan, Office Assistant



SUPPORT STAFFS UNDER CONTRACT

1. Mr. Puspa Raj Duwal, Office Assistant



5. Mr. Ram Bhai Desai, Office Assistant



2. Mr. Sadhu Ram Subedi, Office Assistant



3. Mr. Kumar KC, Office Assistant



4. Mr. Laxman Karki, Office Assistant



5. Ms. Sanumaya Shrestha, Office Assistant



6. Mr. Binod Kumar Shrestha, Office Assistant



7. Mr. Kul Bahadur Pahari, Office Assistant



8. Mr. Bishnu Hari Baskota, Office Assistant



9. Mr. Bishnu hari Uprety, Office Assistant



10. Mr. Dhan Krishna Maharjan, Office Assistant



11. Mr. Resham Bahadur Basnet, Light Driver



12. Mr. Yagya Bahadur Rayamajhi, Light Driver



13. Mr. Navin Pode, Sweeper



14. Ms. Jamuna Pujari, Sweeper



15. Mr. Kushal Pode, Sweeper



Nepal Administrative Staff College Jawalakhel, Lalitpur

Progress Report of Fiscal Year 2078/79

SN	Programs/Activities	Target Group	Target			Achievement					
			No. of Target Programs	Duration (Days)	Total Participants	Additional Training	Complete	Incomplete	Duration(Days)	Total Participants	
1	Training & Workshop										
1.1	Secretary Colloquium	Secretaries & Special Class Officers of GoN	1	1	60	0	1	0	1	58	
1.2	Senior Executive Development Program	Class I Officer of GoN	1	40	25	0	1	0	40	25	
1.3	Leadership and Management Training	Newly appointed Class-I Officers of GoN	2	5	60	3	5	0	5	86	
1.4	Advanced Course on Management and Development	Class II Officer of GoN	5	35	150	0	5	0	35	130	
1.5	Management Development Programme	Newly appointed Class-II Officers of GoN	3	5	90	5	8	0	5	214	
1.6	Professional Course on Management and Development	Class III Officer of GoN	10	30	300		10	0	30	285	
1.7	35th Basic Administration Training (BAT)	Newly appointed Class-III Officers of GoN	17	90/180	513	0	15	2	150	484	
1.8	Leadership and Management Training	Army Officers of nepal and Friendly countries	2	12	74	3	5	0	12	156	
1.9	Executive Development Workshop	Executives of Public Enterprises	1	5	25	0	1	0	5	19	
1.1	Training of Trainers (ToT)	Public Officials	1	15	20	1	2	0	15	36	
1.11	Conference on Public policy and Governance in South Asia	South Asian Forum	1	2	100	0	1	0	2	100	
1.12	Capacity Building Workshop in Sub -National Governments	Elected Representatives	2	3	50	0	0	0	0	0	
1.13	Parliamentarian Conclave	Members of Federal Parliament	1	2	50	0	0	0	0	0	
1.14	Negotiation Skills	Officers of GoN	1	3	25	0	1	0	3	26	

1.15	Workshop, Seminar, Discussion series and meeting	Public Officials	2	1						4		1		
1.16	Managerial Excellence	Officers of public organizations	2	5	50	1	3	0	0	5	95			
1.17	Emotional Intelligence	Officers of public organizations	1	3	25	0	0	0	0	0	0			
1.18	Leadership Excellence	Women Officers of public organizations	1	3	25	0	1	0	0	3	22			
1.19	Learning Organizations and Knowledge management	Senior Officers of Public Organizations	1	3	25	0	1	0	0	3	15			
1.20	Training of Trainers	Officers of public organizations	3	3	60	4	7	0	0	3	125			
1.21	Service Excellence	Officials of public organizations	3	3	75	0	1	2	0	3	19			
1.22	Development Planning and SDGs Localization	Officials of public organizations	1	3	25	0	0	0	0	0	0			
1.23	Gender Responsive Budgeting	Officials of public organizations	2	3	50	0	0	0	0	0	0			
1.24	Financial Management Training	Officers of public organizations	1	5	20	0	1	0	0	5	20			
1.25	Disaster Risk Management	Officers of public organizations	2	5	50	0	0	0	0	0	0			
1.26	PCMD	Public Officials	2	30	40	0	1	1	0	30	30			
1.27	ACMD	Public Officials	2	35	40	0	1	0	0	35	12			
1.28	Training Programs- CDP		5	5	100	29	34	0	0	5	965			
1.29	Training Programs- CDRC		10	5	200	9	14	0	0	5	294			
1.30	Basic Secretarial Efficacy Training	Nepal Judicial Service				4	4	0	0	5	235			
1.31	Managerial and Administrative Skill	Nepal Judicial Service				3	3	0	0	5	114			
1.32	Managerial and Admin Skills	Computer Engineers Class III				1	1	0	0	5	31			
1.33	INNOVATING PUBLIC POLICY: USE OF EVIDENCE (InnoPoIE)		5			5	1	0	0	7	19			
1.34	Research and Management Consulting	Public Organizations	5				5							
	Sub-Total		91		2327		137				3615			
2	Research & Academic Programme													
2.1	Regular Research by Faculties		10			1	11							

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Nepal Administrative Staff College

Income Statement

For the period from Shrawan 1, 2078 to 32 Ashadh, 2079

As at 32 Aashdh, 2079 (16 July 2021 to 16 July, 2022)

Income	Current Year (Rs.)	Previous Year (Rs.)
Government Grant	15,14,14,030.84	12,97,70,688.28
Rent	35,02,490.00	34,71,412.00
Interest	58,45,691.13	99,68,452.31
Institutional Fee and Others	1,09,43,059.14	96,99,915.97
Consultancy Programmes	5,48,17,528.58	3,63,45,961.81
Miscellaneous	66,82,786.70	43,19,923.83
Total Income	23,32,05,586.39	19,35,76,354.20
Expenditure	Current Year (Rs.)	Previous Year (Rs.)
Operating Expenditure	15,14,14,030.84	12,97,70,688.28
Consultancy Expenditure	5,48,17,528.58	3,63,45,961.81
Miscellaneous	25,46,517.78	13,41,923.43
Depreciation	1,50,08,791.18	1,19,81,258.4
Capital Replacement Fund	8,75,622.50	8,67,853.00
Employee Welfare Fund	21,35,773.88	33,17,167.32
Surplus	64,07,321.64	99,51,501.96
Total Expenditure	23,32,05,586.39	19,35,76,354.20

** To be audited*

Nepal Administrative Staff College

Balance Sheet

As at 32 Aashdh, 2079 (16 July, 2022)

Capital and Liabilities	Current Year (Rs.)	Previous Year (Rs.)
Main Fund	24,58,86,121.38	24,17,61,987.71
Capital Replacement Fund	2,67,75,719.26	2,44,69,267.83
Liability Funds	43,66,04,346.20	42,87,76,208.79
Amount Payable	3,79,00,392.58	4,58,59,016.15
Received in Advance	2,10,24,425.41	1,59,46,849.87
Deposit & Retention	31,74,531.80	20,05,736.84
Other Liabilities	21,35,773.88	33,17,167.32
Staff Development Fund	2,00,09,888.64	1,91,69,011.00
Deferred Income	3,83,10,116.64	3,19,81,596.98
Total	83,18,21,315.79	81,32,86,842.49
Assets	Current Year (Rs.)	Previous Year (Rs.)
Cash at Bank	17,30,30,845.83	17,76,45,888.1
Amount Receivables	1,22,28,761.53	1,51,37,871.89
Closing Stock	94,14,437.15	1,09,76,797.83
Loans, Advance & Deposit	1,52,12,646.47	1,50,30,830.53
Investment	4,59,09,985.43	2,36,01,414.83
Fixed Assets	13,37,46,762.55	13,84,51,947.02
Citizen Investment Trust	43,66,04,346.20	42,87,76,208.79
Fixed Assets in Progress	56,73,530.63	36,65,883.54
Total	83,18,21,315.79	81,32,86,842.49

** To be audited*

Nepal Administrative Staff College

Annual Program Calendar for the Fiscal Year 2079/80

S.N	Program/Activities	Target Group	No. of Participants Program per Program	Total Participants	Duration Per Program	Responsibility Dept.	Shrawan	Bhadra	Ashwin	Kartik	Mangsir	Poush	Magh	Falgun	Chaitra	Baisakh	Jestha	Ashadh
A	Public Service Training Department (Regular)																	
1.1	Secretaries & Special Class Officers of GoN		1	60	1.5	PSTD					M-21							
1.2	High Level Workshop		1	60	1	PSTD									C-24			
1.3	Senior Executive Development Program		1	25	40	PSTD			B-22									
1.4	Leadership Development Program		3	15	5	PSTD												
1.5	Advanced Course on Management and Development		5	30	35	PSTD	S-9 S-16 S-12 S-19									B-4		
1.6	Management Development Programme of GoN		4	20	5	PSTD												
1.7	Professional Course on Management and Development		10	30	30	PSTD	S-9 S-16 S-12 S-19		K-14 K-21 K-17 K-24							B-4 B-7		
1.8	36th Basic Administration Training (BAT)		8	30	180	PSTD												
1.9	Basic Secretarial Efficiency Training, (BSET)		2	25	7	PSTD												
1.11	Executive Development Program		1	25	5	PSTD										B-11		
			36	320	1035													
	Public Service Training Department (Requested)																	
1.12	PCMD		2	25	30	PSTD												
1.13	ACMD		1	25	35	PSTD									C-8 C-13 C-1			
B	Management Learning Group (Regular)																	
2.1	Leadership and Management Training		2	37	12	MIG					M-26							
2.2	Training of Trainers (ToT)		1	20	15	MIG				M-5								
2.3	Negotiation Skills Training		1	25	3	MIG										M-4		
2.4	Training of Trainers		1	20	5	MIG												
2.5	Secretarial Efficacy		1	20	3	MIG											K-28	
2.6	Fiscal Monetary Coordination Workshop		1	25	1	MIG												
			7	147	179													
	Management Learning Group (Fee Based)																	
2.7	Officers of public organizations		1	25	5	MIG												

[illegible]

Abbreviations:

Abbreviations:
 MILG—Management Learning Group, GDMIG—Governance and Development Management Learning Group, RCSD—Research and Consulting Services Department, MSD—Management Service Department, CIT—Center for Instruction Training, CIST—Center for In-Service Training, COD—Center for Organization Development, CHRM—Center for Human Resource Management
 CFS—Center for Research and Development, CFS—Center for Federalism Studies, CPM—Center for Project Management, CCCPM—Center for Procurement Management, CFCM—Center for Financial Management, CCCRM—Center for Customer Care and Relationship Management, CMCS—Center for Marketing and Consulting Services, PHY—Physical Unit, PRC—Procurement Unit, Admin—Administration

We cordially appreciate valuable inputs from the members of all Departments with regard to contents and information. We are grateful to Senior Management for valuable suggestions and feedback in the process.



Editorial Team

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3D Rendered Design of Proposed Residential Infrastructure of NASC at Namo Buddha Municipality



Aerial View of Sampada Sadan