

Annual Report

2079/80 (2022/23)



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 Growth through Innovation



Competency of government employees and quality of service in public sectors is a global concern. As a part of global community, Nepal cannot be an exception thus, Nepal needs to ensure quality of employees in public sector and make it compatible to global practices. Nepal Administrative Staff College (NASC) has persistently committed itself towards capacity building of employees of Government of Nepal and public sector and worked towards ensuring quality public service through its training, research and consulting services.

My journey as a leader of NASC has been devoted to sustain it as a Center of Excellence by developing managerial competencies of employees thereby strengthening institutional capacity in public sector. We have been fully committed to build and sustain resilient, diverse and competent leaders, ready at all times for building the nation through training, research and consulting services. We have always embraced innovative approaches in fulfilling our key deliverables through proactive departures in

our learning methodology. This year, we introduced participant led learning modules namely: Public Service Innovation and Know Your Economy, which received excellent reviews from experts and trainees. As a part of inculcating technology in our work process, training management system was implemented for efficient back end and front end work simplification of training programs.

Fiscal year 2079/80 has been a rewarding year as a total of 2241 trainee participants have undergone capacity development through 89 different programs. We have also been redesigning the course on the basis of training effectiveness study and need assessment in the changing context. This year, our research endeavors focused on thematic departmental areas where we also initiated case based research. Faculties of NASC completed two departmental and eight case based researches in the areas of governance, management and development. Similarly, we also provided four management consulting services in the areas of strategy, performance and management.

I am elated to share that NASC was awarded with 'Policy Award, 2079' by Policy Research Institute (PRI) as a recognition for significant contribution in capacity building, research, knowledge creation and dissemination in the area of public policy which was a true testament of our institution's successful implementation of previous strategic plan.

The first year of our strategic plan 2079/80-2083/84 has been successfully completed. We reviewed the activities carried out as per our plan in the year 2079/80. As envisioned by the strategic plan, we are embarking on a learning journey to sustain the momentum of planned interventions towards institutional excellence.

We have been cultivating the talent and unique insights of our own employees who are from a diverse personal, cultural and professional background. We have invested a generous amount of time, energy and financial resources to enhance the knowledge

and skills of our employees, who have participated in various national and international trainings, conferences and seminars.

This annual report reflects the achievements of the year 2079/80 and the roadmap for the year 2080/81. Through this report I would like to appreciate the Government of Nepal, development partners, national and international organizations and all our stakeholders for their constant support and cooperation in our journey.

We look forward in adopting the best feasible strategies to increase the scope and explore new pathways for effective implementation of our core mandates by strengthening and further exploring national as well as international networks. We seek for enduring support and constructive suggestions from our stakeholders on our efforts to improve managerial and institutional capacity of public sectors of Nepal.



Dr. Rajan Khanal

Executive Director

2080/06/11

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MANAGEMENT TEAM



Front Row From Left: Senior Director of Studies (Mr. Trilochan Pokharel, Mr. Basanta Raj Sigdel), Deputy Executive Director Mr. Bishnu Prasad Lamsal, Executive Director Dr. Rajan Khanal, Senior Director of Studies (Mr. Binod Kumar Bista, Mr. Tulasi Sharan Sigdel)

Back Row From Left: Director of Studies (Mr. Nabin Chapagain, Mr. Uttam Acharya, Mr. Sundar Shrestha, Ms. Anita Poudel, Mr. Rajendra Adhikari, Ms. Achala Dahal, Mr. Trilochan Poudyal, Dr. Raghu Bista)



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 41st 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.

Motto

Devoted to Making
Differences Positively

Center of Excellence in Learning
and Development

Vision

Mission

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

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.

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 2288 officials were trained through a mix of 140 programs this year. Until now, around 64,338 officers have been trained through more than 2760 programs in forty one years of service.

RESOURCES

NASC has a pool of total 85 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) has been in operation since this year.

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.

II

KEY PERFORMANCE HIGHLIGHTS

REVISITING FISCAL YEAR 2079/80



CHAPTER- II

KEY PERFORMANCE HIGHLIGHTS

“Policy Award 2079” by Policy Research Institute

NASC was awarded with “Policy Award, 2079 (Niti Samman, 2079) by Policy Research Institute (PRI) on the occasion of PRI’s Forth Installation Day on 9 Ashwin, 2079 (25 September, 2022) in Kathmandu. The award was presented by Dr. Baburam Bhattarai,

Former Prime Minister and received by Dr. Rajan Khanal, Executive Director of NASC. After receiving the award, Dr. Khanal thanked PRI for recognizing NASC for its role of public sector capacity building including public policy and expressed commitments to continue the efforts in the changed context.



Photo: Bimal C. Sharma/PRI/2022

Executive Director Dr. Rajan Khanal receiving the “Policy Award 2079”

Sampada Sadan Handover

The re-construction of Sampada Sadan, which was destroyed due to earthquake of 2015, was completed this year and was handed over to Nepal Administrative Staff College. The building is re-built as per its original look and design by the Department

of Urban Development and Building Construction. The building provided an iconic identity to NASC through its retro design inspired from British architecture. This building has various spacious halls, boardroom and other office rooms. The building was officially inaugurated by the Executive Director on 14 Mangsir, 2079 (30 November, 2022). Sampada Sadan

has a total of five training halls, one boardroom and other rooms for official use. There are two large capacity theatrical halls in the ground floor and three classrooms in the first floor. Following its handover,

the interior work has been started in the larger halls of ground floor. The furnishing of three classrooms has been completed and are operational now.



NASC family along with esteemed guests inaugurating Sampada Sadan

Workshop on Co-ordination Between Fiscal and Monetary Policies in Nepal

Workshop on Co-ordination Between Fiscal and Monetary Policies in Nepal was held on 19 Asar 2080 (4 July 2023). The workshop aimed at creating a platform for knowledge sharing of key officials through constructive discussions to develop institutional and operational arrangements for co-ordination of fiscal and monetary policy in Nepal. The chief guest as well as the keynote speaker of the workshop was Dr. Baikuntha Aryal, Chief Secretary of

Government of Nepal and the paper presenters of the workshop were Mr. Sishir Kumar Dhungana, former Finance Secretary of Government of Nepal and Dr. Gunakar Bhatta, Executive Director of Nepal Rastra Bank. In the thematic presentations, Mr. Sishir Kumar Dhungana, former Finance Secretary of Government of Nepal, presented on the central theme "Changing Role of Fiscal Policy for Sustainable Development" where he highlighted the effectiveness of fiscal policy measures for development and growth, reviewing the fiscal policy stance of the Government of Nepal in recent decades.



Panelists for the Workshop (Mr. Sishir Dhungana, Dr. Baikuntha Aryal, Dr. Rajan Khanal, Dr. Gunakar Bhatta)



Panelist and Participants in a Group Photo

Customized Training for Public Agencies

Nepal Administrative Staff College conducted customized in-service training of 30 days and more for different public enterprises and public entities like Rashtriya Banijya Bank (RBB), Employee Provident Fund (EPF) and Civil Aviation Authority of Nepal (CAAN). The regular in-service training programs

like PCMD and ACMD were customized based on the required KSAs of the client organization. Prior to the training, training needs assessment (TNA) was conducted to find out about their learning needs and several components of the training were fine tuned to fit the needs of the participants. A total of four such trainings were conducted this year whose details are as below:

SN	Name of Program	Service Rendered To	Duration
1	ACMD for 9 th Level Officers - I	Civil Aviation Authority of Nepal (CAAN)	22 Bhadra to 25 Kartik, 2079 (7 September to 11 November 2022)
2	ACMD for 9 th Level Officers – II	Civil Aviation Authority of Nepal (CAAN)	15 Mangsir to 5 Magh, 2079 (1 December 2022 to 19 January 2023)
3	PCMD for 6 th and 7 th Level Officers	Employee Provident Fund	14 Mangsir to 26 Poush, 2079 (30 November 2022 to 10 January, 2023)
4	MDP for 10 th and 11 th Level Senior Officers	Rastriya Banijya Bank Limited (RBBL)	5 Ashwin to 03 Mangsir, 2079 (21 September to 19 November, 2022)

Provincial ToTs

The Center for Human Resource Management (CHRM) conducted on-site Provincial Training of Trainers (ToT) program to enhance the capacity of trainers of different Provincial Level trainers. A total of four such programs were conducted this year on Gandaki Province, Madhesh Province, Bagmati Province and

Koshi Province. The training was designed with the purpose of developing a pool of trainers at provincial level who will deliver capacity building programs in various areas and cascade the effect to different functional streams and levels. This training focused on continuous journey of the training in a capsule starting from adult learning strategies, training needs assessment (TNA) to training management.

SN	Training Name	Service Rendered to	Duration
1	Training of Trainers	Gandaki Province Training Academy, Pokhara	16 to 20 Magh, 2079 (30 January to 3 February, 2023)
2	Training of Trainers	Provincial Research and Training Center, Janakpur, Madhesh Province	23 to 27 Magh, 2079 (6 to 10 February, 2023)
3	Training of Trainers	Province Research and Training Academy, Koshi Province	21 to 23 Chaitra, 2079 (4 to 6 April, 2023)
4	Training of Trainers	Provincial Center for Good Governance, Bagmati Province	25 to 29 Asar, 2080 (10 to 14 July 2023)



Graduation Day of the Provincial ToT in Madhesh Province

Trainers Meet Program

Nepal Administrative Staff College organized the 'Trainers Meet' program on 1 Bhadra 2080 (18 August 2023).

The program's core objective was to ensure a platform for public training institutions to have a forum to share their learning experiences and innovative endeavors in the journey of capacity building. Representatives from 25 institutions highlighted on effective training methodologies and approaches, interactive and engaging training strategies, blended learning, and incorporating technology in training.

The forum also emphasized on emerging trends in adult learning and professional development, the role of personalized learning and adaptive training methods. The discussions also covered areas of effective assessments and evaluations for training programs and prospective ways to measure the impact of training on learners' performance and behavior. The interactions stressed using data to improve training outcomes and creating an inclusive training environment by addressing cultural sensitivities in training and promoting diversity in training materials and content that would serve the learner preferences and needs.



Glimpse of interaction session during the Trainers Meet Program

Training Effectiveness Evaluation Study

Nepal Administrative Staff College conducted a training effectiveness study of in-service training programs – ACMD and PCMD. The study mainly focused if the training was able to enhance the knowledge, skill and behavior of the officer trainees, enhance the individual performance and enhance the organizational performance. The study was conducted based on the qualitative approach and the technical team travelled to various parts of Nepal

to interview and collect the data. The technical team submitted the final report to the Executive Director on 23 Ashadh, 2080 (13 July, 2023) and the report was also presented to the staff members on 1 Shrawan, 2080 (17 July, 2023). The major findings of the report suggest that the training programs are largely effective for the participants in their professional and personal journey and there are some areas of improvements suggested by the trainees. Following up on the study, another technical team is formed to review the current course based upon the key findings and recommendations of the report.



NASC study team submitting the report to the Executive Director

MTot on GESI/GRB

NASC organized a five-day MTot program from 22 to 26 Mangsir, 2079 (8 – 12 December, 2022) with the main aim to train the participants in the four major areas- Gender Equity and Social Inclusion (GESI) Mainstreaming, Gender Responsive Budgeting (GRB), GESI planning, and audit. This program is one of the highlights of this year that mainly focused on GESI and GRB related issues and was a part of GESI/GRB project. The participants were a mix of deputy mayors and vice chairpersons and various trainers and government officers working in the field of GESI.

Inaugural Launch of a new research initiative in Nepal, Inclusion Economics

NASC co-hosted an Inaugural Launch of a new research initiative in Nepal, Inclusion Economics on 14 Mangsir, 2079 (30 November, 2022). Various dignitaries of NASC, London School of Economics, Yale University and Governance Lab were present in the event. The program mainly highlighted the importance of Inclusion Economics in Nepal. The keynote speakers from London School of Economics, presented research insights and opportunities related to governance and climate resilient growth for an evidence-based approach to inclusion in Nepal.



Briefing Session in the Inclusion Economics event

Interaction with Officials of North South University

Officials of NASC had a brief interaction about the future prospects and collaboration between Nepal Administrative Staff College and North South University, Bangladesh.



Officials of North South University with Senior Officials of NASC

Inception Virtual Meeting with ENAP, Brazil

NASC organized a virtual meeting on 10 Magh, 2079(24 January 2023) with National School of Public Administration (Enap), Brazil to initiate institutional relationship for exchanging knowledge on the aspects of federalism in both countries. Mr. Leonardo Kazuo dos Santos Serikawa, Head of the Institutional Relations Office/Office – Deputy from ENAP and Mr. Trilochan Pokharel, Senior Director of Studies from NASC highlighted about the role of each institution to support and backstop the government in the area of public administration in Brazil and Nepal and discussed about the possible areas for institutional relationship.

Building Project Management Excellence (BProME)

Center for Project Management conducted a training program focusing on Project Management. The training program was designed with three modules spread over five days and aimed to provide a comprehensive overview of project management focusing on the basic theme of project design, planning, execution, monitoring, and evaluation. The course was designed for emerging and mid-level officers of different public institutions who are directly or indirectly involved in Project Management and Operations.

Methodological Initiatives in Basic Administration Training (BAT)

The Basic Administration Training (BAT) course was thoroughly redesigned last year with major changes in methodology of the program. The program incorporated several practical approaches to the classroom session making the learning more interactive. The new course was implemented fully this year and some newer methodologies were adopted as below:

Poster Presentation

As a part of Public Service Delivery session, the participants visited several ward offices of Lalitpur Metropolitan City and conducted a detailed study and analysis about the status of public service delivery and areas of improvement. Following the field study, the officer trainees presented their findings in the form of Poster Presentation. The poster presentation was observed by NASC officials and officials from Lalitpur Metropolitan City as well. Following the presentation, a plenary discussion was conducted where the participants shared their learning reflections.



Poster Presentation from the Public Service Innovation Module

Model Municipal and Village Assembly

As a part of the Government and Service Delivery (GSD) Module of the 36th BAT, participants of successfully executed the simulation of Municipal/Village Assemblies at their respective groups. The simulation was conducted under the two-day session of Organizing Municipal Assembly in all the training groups. The main objective of the session was to

provide theoretical as well as practical knowledge to participants in terms of explaining the composition of municipal/village assemblies and the processes of organizing the municipal/village assemblies. The sessions were facilitated by the team of experts from the National Association of Rural Municipalities in Nepal (NARMIN). The model assembly provided a practical learning opportunity for the participants



Glimpse of the simulated Municipal and Village Assembly

ICT Seminar

The participants from different BAT groups conducted a one-day seminar under different themes of Information and Communication Technology. As part of the ICT module, the participants visited different organizations that are leaders in ICT and use of technology. Based upon the learnings from the module, they conducted three seminars in total. The seminar was fully managed by the participants that helped them gain management and teamwork skills along with internalization of ICT related learnings. Various NASC officials participated in the seminar and shared their valuable feedbacks as well.

Strengthening the Provinces: A Policy Dialogue

The three tiers of the government of Nepal have completed five years after the first election and the journey of the second five years has already commenced. While the Constitution has given federal, provincial, and local governments exclusive and concurrent rights, the Provincial government's existence is yet not visible to the general public.

Hence, an initial informal dialogue on “Strengthening the Provinces: A Policy Dialogue” was jointly organized by the Center for Federalism in Nepal Administrative Staff College, Public Policy Pathshala, and Niti Foundation. The event was held on 24 Jestha 2080 (7 June 2023) at the Hotel Ambassador, Lazimpat.

Honorable Prithvi Subba Gurung, Member of the House of Representatives and former Chief Minister of Gandaki Province, Mr. Lalbabu Raut, former Chief Minister of Madhesh Province, and Mr. Kedar Karki, former Minister of Internal Affairs and Law in Koshi Province shared their experiences on the achievements made by the three provincial governments. Furthermore, they also shared various political, administrative, and fiscal challenges faced by them during their tenure. Mr. Basanta Pokharel, Executive Director of Niti Foundation started the event and also stated the objectives behind organizing this event-preparing a policy brief. The event was moderated by Dr. Bipin Adhikari, a Constitution expert.



Interaction from the Policy Event

Welcome Ceremony of Hon'ble Aman Lal Modi, Minister of Federal Affairs and General Administration

Nepal Administrative Staff College welcomed Hon'ble Minister of Federal Affairs and General Administration (MoFAGA) Mr. Aman Lal Modi at NASC on 17 Falgun 2079 (01 March 2023). Mr. Modi is also a Chairperson at NASC Governing Council. In the welcome ceremony, Executive Director Dr.

Rajan Khanal, Deputy Executive Director Mr. Bishnu Prasad Lamsal and other officials of NASC were present. First of all, Dr. Khanal welcomed Mr. Modi and briefed about the composition of the staff and the activities being conducted in NASC campus. Later on, Mr. Lamsal highlighted about the objectives of NASC establishment, council and committees within NASC, prevailing rules and regulations, physical facilities, amount of annual budget, annual target and achievements.



NASC family welcoming Minister of Federal Affairs and General Administration

Managerial Excellence in Public Sector Training for NASC Officials

A five-day training program for ten officials of NASC on Managerial Excellence in Public Sector was conducted at the Institute of Public Enterprise (IPE), Hyderabad, India. The training program was designed to build the capacity of NASC officials covering the topics on Public Governance, Service Delivery, Leading

and working in teams, Public Private Partnership, and also included visit to institutions like Center for Good Governance, Dr Marri Channa Reddy Human Resource Development Institute and International Institute of Information Technology in Hyderabad. The program was conducted from 12 to 16 Mangsir, 2079 (28 November to 2 December 2022). The training program was a milestone achievement to build capacity of NASC officials.



Delegates from NASC participating in the capacity building program

Integrity Building Session by Dr. Sanduk Ruit

NASC regularly engages well-known personalities from different sectors to provide a platform for sharing and learning from their valuable experiences. In the 44th SEDP, Founder & Executive Director of

Tilganga Institute of Ophthalmology, Dr. Sanduk Ruit was invited to share his journey of building integrity to the Class I and equivalent officer trainees. The session was useful to gain valuable insights from such a renowned personality of Nepal.



Dr. Sanduk Ruit with the SEDP Participants

Network Event for National Training Institutes

Under the Capacity Development and Professionalization Project, NASC organized a network event for national training institutes regarding public procurement related training. The primary objective of organizing the network events was to share public procurement management training experience among national-level public training institutions. Five Network events were organized from July 25 to July 28, 2022, where 46 participants from 11 various training organizations like Local Development Training Academy, Public Financial Management Training Center, Telecom

Training and Research Center, National Judicial Academy, Agriculture Information and Training Center, National Water Supply and Sanitation Training Centre, Nepal Police Training Division, Forest Research, and Training Center, Rastriya Baniya Bank Training Academy, Armed Police Force, and Nepal Electricity Authority Training Center participated.

The representatives of each training institution shared their experience and practices of public procurement

training, and the modality of procurement training delivered by their organization. In addition, they highlighted the types of public procurement training, module, weightage of public procurement classes in the training module, and modality of training provided by their organization.

Executive Development Program (EDP)

A five-day Executive Development Program (EDP) targeted for the senior executives of public agencies was conducted this year from 6 to 12 Baisakh, 2080 (19 to 25 April, 2023). This one of important programs of this year as this program targets senior executives of various public agencies. A total 27 senior executives from 18 different public organizations participated in this training program. This program mainly aimed to reorient the senior executives and help them work as per expectations entrusted to them by maintaining and fostering integrity in their personal and professional lives. The program also focused on managing resources and relationships effectively to achieve organizational goals. This program was received well by the participants through active engagement throughout the five days.



Participants attending a session during the EDP training program

Interaction with Asian Institute of Technology (AIT) Extension, Thailand

Senior Officials of NASC had a brief meeting with Mr. Voravate Chonlasin, Executive Director, Asian Institute of Technology (AIT) Extension, Thailand about the current scenario, future prospects and collaboration between the two institutions.



Executive Director NASC and Executive Director AIT Extension during the meeting

Annual Target Review

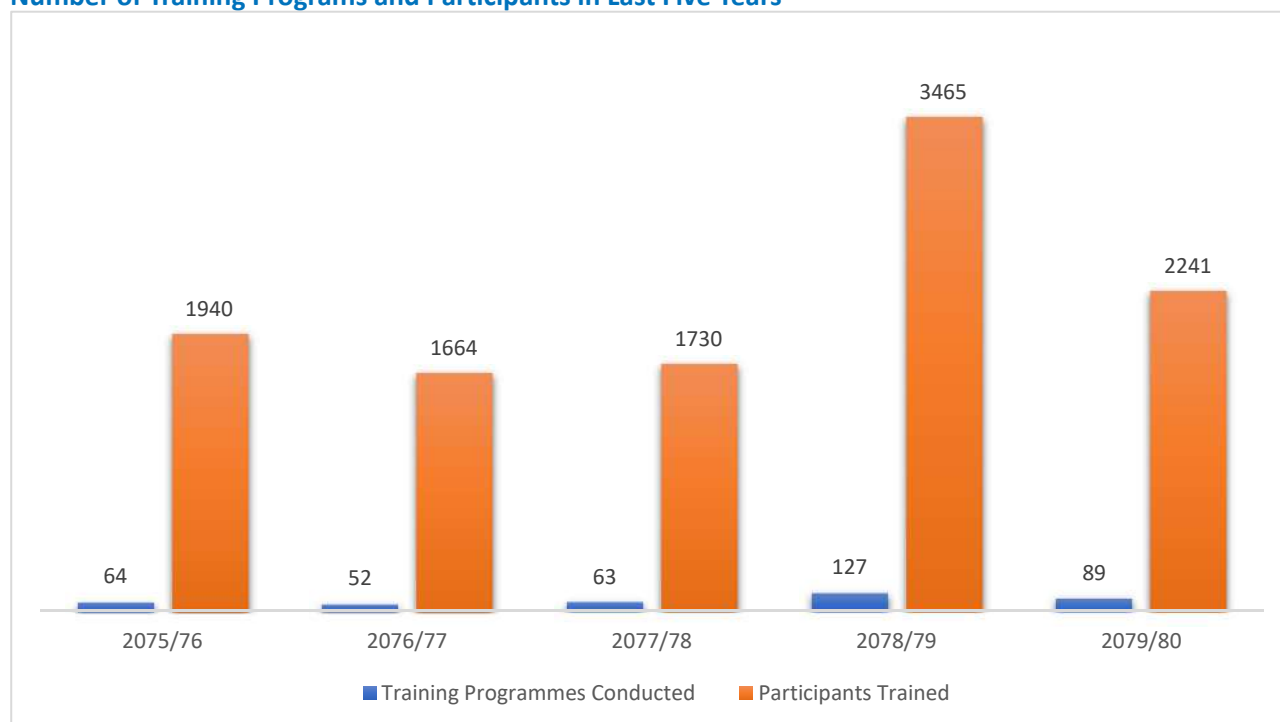
Significant institutional achievements in all the three key performance areas (Training, research and

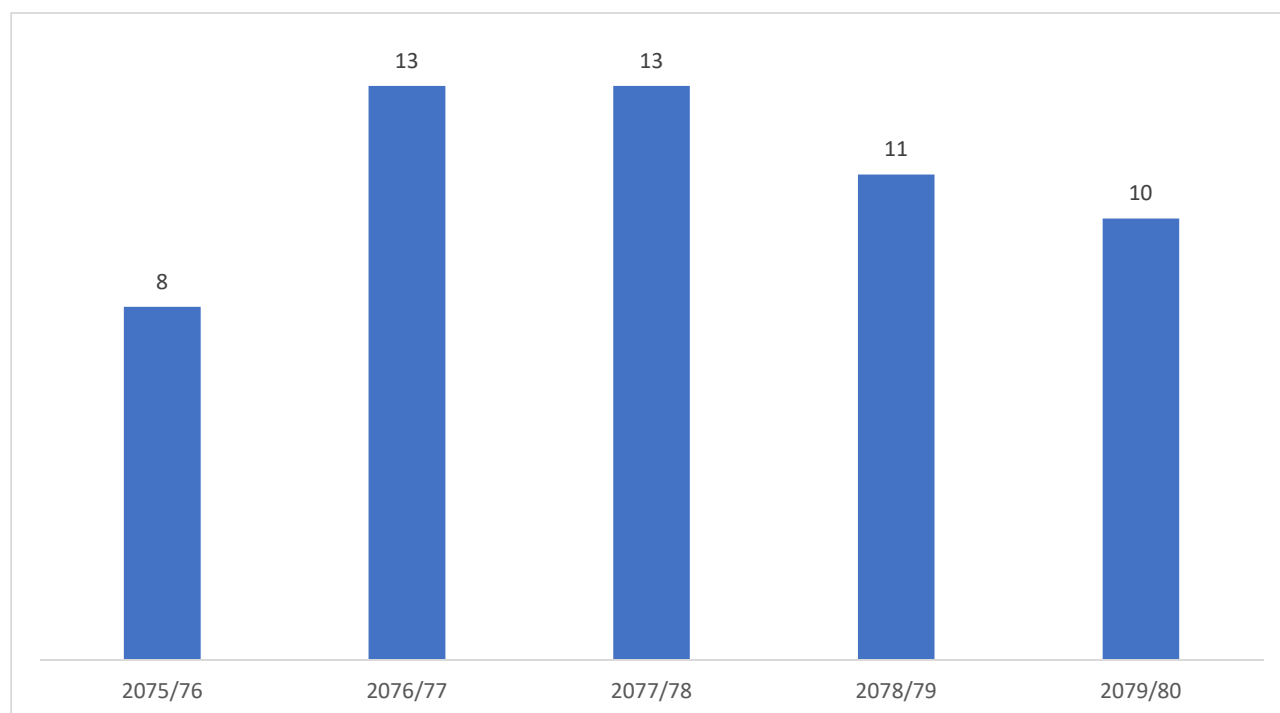
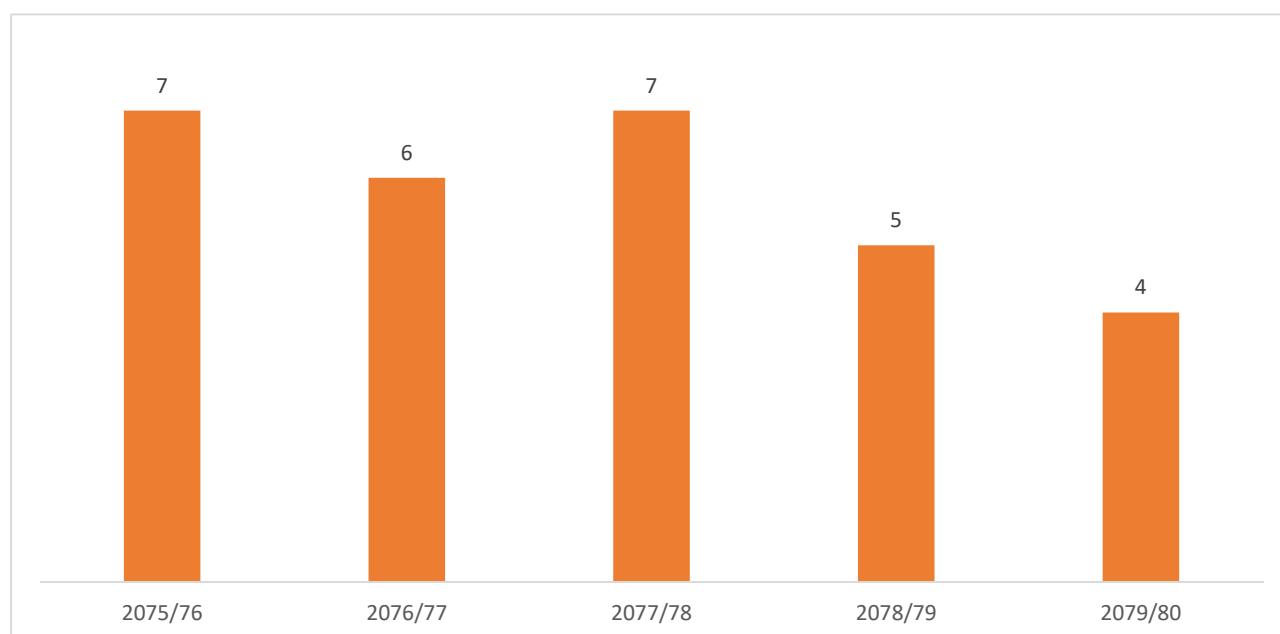
consulting) were achieved in the fiscal year 2079/80. NASC provided its services to 2288 service recipients that were done through 140 different programs.

S.No	Activities	Target		Achievement	
		No of Programs	No of Participants		
1	Training Program				
	Long Term (More than 30 working days)	27	790	29	790
	Short Term (Less than 30 working days)	20	494	14	369
	Short term (Fee Based Training)	29	705	46	1082
2	Research Work	12	0	10	0
3	Consultancy Service	4	0	4	0
4	Staff Development and Miscellaneous Programs	30	49	33	47
5	Infrastructure Development	4	0	4	0
	Total	126	2038	140	2288
	Progress Percentage			111.11%	112.27%

PERFORMANCE HIGHLIGHTS OF NASC IN LAST FIVE YEARS

Number of Training Programs and Participants in Last Five Years



Major Research Work in the Fiscal Year 2079/80**Major Consulting Work in the Fiscal Year 2079/80**

III

TRAININGS AND WORKSHOPS

REVISITING FISCAL YEAR 2079/80



CHAPTER- III

TRAININGS AND WORKSHOPS

IN-SERVICE TRAINING PROGRAMS

Once the appointed officers start serving in their current position for few years, they become eligible for participating in the in-service training programs. Center for in-service training organizes three different trainings on both regular and request basis: Senior Executive Development Program, Advanced Course on Management and Development and Professional Course on Management and Development are the in-service training programs

Senior Executive Development Program (SEDP)

Senior Executive Development Program (SEDP) is an in-service training organized for Class I officers of the government of Nepal. It is one of the flagship programs of NASC that aims at enhancing

core competencies of the Senior Executives to develop them as transformational leaders and integrity builders with strategic thinking and policy management skills required to strengthen the governance system and improve public service delivery. The training program incorporates action learning consisting of five modules: Leadership, Integrity, Strategic Management, Governance, and Policy Management.

The 44th SEDP started on 23 Bhadra 2079 (8 September 2022) and ended on 02 Chaitra 2079 (16 April 2023) with 24 participants graduating from the program. Also, the 45th SEDP commenced on 15 Chaitra 2080 (29 March 2023) and will end on 8 Ashwin 2080 (25 September 2023).



Hon'ble Minister Aman Lal Modi handing over the certificate to 44th SEDP Participants



45th SEDP Participants with NASC officials



Dhani Ram Sharma

It was an immense pleasure to have been a part of the 44th SEDP. I had a great experience with dynamic faculties and considerate officials during the program. The curriculum itself was well structured and extremely pertinent for the senior-level officials in the public service to help enrich knowledge, widen horizons, and acquire essential skills to improve the behavioral part.

There were three aspects that were quite impressive and intriguing for me in this program. Firstly, the course has firmly blended the theoretical and practical learning experience that is sure to assist us in taking the right actions and decisions in our respective responsibilities therefore acting as a guideline and a framework for us to prosper. The managerial tools, techniques, and approaches that we learned throughout the course were quite new yet highly applicable in society. I benefitted from the program and learned to think critically and to undertake necessary actions strategically to address the issues. Secondly, the faculties were competent and skilled enough to deliver the subject matter and cite examples in an interesting manner making it easier to grasp it on a broader level. The faculties have expertise not only in their respective field but also in handling and guiding senior-level officials in an effective way. The faculties guided us well to help work in a team having members of diverse backgrounds and helped produce quality deliverables at the end. Teamwork skills being one of the major areas to be worked upon by our leaders could certainly benefit from this program. I enjoyed throughout the program. Next, the participants from different fields had excellent networking that helped us not only to understand each other but also supported us in understanding the values and norms of different organizations that are crucial for us to coordinate with each other in achieving common goals and objectives in the public service.

Finally, the course has proven to be quite advantageous and has provided me with valuable insights that will be helpful for me in the days to come. I express my heartfelt gratitude to Nepal Administrative Staff College for having organized this program and to whoever was the person who played their respective roles in helping to conduct this program effectively.

Advanced Course on Management and Development (ACMD)

Advanced Course on Management and Development (ACMD) is organized for Class II (or equivalent) officers of the Government of Nepal and public

institutions. It is a 35-day in-service training program, designed to enhance the core competencies of mid-level executives to develop a performing leader who demonstrates leadership roles by maintaining and fostering integrity in personal and professional life; by managing resources and relationships effectively

to achieve organizational goals. This year a total of 167 officials were trained through seven training programs.

The program is comprised of five modules: Personal Efficacy and Leadership, Governance and Development Management, Public Service Innovation (PSI), Know Your Economy (KYE), and Connecting to Community (C2C). The first two modules of the training were delivered through classroom sessions, group work using real-life case studies, interactive presentation and home assignments. The PSI module was a blend of classroom sessions and field observation. Participants interact in the visited organization,

discuss in groups using the design thinking approach, prepare a service improvement plan based on the field study and group discussion and finally present it to the other groups. The KYE module on the other hand was led by the participants themselves. They formed smaller teams and engaged themselves in preparing presentations and conducting a seminar in various thematic areas of their interest. In the C2C module, participants were assigned to a district and they selected communities themselves to internalize the socio-economic issues of the community, citizens' perspectives towards public service, and learn from development practices.



Glimpses of the ACMD Training Programs



Neeta Shapkota

Leadership and achieving goals is an essential part of the professional development of any career, and I find myself incredibly grateful for having the opportunity to learn about management and leadership through the ACMD program. This course at NASC was equivalent of a reputable university and I have deep appreciation for all the mentors, management team, and facilitators for organizing such an efficient and impactful program.

I found the module like KYE and C2C to be incredibly engaging and interactive, and I got to discover new ways to explore my existing capabilities and further develop on the skills I have acquired through my professional life.

Through this course, I was able to develop a deeper understanding of the ethical and behavioral conduct expected of someone in the public service space, and I have found that implementing the things I learned through this training into the organization is quite fruitful.



Mahesh Prasad Yadav

ACMD training course was very fruitful to the mid-level executives like me for enhancing the personal knowledge and behavioural change in personal efficacy and leadership, managerial skills, service delivery improvement plan and understanding our diverse communities and marginalised populations in rural areas.

Every modules were important and provided different ideas, knowledge and skill with the help of interactive lectures, presentations, experience sharing, group discussions, exercises, case study, role play and field visit facilitated by specific field experts. Two modules SIP and C2C were quite interesting and more practical.

Finally, I would like to express my sincere appreciation to all the Resource persons, experts, entire NASC family for smoothly conducting such types of good training in good environment



ACMD Participants in a Group Photo

Professional Course on Management and Development (PCMD)

Professional Course on Management and Development (PCMD) 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. In this 30 working day in-service training program, 310 officers were trained via 11 programs.

PCMD is comprised of four modules: Managing Self and Relationships, Governance and Development Public Financial Management, and Engaging with Local Governments (ELG). The first three modules were delivered through classroom learning sessions, case studies, and group discussions. However, in the ELG module, the participants were assigned to seven different local governments which they visited in groups, learned about local government activities along with the issues and challenges, prepared a report, and presented to other groups about the government they visited.



Opening and Closing Ceremony of PCMD Training Programs



Nar Bahadur Saud

Since the inception of my career, I have been seeing things from a policing perspective. Though it gives me a better understanding of my own work as an officer, I often contemplate my inability to add a different dimension to my professionalism. NASC has provided me with the opportunity I have been waiting for. The PCMD by the college is intricately designed to inculcate the essence of modern-day management ethos and principles. It brings about a subtle change in the knowledge and attitude of the participant over the duration of the course. Personally, I found the curriculum well-equipped and balanced with the managerial domains that significantly enhance administrative proficiency and soft skill. The course truly enriched my ability to handle the dynamics of office work, fostering my inner qualities as a public servant while also intellectually stimulating to sustain my desire to learn even further. The relentless efforts put in by the faculty members and guest lecturers made this amazing journey far more productive and memorable. The multidimensional curricula along with the colleagues from different professional backgrounds amplified my experience as an alumnus and compelled me to perform beyond my own standards. I would like to take this opportunity to thank NASC and the team members of PCMD for giving me this privilege and making my journey as a trainee remarkably productive.



Sangeeta Koirala

As a government official, I embarked on the PCMD at the esteemed NASC with a profound understanding of the significance of continuous professional growth. This comprehensive program proved to be transformative, offering practical case studies that allowed us to tackle real-world challenges in our field, honing our decision-making abilities, competency, and workplace conduct. The course's well-rounded curriculum, encompassing diverse subjects from spirituality to service delivery, equipped us to excel in various aspects of our roles, fostering both personal and professional growth. Collaborating with professionals from diverse backgrounds enriched our problem-solving skills and created a sense of unity among us. NASC's training transcends individual roles, promoting cross-sector knowledge-sharing and empowering government officials to make a positive impact in their service to the nation.

Overall, it was an invaluable experience that has made me a better government official and a more well-rounded individual. I highly recommend this course to any government official who is committed to continuous learning and impactful service.



Umesh P Subedi

A big and hearty thanks to NASC for the opportunity provided to the participants from EPF in PCMD which immensely helped us add on and enhance capabilities, knowledge, skills, and attitude, even out of the frame, by applying learn-with-fun methods.

The Program provided us with immense opportunities to go through the updates in the field of human development and organisational development. It also helped us enhance our internal and interpersonal skills, behavioural handling, customer-centric service delivery, process management, integrity management, applying physical and spiritual peace and enhancing quality of life. The teaching-learning process even helped us learn the updates beyond our knowhow and our circles we were practicing. The knowledge transferred into me will definitely be result oriented.

As a continuous process of learning I feel myself proud to be part of the college which will keep us even in their institutional memory. It would be an injustice if I do not mention our resource persons who mentored with all the effort using various theoretical approaches, examples, practices, and practicals. I would like to offer my special thanks to the Program coordination unit and members of NASC altogether for the classes and course management, assignment and assessment, field visit coordination and learning friendly environment.

INDUCTION TRAINING PROGRAMS

Induction training programs are designed to orient the newly appointed officers of Government of Nepal as they assume their new role in civil service. The main aim of the induction training programs is to enhance the core and job specific competencies of the newly appointed officers of Government of Nepal and prepare them for delivering effective public services. NASC mainly conducts Basic Administration Training, Leadership Development Program and Orientation Programs under the induction training programs.

Basic Administration Training (BAT)

BAT is a flagship training program of NASC, which is being organized since its inception in 2039 BS. The program aims to develop the required knowledge, skills and attitude of the newly appointed Class-III Officers of Government of Nepal who come from a heterogeneous group with diverse academic and socio-cultural background with or without prior job experience. The program orients, socializes and sensitizes the newly appointed officers with core values, functions and practices of civil service and enhances their core competencies to prepare them as they enter the civil service.



Opening Ceremony of 36th Basic Administration Training Program

The program has been designed to incorporate the competency framework required for the participants having diverse academic and socio-cultural background either with or without prior job experience. The 36th BAT program incorporated innovative approaches in ICT module and Governance and Service Delivery (GSD) module. In the ICT module, the participants conducted ICT seminar on various cross-cutting themes of IT and in the Governance and Service Delivery (GSD) module the participants engaged in poster presentation and plenary session on various themes related to public service design and delivery. Moreover, the GSD module

incorporated the Simulation of Municipal/Village Assemblies wherein the participants of each group successfully executed the simulation of Municipal/Village Assemblies at their respective groups. The simulation was conducted under the two-day session of Organizing Municipal Assembly. The main objective of the session was to provide theoretical as well as practical knowledge to participants in terms of explaining the composition of municipal/village assemblies and the processes of organizing the municipal/village assemblies. The sessions were facilitated by the team of the National Association of Rural Municipalities in Nepal (NARMIN).



Values Recitation Program for the 36th BAT participants

In the 36th BAT, newly appointed class III officers of Nepal Administration Service (General Administration, Revenue and Accounts), Nepal Foreign Service and Nepal Audit Service participated in the program. The duration of the training program is of six months: four months foundation course comprised of six different modules followed by two months internship (only for the general administration group). The training program started on 3 Falgun 2078 (15 February 2023) and included 9 groups with 237 participants.

The graduation of Nepal Foreign Service, Nepal Audit Service, Nepal Administration Service/ Revenue, Nepal Administration Service/Accounts was held

on 30 Jestha 2080 (13 June 2023) whereas the participants from Nepal Administration Service/ General Administration graduated on 4 Bhadra 2080 (21 August 2023) after the completion of the internship.

KYC

Trainee Officers participated in 'Know Your Country' program at different parts of the country to learn about geography, people, culture and economy and to enhance their understanding towards people and nation. The destinations were identified and detailed plan was prepared with learning objectives and daily activities. The trainee officers prepared learning reflection report and shared among their cohorts.



36th BAT Participants during their KYC visit

Internship

Nepal Administrative Staff College designed a two month Internship Program for the officer trainees of 36th Basic Administration Training - General

Administration Group. A total of 20 districts were selected for the 80 participants of the General Administration Group. Each district had four trainee officers deputed in the municipal office, district administration office and land revenue office.



Officials of NASC during the internship monitoring

Extra Co-curricular Activities (ECA) during Basic Administration Training (BAT)

With an aim to provide a holistic learning to the trainee officers and not just limiting them to classroom sessions, the team of NASC organized various extra-curricular activities every weekend. Trainee officers involved in yog, physical training,

sports and cultural activities organized daily to help them maintain healthy and meaningful way of life in their career ahead. Similarly, Talk Program on contemporary issues, visits to different organizations, hiking to outskirts of Kathmandu valley, literary Festivals were also organized to broaden their learning horizon.



Participants during their talk program on Buddhism philosophy

Physical Training (PT)

Officer trainees practiced physical training early in the morning. Trainers from Nepal Police managed the PT sessions.



Participants during their morning physical training

Yog

The officer trainees learned the basic skills of yog, pranayama, meditation, and other applied

spiritual techniques for maintaining physical fitness, developing a positive attitude, mental peace, managing stress and developing a self-disciplined lifestyle.



Participants during the yog session

Visit to Disaster Management Training School (DMTS)

Officer trainees were provided with an opportunity to learn about the disaster management competencies

and efficiency of the Armed Police Force (APF) located at Kurintar. This program aimed to acquaint officer trainees with the sensitivity of the disaster-prone calamities in Nepal and the competencies of our authorities to cope with them.



Participants Rafting as a part of their DMTS Visit

Hiking

The officer trainees engaged in one day hike during their residential stay at NASC. The main objective of Hiking was to enhance the understanding of the

officer trainees about the geography, heritage, social and cultural aspects of the specified locations. The activity was designed to make the officers internalize the livelihood of the countryside as they walk on foot to the destination.

Sports

The officer trainees engaged into various sports activities such as: football, volleyball, badminton, basketball, chess, tug-of-war, table tennis during their residential stay at NASC.



Participants During their Basketball game



Blood Donation Program organized for the BAT Participants

Dance

Officer trainees had ample opportunity to learn and practice dancing skills that would help them to overcome hesitation in social life; maintain

physical and mental fitness and socialize in different communities.

Similarly, participants also celebrated festivals like holi and organized a play on the occasion of Women's Day.



BAT Participants celebrating Holi

As an innovative activity, officers in groups were engaged in gardening at NASC. The officers also participated in Earthquake response program organized by Nepal Police.



Officials of Nepal Police demonstrating the rescue process of various hazards

The residential program also included speech and quiz competitions and documentary shows.



Participants of First Residential Group after the Quiz Contest

Ethnicity Day

Trainees of 36th BAT during their residential stay participated in the Cultural and Ethnic program. The main objective of the program was to familiarize the students with the culture and diversity amongst each other and also sensitize them with regarding

the diversity of the service seekers. The program was specially performed in costumes of different castes including Chhaliya dance of West, Singaroo dance of Karnali region, folkdohori of Gandaki region, Garra dance of East, tamangselo dance and maithili songs



Trainee Officers celebrating cultural and ethnicity day

Fine Arts

Officer trainees were provided with the opportunity to learn and enrich their painting skills to uncover their hidden potential of fine arts and foster creativity in different facets of life.



Trainee Officers during their fine arts session



Bimal Kumar Shrestha

I feel privileged to participate in the Basic Administrative Training program for the newly appointed gazetted class III officer of the Government of Nepal at the Nepal Administrative Staff Collage, which is a well-known institution in Nepal for those who want to acquire administrative knowledge. The overall training program was divided into various modules that immensely helped me to enhance the knowledge, skills and attitude required for my new role as I enter the civil service with in aim to serve the public. Under the Communicative English Module, the art of speaking English, public speaking skill, translation and common errors in English were elaborated. Likewise, in the report writing module, the theoretical and practical classes of report writing made the report writing proficient. Self-transformation and Management Proficiency module taught me to know myself, proper use of time to manage priorities, proper management of Knowledge, Attitude and Skill (KSA) and conflict management art. The Information Communication and Technology Module was enough to learn about the current trend of information technology, its use in government agencies, and the improvements to be made in the future. Under this module a one-day ICT Seminar created an opportunity to share learning between different groups. Likewise, the Communication and Decision-Making module provided practical knowledge on effective decision-making methods, note (Tippani) writing, Nepali and English correspondence, cabinet proposal writing and the art of effective record management. Under the Governance and Service Delivery Module, placing myself in the place of the customer was important lesson for me. Under the Development Management Module, I got an opportunity to know the public procurement practice, valid principles of public accounting, project proposal writing. Out of all these modules, the Know Your country (KYC) module is what everyone remembers, in which we get the opportunity to study, observe and visit every part of the country. Overall, this training taught me the art of eating to dressing, showed the way to change thinking and behavior. I have felt a clear change in my confidence and knowledge after this training. It shifted my paradigm. I am confident that this training will become the foundation of efficiency and professionalism in everyone, including me.

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

The Leadership Development Program was organized for the newly appointed Joint Secretaries of Government of Nepal 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.



Opening ceremony of Leadership Development Program

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 31 newly appointed Joint Secretaries participated in the training program which was conducted in two batches.

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.

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). 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 was conducted from 15-21 Kartik 2079 (1-7 November 2022). Altogether, 21 participants participated in the training program.

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 20 participants was conducted from 18-20 Ashadh 2080 (3-5 July 2023).



Participants during the opening ceremony of the event

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 92 participants from 26 Mangsir-8 Poush 2079 (12-23 December 2022).



Student Army Officers during the training event

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-2 Mangsir 2079 (15-18 November 2021) and was attended by 35 participants.



Glimpse of the Closing Event

Innovating Public Policy: Use of Evidence (InnoPoIE)

This second phase of InnoPoIE training is the continuous flagship training program of NASC and Policy Research Institute (PRI) and was conducted

from 20-28 Chaitra 2079 (3-11 April 2023). The program aimed to enhance the competences of the mid-level government officials for applying innovative approaches in policy making through the use of scientific evidence. Altogether 22 participants participated in the program.



Participants during the opening ceremony of the event

The background features a light blue color with a pattern of small, darker blue dots scattered across it. Overlaid on this are several large, semi-transparent geometric shapes, including triangles and diamonds, in various shades of blue, creating a layered, architectural effect.

IV

CONSULTING SERVICES

REVISITING FISCAL YEAR 2079/80



CHAPTER- IV

CONSULTING SERVICES

Consulting Service is one of the three key functional domains of NASC as envisioned in Nepal Administrative Staff College Act (2039). Consulting Services means the provision of expertise or strategic advice that is presented for consideration and decision-making. These services help organizations manage change and solve problems so that they operate more efficiently, profitably and hence improve their overall organizational performance. As an institutional mandate and continuation of its journey towards excellence, NASC provided consultancy services to various government and public organizations this year as well.

Training Consulting Services

Leadership Excellence Program for Women Managers

The number of women managers in Nepali public and private organizations is increasing substantially

in recent years. Consequently, the role of women as managers and leaders has been even more crucial for ensuring effective service delivery and enhancing overall performance of organization. Women managers in public organizations today are likely to face diversified problems as their role is multiple. It demands women managers and leaders to be more equipped with essential managerial skills and competencies. In order to address this gap, NASC envisioned a specialized training program for women managers of public and private enterprises in the fiscal year 2078/79. The program got ample momentum since its inception from the service recipients. This year, NASC successfully conducted four episodes of 3 days long residential training program entitled 'Leadership Excellence Program for Women Managers' at different outskirts of Kathmandu Valley and renowned cities. The program was attended by 83 women at leadership positions representing various public and private institutions.



Trainees during a session with faculty member Mr. Basanta Raj Sigdel

Training Program on Financial Management for the Officials of Nepal Oil Corporation (NOC)

Training program on Financial Management was conducted for the Officers of Nepal Oil Corporation (NOC) to further enhance the knowledge and

capability of participants in the areas of financial management. The 7-day training program was conducted from 4 to 13 Ashoj 2079 (20 to 29 September 2022). The program was attended by 20 officers of NOC.



Participants during a classroom learning session

Leadership and Management Training Program for Serial No 4 All Arms Command and Staff Course (AACSC)

Leadership and Management training was conducted for Serial Number 4 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 conducted from 18-20 Poush 2079 (2-4 January 2023) and was attended by 45 officers of Nepali Army.

Leadership Excellence Program for Class I and Class II officers of Nepal Telecommunication Authority (NTA)

The Leadership Excellence Program was conducted for Class I and Class II officers of Nepal Telecommunication Authority (NTA) to enhance the managerial competencies of the NTA officials required for organizational transformation. The 15-day program was conducted from 11 Poush-3 Magh 2079 (26 December 2022-17 January 2023). Altogether 20 participants participated in the training program.



Participants of Nepal Telecommunications Authority during a classroom session

Leadership and Management Training for officials of Department of Drug Administration (DDA)

Internalizing the competency gaps in employees obtained through their rigorous institutional level training needs assessment, the management of DDA requested NASC to conduct a 3 days training on Leadership and Management training for its officials. The training was conducted from 8 to 10 Jestha 2080(22 to 24 May 2023), in which 11 participants from DDA discussed over dimensions, dynamics, and future direction leadership and management of DDA should be taking in order to stay proactive and efficient in today's complex work environment.

Fostering Team Spirit for Managerial Excellence

for officials of Department of Drug Administration (DDA)

Building effective team and fostering team spirit in public sector organization has always been the issue of importance. Acknowledging this fact, upon the request of DDA, NASC conducted 3 days training program on Fostering Team Spirit for Managerial Excellence for officials of DDA from 8 to 10 Jestha 2080(22 to 24 May 2023). The program was attended by 15 officials of DDA where they learned practical skills to build effective and performing team. In addition to this, the participants also learned innovative ways to foster team spirit for enhancing organizational performance and sustain it over time.



Participants during a classroom learning session

Training Program on Financial Management for officials of Department of Drug Administration (DDA)

Training program on Financial Management was conducted for the officials of Department of Drug Administration (DDA) to further enhance the knowledge and competency of officials in the areas

of public financial management. The 3-day training program was conducted from 11 to 13 Jestha 2080(25 to 27 May 2023), where 15 officials discussed over the pain areas, pressing issues and challenges they face in the area of public financial management and learned effective ways to deal with it.



Participants during the opening ceremony

Knowledge Enhancement Training for officials of One Stop Service Centre (OSSC), Department of Industries (DOI)

Knowledge Enhancement Training was conducted for officers of One Stop Service Centre (OSSC), an initiative taken by Department of Industries (DOI) to facilitate and create investor friendly business

environment in Nepal. The training focused over building managerial, leadership, and social skills in participants so that they could sharpen their professional ethics, etiquettes and aptitude. The 3-day training program was conducted from 6 to 9 Baishakh 2080(19 to 22 April 2023), and was attended by 29 OSSC officers.



Participants during a classroom learning session

Capacity Enhancement Training for officials of One Stop Service Centre (OSSC), Department of Industries (DOI)

Capacity Enhancement Training was conducted for officers of One Stop Service Centre (OSSC), an initiative taken by Department of Industries (DOI) to facilitate and create investor friendly business environment in Nepal. The training helped officers of OSSC to

develop and hone their managerial, functional and behavioral competencies, enabling them to provide prompt and quality service with greater degree of managerial aptitude and professionalism. The 2-day training program was conducted from 15 to 16 Ashad, 2080(30 to 1 July 2023) where altogether 31 officers discussed over the issues of ethics and integrity, stress management, spiritual intelligence, and employee engagement.



Participants during a classroom learning session

Management Development Program for Senior Officials of Rastriya Banijya Bank

The Management Development Program was conducted for the senior executives of Rastriya Banijya Bank (RBB) from 5 Ashoj to 2 Mangshir 2079 (21 September to 18 November 2022). The program aimed to impart practical knowledge, and professional and personal skills to support them perform their leadership roles effectively with strategic orientation and innovative approaches. The program was developed to encourage and prepare the senior executives of RBB to play a key role to translate the organizational visions into actions with implementable activities to achieve the organizational goals.

The thirty five-day training program provided a learning platform where the executives 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.

Advanced Course on Management and Development Program for officials of Civil Aviation Authority of Nepal (CAAN)

A 35 working days in-service ACMD training program was conducted for Class II (or equivalent) officers of the Civil Aviation Authority of Nepal. This program has been designed to enhance the core competencies of the mid-level executives of CAAN to develop them as a performing leader who demonstrate leadership roles by maintaining and fostering integrity in personal and professional life; by managing resources and relationships effectively to achieve organizational goals. 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 selected communities to internalize the socio-economic issues of community, citizen's perspectives towards public service, and learn from development practices. 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.

Professional Course on Management and Development for Officials of Employees Provident Fund (EPF)

Professional Course on Management and Development was organized for Class III (or equivalent) officers of the EPF with the aim 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. During the training, the participants engaged in classroom learning sessions where they discussed in areas of management, leadership, governance, public service delivery, public financial management and field based projects.

Training of Trainers (ToT) Program

Building a nation-wide pool of qualified trainers through implementation of both the content and process based Training of Trainers (ToT) program is one of the key priorities of NASC. This endeavor not only increases the pool of NASC certified trainers but also fulfills the competency gap of human resources in capacity building institutions working at different echelons of government in federal system including both the public and private sector as well. Internalizing this fact, this year, NASC conducted nine batches of ToT program that were attended by altogether 169 participants. The graduates of the program are expected of conducting effective in-house training in their respective institutions.

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. The program aims to enhance organizational learning processes by building suitable frameworks that could support to strengthen the overall governance system of the nation at large. The 3-day training program was attended by 19 officials of various public organizations and was conducted from 15 to 17 Magh 2079 (January 31-02 February 2023).



Participants during their presentation and sharing session

Communication and Decision Making Training for the Officials of the Department of Drug Administration

Effective communication accompanied by rational decision making processes is the fundamental pillar for creating resilient organization in complex

business environment. In light of this, upon the request of Department of Drug Administration, a 3-days training program entitled 'Communication and Decision Making' was conducted for the officials of DDA from 11 to 13 Jestha 2080 (25 to 27 May 2023). The program was attended by 15 officials of DDA.



Participants from DDA with NASC officials

Training Program on Procurement and Contract Management

The training program on procurement and contract management was organized for the officers of Kritipur municipality to enhance the capability of the officials of Kirtipur Municipality to manage procurement and contract efficiently and effectively. The 6-days training program was conducted from 04-09 Ashad 2080 (19 -24 June 2023) where 35 participants participated in the program.

Training program on Building Project Management Excellence

The training program on building project management excellence was organized from 16 Magh 2079 (30 January 2023) to 20 Magh 2079 (3 February 2023). The five-day program aimed to provide a comprehensive overview of project management. The program's basic theme was project design, planning, execution, monitoring, and evaluation. The course was designed for emerging and mid-level officers of different public institutions were altogether 17 participants participated in the program.

Training on Public Procurement Management of Goods

Public procurement is being perceived not only as an administrative function but also as a strategic

function in today's complex work environment. Effective and efficient procurement practices in organization help them excel in their business performance. Internalizing this fact, NASC conducted 5 days training program on Public Procurement Management of Goods for the officers of different public institutions. The program was conducted from 11-18 Poush(26 December 2022 to 2 January 2023) where 28 officers participated and discussed over the problems, issues, and challenges they face while procuring goods in public organizations and learnt the ways to effectively manage the same in the days to come.

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 enhancing competency of professionals in improving their project implementation and evaluation skills. In the fiscal year 2079/80, CDRC conducted 20 training events benefitting 542 staffs. These training events were conducted physically in different locations including outskirts of Kathmandu valley. Among the total 542 beneficiaries of the events, 108 were females and 123 were from the different provincial and local governments.



Glimpse from one of the CDRC events

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). In the previous year, 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. In light of this, this year, CDP successfully organized five different networking events with the aim to build a nexus of professionals representing various capacity development institutions and exchange their learning in the common platform. The event was marked by the presence of a total of 46 participants from different capacity building institutions, out of which, 7 were females and the rest 39 were males.

Networking Event			Number of Participants		
Event	Training Institute	Event Date	Male	Female	Total
1	National Health Training Center, Teku Kathmandu	4/9/2079	7	3	10
	Local Development Training Academy, Lalitpur				
	Public Finance Management Training Center, Hariharbhawan, Lalitpur				
2	Telecom Training Center, Babarmahal	4/10/2079	8	1	9
	National Judicial Academy, Manamaiju, Kathmandu				
3	Agriculture Information and Training Center, Hariharbhawan	4/11/2079	6	0	6
	National Water Supply and Sanitation Training Centre				
	National Police Academy				
4	Forest Research and Training Center	4/12/2079	4	3	7
	Armed Police Force Command and Staff College				
5	Nepal Electricity Authority Training Center, Bhaktpur	4/13/2079	14	0	14
TOTAL			39	7	46

Management Consulting Services

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

Service being 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 objective of the project is to:

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.

Organization and Management (O&M) Survey of BP Koirala Memorial Cancer Hospital (BPKMCH)

Service being rendered to: BP Koirala Memorial Cancer Hospital

Along with the increase in the range of health complexities, health care services in Nepal are gaining considerable progress not only in terms of patients' inflow and turnover but also in the avenues of specialized health care services. In this regard, BPKMCH realized the need of upgrading its organizational structure and rationalizing the human capital to render world-class health care services to its patients and service recipients. In this connection, upon the request of BPKMCH, NASC has been undertaking this O&M survey with the following major objectives and deliverables.

1. Review and analyze existing organizational structure given the operational context and assess the potential gaps in organizational structure.
2. Propose an organizational structure based on the nature and scope of the work of BPKMCH.
3. Propose new staffing standard aligned with organizational structure and functions of BPKMCH.

Organization and Management (O&M) Survey of Damak Municipality

Service being rendered to: Damak Municipality, Damak.

The constitution of Nepal (2015) has envisioned and mandated local level governments as a front-line government that operate in closest proximity of peoples and communities at large. To achieve organizational aim and objectives of Damak Municipality, it realized importance of projecting and managing human resources for ensuring efficient administration and realistic balance among the organizational structures. Hence, NASC has been conducting an O&M Survey of Damak Municipality upon its request.

The major objectives of the project are to:

1. Review and analyze the existing organization structure
2. Rationalize the human resources of Damak Municipality given the constitutional provisions and mandates.
3. Propose a new organizational structure considering the work load, functional domains and specialized services in the federal governance system.

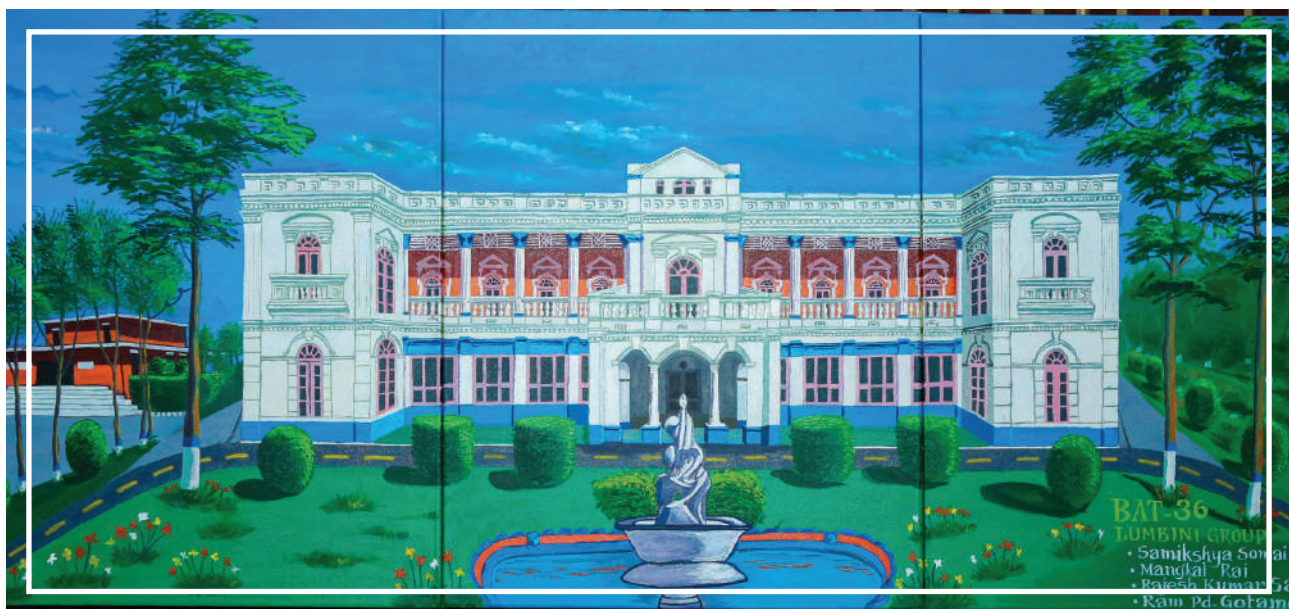


Senior Director Mr. Basanta Raj Sigdel handing over the Comprehensive Management Audit Report to BPKIHS



RESEARCH AND PUBLICATION

REVISITING FISCAL YEAR 2079/80



CHAPTER- V

RESEARCH AND PUBLICATION

Research

In FY 2079/80, two Departmental research reports and eight case based research reports were completed.

Departmental Research

1. Topic: Decision-Making Practices at the Local Government: An Inquiry Through Inclusive Decision-Making Framework

Team members: Trilochan Pokharel, Anil Kumar Gupta, Pratibha Dhungana, Pritha Paudyal

Inclusive decision-making involves engaging the stakeholders and citizens in the decision-making process for collective ensuring collective decision-making practices, a basic principle of the democratic governance. The constitutionally mandated and protected Local Governments of Nepal are considered as the true leaders of inclusive democracy from the grassroots. The involvement and engagement of women and marginalized executive council members of the local governments in decision-making bring diverse perspectives, enhance decision quality, and foster inclusive governance. Against this backdrop, this study explores the practices of inclusive decision-making at the local government level, applying a qualitative case study approach. The studied local government acknowledges the significance of diverse perspectives and claims to actively involve executive council members, particularly women and marginalized executive council members, in decision-making. Leadership within the local government plays a vital role in cultivating an inclusive decision-making culture by creating a safe and supportive environment where women and marginalized council members can freely express their opinions. Recognizing the need to address skill gaps and build confidence in them, the local government has implemented various training programs and capacity development

initiatives to empower them. Through active involvement, training, and support, the local government demonstrates its commitment to inclusive decision-making. However, persistent challenges require enduring and strategic efforts by the municipality to institutionalize the inclusive decision-making practices.

Keywords: Inclusive decision making, local government, women and marginalized executive council members

2. Topic: Early Phase of Federalism: Exploring the Experiences of Administrative Leaders of Local Governments in Nepal

Team members: Anita Poudel, Anup Bhurtel, Bikalpa Pokharel, Krishna Bahadur Thapa, Ashutosh Neupane

The first five years since the implementation of federalism has brought a ray of hopes among the service users and service providers at local level. The optimism, was however, coupled with certain challenges for the service providers, especially administrative leaders to manage their local level amidst the resource constraints and dilemma. In this context, this study aimed at exploring those challenges regarding employee engagement and managing networks and relationships with various stakeholders as well as the strategies that they had adopted to overcome these challenges. The study was based on qualitative approach in which in-depth interviews were taken with a total of six participants who were Chief Administrative Officers (CAOs) with the first five years'. They were taken into consideration for study on the grounds of substantial experiences of working as the administrative leaders at local level and still in the government service. The study represented participants from rural / municipalities of three provinces. Using thematic analysis, the study found majority of challenges faced by CAOs were under-staffing and even over-staffing due to employment

adjustments by federal governments. They were able to manage the employees through extrinsic motivation, role-modelling, providing training and development opportunities, keeping open environment for discussions and inspiring them for effective public service delivery. However, managing relationships various stakeholders, mostly political leaders was among their biggest challenges to which they strategize using rules and regulations or got transferred.

Keywords: CAOs, federalism, challenges, employee engagement, political relationship

Case Based Research

1. Topic: Does Workplace Environment Influence Employee Engagement Level?

Team member: Pramod Niroula and Chandni Kayastha

This study proposed to identify whether the workplace environment plays role in influencing the engagement level of employees in University Grants Commission (UGC). UGC has been a reputed government institution that is authorized to accredit colleges and universities in Nepal. The study followed a qualitative approach in which the researcher adopted case study method as a strategy of inquiry. The respondents of the study were permanent and contract staffs of UGC having diverse academic background, gender, ethnicity, and work experience.

The findings of this study demonstrated that in UGC there might be the issues of the culture of unfair treatment and prevalence of biasness on the basis of permanent and contract staff accompanied by lack of rewards and recognitions based on the performance. Apart from this, employees are found to be less likely motivated enough to take noble initiatives and are less satisfied with the existing unfair practices of promotion at their perceptual level.

2. Topic: Cooperative Governance in Common Pool Resources: A Case Study of Rupa Lake

Team member: Tara Prasad Kharel

Lake governance does not simply mean the governing the resources only. However, it also includes the management and conservation of biodiversity as well as the protection of the livelihood dependent on such lake. Therefore, this study tried to analyze the picture of lake

governance under the cooperative governance system. This study reviewed the relevant documents of Rupa lake governance qualitative data based on the principles and frameworks of cooperative and resource governance. The results showed that even though Rupa Lake cooperative has successfully restored and nurtured human rights in the surrounding area, new challenges arise due to unresolved human rights issues, potentially arising between upstream and downstream communities and within the region. A cooperative approach in line inclusive governance can restore deteriorated ecosystems, demonstrating the cooperative's ability to achieve sustainable development and improve local livelihoods.

Key words: Inclusive governance, Cooperative, Common pool resource, Sustainable development

3. Topic: Improved service delivery: A case study of online labor approval service

Team members: Geetanjali Upadhyaya, Shailaja Upadhyaya

Taking the case of labor approval system, this study examines the Department of Foreign Employment's efforts in transforming manual to an online system. It identifies various driving factors that helped shape the transformation, including citizens' concerns, human resource needs, organizational reputation, technological expertise, leadership commitment, resource constraints, local examples and the impact of COVID-19. Additionally, the study reveals the restraining forces such as lack of benchmark references, fear of change, inter-agency dependence, pressure from stakeholders, and submissive service seekers. The study identified process simplification, software utilization and integration with other agencies as the strategies employed for the transformation.

4. Topic: Fund Mobilization of Panchkhal Drinking Water User Group

Team members: Gobinda Bhandari, Nabina Malekar

User groups can play a vital role in nation building process through efficient mobilization of local financial resources. In order to meet the needs of the local population, financial resource mobilization entails both generating sufficient revenue and making the best use of available

funds. The user groups budget is supported by both internal and external revenues. The objective of this study is to identify the current status of sources of revenue and uses of revenues of Panchkhal Drinking Water User Group. This paper follows the descriptive methods to carry the study. The study was conducted using key informant interviews based on the open-ended questions. Also, the secondary data was collected through the audit report and publications of organizations. The average contribution of internal revenue to total revenue is around 75 % whereas the average share of external revenue to total revenue is around 24 % during the study period. The contribution of monthly drinking charge is highest in the internal revenue whereas the contribution of a grant from District Water supply and Sanitation Office is highest in the external revenue during the study period. Spending on operating activities has shown a declining tendency whereas spending in capital activities has shown an increasing tendency during the study period. The proportion of development expenditure to total expenditure has increased by 34.57 % whereas the proportion of operating expenditure has increased by 34.57% during study period.

Key Words: User Group, Fund mobilization, sources of revenue, allocation of revenue

5. Case Study on Low Bidding in Public Procurement: A Case of Dharahara Reconstruction Project

Team members: Raghu Bista, Lila Nath Sapkota

The Dharahara Reconstruction Project was initiated to restore the historic Dharahara Tower and incorporate additional features such as parking areas, and other cultural elements. The lowest awarded contractor was 21 % below the estimated cost. This case study focuses on understanding the factors behind the practice of low bidding in the project and its impact on project performance, particularly schedule performance. The study adopted a mixed-methods, combining secondary data and in-depth interviews. The analysis revealed several key findings. The finding revealed that the project encountered difficulties related to land acquisition, social demands, scope variations, and the COVID-19 pandemic. Contractor performance fluctuated, with initial progress followed by slower advancements.

Despite the project team's dedication, the project faced multiple time extensions. In the case of the Dharahara Reconstructions project, respondents believed profitability was possible due to factors like optimized resource utilization, bulk purchases, applying new methods, and overheads. The schedule delays were attributed more to contract management challenges than low-price bidding. This study highlights the complexities of low bidding dynamics, shedding light on its effects on project execution and broader economic implications.

6. Enhancing Citizen Engagement and Service Quality: A Case Study of Kathmandu Metropolitan Offices' Call Center

Team member: Anita Poudel

The case study examines the efforts and status of the Kathmandu Metropolitan Offices' Call Center, focusing on key aspects for its effective functioning. The study emphasizes the need for a clear legal mandate and policy provisions, outlining the scope and purpose of the call center's tasks, its autonomy, coordination mechanisms, priority, ownership, and required resources. Transparent information sharing of registered grievances is highlighted as an incentive for action. Operationally, human resource management, incentives for call center employees, and comprehensive capacity-building programs are recommended. The information channel requires regular updates from stakeholders and effective communication with the public. An integrated approach involving regular meetings among stakeholders, expanding coverage to all wards, and appointing focal persons is proposed. Additionally, the study suggests addressing legal complexities associated with non-written requests and establishing remote services through comprehensive policies and legal solutions. These insights contribute to enhancing the functionality and impact of the call center within the Kathmandu Metropolitan Offices.

7. Protecting Migrant Workers: Effectiveness and Challenges of Social Security Scheme to Cover Nepali Migrant Workers

Team member: Shiva Hari Adhikari

Nepal's social security scheme is one of the oldest in South Asia whose origin dates back to 1994. In the context of achieving sustainable development goals, there is substantial emphasis

on implementing nationally appropriate social security scheme for substantial coverage of the poor and the vulnerable. In the past there have been several attempts to extend the social security scheme. The scheme was made available for the migrant workers since March 2023. Within a short span of time, significant number of migrant workers have enrolled the scheme. However, a large majority of the migrant workers are far behind their enrollment in the scheme. This paper explores the forms

of social security benefits for migrant workers and identifies the problems and challenges associated with the scheme in relation to its reachability and effectiveness.

Keywords: Social security scheme, migrant workers

8. Envisioning the Lalitpur Metropolitan City as a bicycle driven city: Mayor's perspectives

Team member: Rajendra Adhikari, Roshani Bhujel

Publication

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 2078/79, three research reports have been published online in the FY 2079/80.

S.N.	Research Title	Authors	Research Type
1	Competency of local government officials and organizational performance at local levels	Shiva Hari Adhikari	Type III
2	Does Role Efficacy Influence Transactional Style? An Empirical Analysis of Bureaucrats at Provincial Governments	Pramod Niroula Shailendra Prasad Bhatt	Type III
3	Intergovernmental Spillover in Health Service: How are Local Governments Managing?	Tara Prasad Kharel	Type II

NASC Discussion Series

NASC Discussion Series is an initiative of NASC that brings scholars and practitioners of public sector governance in a common platform 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. As of now, number of national and international scholars have shared and experience through this platform.



Deputy Executive Director, Mr. Bishnu Prasad Lamsal and Former Chairperson of Public Service Commission, Mr. Umesh Prasad Mainali as speakers of the event



BAT Participants interacting with the speakers during NASC Discussion series

As a regular program of Center for Research and Development, six discussion series were completed in FY 2079/80 in the areas of vedic tradition of

knowledge, public sector capacity building, public administration and prospects of civil service in Nepal.

Topics and speakers of NASC Discussion series organized by NASC in FY 2079/80:

S.N.	Topics	Speakers	Date
1	Vedic Tradition of Knowledge and its Linkage with Public Administration	Prof. Krishna Chandra Sharma	13 Shrawan, 2079
2	Public Sector Capacity Building: Insights and Reflections	-Dr. Bhoj Raj Ghimire -Mr. Punya Prasad Neupane	7 Asoj, 2079
3	Public Administration in Federal Nepal	Dr. Hiramani Ghimire	20 Magh, 2079
4	Prospects of Civil Service in Nepal	Mr. Shyam Prasad Mainali	20 Falgun 2079
5	Prospects of Civil Service in Nepal	Mr. Bhojraj Pokharel	18 Chaitra 2079
6	Prospects of Civil Service in Nepal	Mr. Umesh Prasad Mainali	30 Baisakh 2080

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, 2023 (Vol 32) has been published this year.

South Asian Network for Public Administration (SANPA) webinar

SANPA webinar on "Sustainable Development Goals-where do we stand now? Moving forward-challenges and opportunities" was held on 29 Ashoj 2079 (15 October 2022). Mr. Trilochan Pokharel, Senior Director of Studies of Nepal Administrative Staff College (NASC) was one of the panelist in the program.

EROPA Conference 2022

11 faculties of NASC presented eight papers along with one plenary speaker at the Eastern Regional Organization for Public Administration (EROPA) Conference 2022, held on 29 Bhadra 2079 (14-15 September 2022). EROPA 2022 was hosted virtually by Nepal through the Ministry of Federal Affairs and General Administration (MoFAGA) with the theme- "Governance and Public Administration in Covid-19 Pandemic: Learning, Innovations and Reforms in Managing Global Changes".

Dr Shyan Kirat Rai, Deputy Director of Studies at NASC, was one of the plenary speakers on the theme "Strengthening Digital Governance for Managing Global Changes". In his presentation, he highlighted that digital transformation is necessary to change the face of the bureaucracy. Along with infrastructure development, educating all the stakeholders is equally important to minimize the existing digital divide. He also pinpointed that COVID-19 was a wake-up call to strengthen digital transformation.



Dr. Shyan Kirat Rai participating in the event as a plenary speaker

CFS Publication

Center for Federalism Studies regularly conduct studies and research on different aspects of

federalism and prepare knowledge-base on federalism. This year CFS has published the book title "नेपालको संघीय शासन प्रणाली: अभ्यास र आयामहरू" The book contains 10 different chapters by different authors.



Hon'ble Speaker, Mr. Devraj Ghimire, Balananda Paudel and Dr. Rajan Khanal during the book launch event

UN WOMEN Reports

NASC in partnership with UN Women carried out the project "Strengthening GESI/GRB in Federal Nepal" to strengthen the institutional capacity in Gender Equality and Social Inclusion (GESI) and Gender Responsive Budgeting (GRB).

Under this project, two study reports were published: a survey report, "Local Governance, Gender Responsive and Socially Inclusive Public Finance Management: Knowledge, Attitudes and Practices", and a policy study report, "Gender-Responsive Public Finance Management in Nepal: A Diagnostic and Forward-Looking Strategy".



Local Governance, Gender Responsive and Socially Inclusive Public Finance Management: Knowledge, Attitudes and Practices" maps the knowledge, attitude, and practices of local government officials (both elected and civil officials) on the broader issues of gender equality and social inclusion and Gender Responsive Public Financial Management (GRPFM).

The study adopts scientific methods of sample selection, instrument design, and data collection and

therefore, the findings are considered to be reliable and reflective of the state of GRPFM at the local levels.

The survey findings will serve as a baseline for all levels of government to strengthen the GRPFM.



"Gender-Responsive Public Finance Management in Nepal: A Diagnostic and Forward-Looking Strategy" has used the Public Expenditure and Financial Accountability Gender Responsive Public Financial Management framework as a diagnostic tool to assess GRB implementation at the federal level.

Through this research, a GRB baseline has been prepared to inform and guide a forward-looking GRB strategy. It is a roadmap to finalize the key recommendations to strengthen Gender Responsive Public Financial Management (GRPFM) practices at the federal level, which helps better align with sub-national GRB methodology.

It also proposed a partnership and advocacy plan to implement the recommendations at every stage of the GRPFM cycle.



VI

CULTURE AND CELEBRATIONS

REVISITING FISCAL YEAR 2079/80



CHAPTER- VI

CULTURE AND CELEBRATIONS

Culture of celebration is a practice of recognizing and appreciating achievements, milestones and success of the organization. It fosters companionship, motivation and loyalty among the employees and ultimately leads towards the organizational commitment.

NASC Day Celebration

NASC celebrates its anniversary every year reflecting the past accomplishments and looking forward to a promising future. NASC celebrated its 40th Anniversary on 11 Ashwin 2079 (27 September 2022) with the participation of NASC family and core stakeholders.



40th Glorious years for Nepal Administrative Staff College

Tree Plantation Campaign

Every year Nepal Administrative Staff College ensures environmental sustainability by conducting tree plantation campaigns. The executive directors of NASC take the initiative of the event which is then followed by the employees of the institution.

Tree plantation campaign was organized on 10 Ashwin 2079 (26 September 2022) within the NASC premises with the involvement of NASC family. The purpose was to promote environmental conservation, enhance biodiversity and mitigate the effects of climate change. This campaign helped to contribute to a healthier environment of NASC.



Dr. Rajan Khanal along with NASC officials participating in the event



NASC Family participating in the Tug of War Competition



Sports Events marking the 40th Glorious Anniversary



Blood Donation by the employees of NASC as another event of Annual Day

Review Meeting

In order to celebrate the success of previous fiscal year, NASC organized annual review meeting where the past performance is evaluated and the milestone

is set for the upcoming year. Annual review meeting of 2080/81 was organized in Godawari Village Resort with the involvement of NASC family where the progress accomplished in the year 2079/80 was presented and the milestone was set for the year 2080/81.



NASC Family during the Annual Review Event

Dashain greetings

Dashain is the major Hindu festival which is deeply ingrained in Nepali culture and holds immense spiritual and social significance. It brings people together, strengthens bonds, and provides an opportunity for reflection and renewal. In order to express goodwill, blessings, and positive sentiments within a NASC family, we organized a dashain greetings program on 14 Ashwin 2079 (30 September 2022) where we exchanged dashain wishes and celebrated a moment of joy.

Recognition of Best Performers

As a way to show appreciation for the contribution, dedication and devotion of the staffs towards

the institutional excellence, NASC rewards staff members on the basis of predetermined performance evaluation criteria. By internalizing the fact that recognition helps to boost morale, motivate employees and promote a culture of excellence, every year NASC rewards best performer for their contribution in the journey towards excellence in capacity building of public sector. This year Mr. Jhabindra Prasad Bhandari was awarded with Best Performance Award for his contribution in Administration and Finance; Ms. Pratibha Dhungana was awarded for her contribution in the area of training, research and consulting; Mr. Ranta Poday and Mr. Bishnu Hari Baskota was awarded for their dedication and contribution towards support services.

Testimonials



Pratibha Dhungana

The experience of being the best employee has been nothing short of fulfilling and rewarding. The recognition and accolades received for my hard work and dedication have motivated me to continue striving for excellence in every aspect of my professional life. I feel entrusted and it has added more responsibilities for sharpening the performance of me and organization as a whole. My seven years' experience in this organization has been an incredible journey of learning and positive impact. So, I am and

will be committed to upholding the standards that earned me this recognition and continue to strive for achieving the best in every endeavor I undertake.



Jhabindra Prasad Bhandari

In the context of human resource management, performance award is considered as a crucial motivational tool to run the organization effectively. To be honored with an award in the 40th Anniversary of NASC and in 21 years of my service is remarkable moment for me. If we embrace the value of team spirit, innovation, integrity, responsibility and respect, we can achieve the goals and objectives of the organization. Success of any organization is directly dependent on competent employees,

therefore, I am grateful to the Senior Management Committee and the supervisors who evaluated my performance and who have always provided me with advice and guidance. I feel that the award will add value to my personal as well as professional life and will be a source of inspiration and guidance to work with more energy and enthusiasm in the coming days.



Bishnu Baskota

Since last sixteen years I have been working persistently in several offices of Nepal Government. I joined NASC four years ago and found out that there is a place where your work is acknowledged and recognized. I am grateful to NASC family for awarding me with the best performance award. My sincerity and honesty towards my work is the reason for getting this award. I assure you that I will always work with integrity and perseverance to uplift my performance in days to come.



Ranta Pöde

I have served NASC for almost 4 decades and I am truly honored and grateful for getting an award as recognition for my contribution. This award has not only boosted my confidence but also serves as a motivation for me to work hard and strive for greater achievements. I would like to express my gratitude towards NASC for this award and commit to continue to serve in the future as well.

VII

LEARNING AND GROWTH

REVISITING FISCAL YEAR 2079/80



CHAPTER- VII

LEARNING AND GROWTH

Learning and growth are paramount in the realm of organizations, exerting a transformative impact that resonates across various facets. Embracing a culture of continuous learning propels businesses towards adaptation and evolution, enabling them to navigate the tumultuous currents of change with finesse. As employees engage in learning endeavors, they harness newfound knowledge and skills that ignite innovation, spurring them to conceptualize ingenious solutions to intricate challenges. This cultivation of

innovative thinking not only amplifies operational efficiency but also kindles a sense of purpose and engagement, fostering a workforce that is both invigorated and dedicated. Such investments in personal and professional growth engender a ripple effect, elevating overall productivity, enhancing problem-solving capabilities, and nurturing adept leaders who steer the organization towards uncharted horizons. Here we mention some of the areas:

Training Capacity Building Opportunities within the Country

S-N	Names	Designation	Training Organization	Training Subject	Start and End Date	Duration
1	Anup Bhurtel	Training and Research Officer	Quest International College	Structural Equation Modeling Training	2079/4/29 – 5/2	5 days
2	Seejan Paudel Richa Karn	Administrative and Finance Officer	CDRC (NASC)	Procurement of Works	2079/4/30 – 5/1	3 days
4	Tara Prasad Kharel Roshani Bhujel	Training and Research Officer	Ministry of Industry, Commerce and supplies	Workshop on Preparation of the Quantitative Market Profile	2079/5/6 – 5/ 10	5 days
5	Ichchhya Shrestha	Administrative and Finance Officer	CDRC (NASC)	Leadership Excellence Program for Women Managers	2079/5/17 – 5/19	3 days
6	Geetajanli Upadhyaya Gyanlaxmi Shrestha Anil Kumar Gupta	Deputy Director of Studies	Ministry of Industry, Commerce and supplies	Introductory Training on WTO and MC12 outcomes for Nepal Government Officers	2079/5/27 – 5/31	5 days
7	Lilanath Sapkota Antovna Gyawali	Training and Research Officers	Ministry of Federal Affairs and General Administration	Eastern Regional Organization for Public Administration (EROPA)	2079/5/29 – 5/30	2 days
8	Amrita Manandhar	Senior Assistant	Social Science Baha	A Refreshment Training for the Librarian	2079/5/31	1 day
9	Nabin Chapagain	Deputy Director of Studies	Ministry of Labor, Employment and Social Security	Developing the module of Capacity Development	2079/6/26 – 28	3 days

10	Pratibha Dhungana Roshani Bhujel	Training and Research Officers	ILO Development Coordination Project	Training on Employment Services and Training Material Development	2079/06/31-7/4	5 days
11	Tulasi Sharan Sigdel Anil Kumar Gupta	Director of Studies Deputy Director of Studies	China, Shanghai	'The 2022 Annual Conference of the AAPA	2079/8/17-18	2 days
12	Ganesh Kumar Sah	Training and Research Officer	Capacity Development Resource Centre (NASC)	Environment Safeguards Monitoring and Evaluation	2079/6/31 – 7/4	5 days
13	Tara Prasad Kharel	Training and Research Officer	International Trade Centre	Capacity Building (ToT)	2079/8/12-16	5 days
14	Lilanath Sapkota Pritha Paudel Sebika Thapa	Training and Research Officer Training and Research Officer Senior Assistant	Mainstreaming GESI/ GRB Project	Master Training of Trainors (UN Women)	2079/8/22 – 26	5 days
15	Lilanath Sapkota Manisha Maharjan Shashi S. Acharya	Training and Research Officers	National Disaster Risk Reduction and Management Authority	Regarding camp management	2079/07/09	1 day
16	Pratap Aryal	Administrative and Finance Officer	PFM Qualification in Nepal	ICAN	2079/12/28	1 day
17	Achala Dahal	Director of Studies	USAID Public Finance Management	Ministry of Finance	2079/11/30-31	2 days
18	Bikalpa Pokhrel Manisha Maharjan	Training and Research Officer	Environmental and Social Safeguards	CDRS, NAS	2080/01/06-10	5 days
19	Gobina Bahndari	Deputy Director of Studies	M-TOT	MOFAGA	2079/12/10	2 days

Training Capacity Building Opportunities Outside the Country

S-N	Name	Designation	Training Organization	Training Subject	Start and End Date	Duration
1	Tulasi Sharan Sigdel	Director of Studies	University of Toronto	Roads, Political Imaginations State Building Himalayan Studies Conference 022	2079/6/24 – 30	7 days
2	Bishnu Prasad Lamsal	Deputy Executive Director	The Republic of Korea, Songdo	Effective Governance and Digital Transformation for Accelerating Implementation of the 2030 Agenda for Sustainable Development and Addressing Global Challenge	2079/8/6 – 8	3 days
4	Uttam Acharya Bikas Neupane Antovna Gyawali Chandani Kayastha Bikalpa Pokhrel Manisha Maharjan Nabina Malekar Bipin Ojha Damodar Basyal Ashrita Dhital	Director A and F Officer Training and Research Officers Senior Assistants	Institute of Public Enterprises, Hyderabad, India	Capacity Building Program on Managerial Excellence in Public Sector	2079/8/11- 16	5 days

5	Pratibha Dhungana	Training and Research Officer	India	Unleash Innovation Lab, 2022	2079/8/16 – 25	10 days
6	Anita Poudel	Deputy Director of Studies	Asia Foundation	Promoting Effective Federal Governance	2079/11/9-2080/4/25	6 months period
7	Trilochan Pokharel	Senior Director of Studies	Hanns Seidel Foundation	Multilevel systems and Legitimate crisis Management	2080/4/25-30	6 days

Contribution as capacity building experts

S-N	Name	Designation	Training Organization	Subject Matter	Date
1	Anil Kumar Gupta	Deputy Director of Studies	Ministry of Forest and Environment	Training Management and Evaluation Committee	2079/4/4
2	Shailaja Upadhyaya	Deputy Director of Studies	MoFAGA	Training Manual Formulating Committee	2079/4/9
3	Anup Bhurtel	Training and Research Officer	National Investigation Department	Curriculum Development Committee	2079/04/12
4	Shiva Hari Adhikari	Deputy Director of Studies	MoFAGA	Management Audit and Module Development	2079/04/20
5	Rajendra Adhikari	Director of Studies	Election Commission	Election Training Guideline	2079/5/6
6	Sundar Shrestha	Director of Studies	Education and Human Resource Development Centre	Teachers Professional Curriculum Development	2079/05/20
7	Amrita Manandhar	Senior Assistant	Nepal Library and Information	Recent Development in Library Management	2079/05/30
8	Shital Moktan Tamang	Director of Studies	MoFAGA	Employee Satisfaction Study Committee	2079/06/25
9	Nabin Chapagain	Deputy Director of Studies	Ministry of Labor, Employment and Social Security	Module Development	2079/06/26
10	Sundar Shrestha	Director of Studies	Education Development Training Centre	Education Evaluation and Verification Committee	2079/10/10
11	Anil Kumar Gupta	Deputy Director of Studies	Forest Research and Training Centre	Training Evaluation Committee	2079/10/15
12	Achala Dahal	Director of Studies	Ministry of Women and Child Affairs	Gender Responsive Budget Committee	2079/11/19
13	Raghu Bista	Director of Studies	National Judicial Academy	Training Effectiveness Evaluation Committee	2079/12/08
14	Nabin Chapagain	Deputy Director of Studies	National Judicial Academy	Training Management Committee	2079/12/08
15	Trilochan Poudyal	Director of Studies	Nepal Rastra Bank	Training Co-ordination Unit	2080/3/5
16	Achala Dahal	Director of Studies	Public Investment in Care Economy	UNO and ILO	2080/03/25



Employees participating in Value Commitment workshop

Furthermore, training programs and exposure visits are organized by NASC to capacitate the faculties and have them generate better understanding in the areas of management, governance, development projects and planning process of local government.



Deputy Executive Director Mr. Bishnu Prasad Lamsal participating in the Regional Symposium on Effective Governance and Digital Transformation in South Korea

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

Orientation program for newly appointed NASC Officials

An induction program for newly appointed officers is crucial to ensure a smooth transition into their roles, provide them with the necessary knowledge and tools, and help them become productive members of the organization. Orientation program was provided to new employees to assist on their undertaking of

new job responsibilities effectively and to socialize them with their new work environment and the people working around them so that the potential problem of reality shock can be avoided. The training program was conducted with the objectives that new recruits might find difficulty in socializing and performing the task without proper orientation in the organization.



Participants during the opening ceremony of the training program

Engaging with Local Government for Faculties:

Six faculty members participated in the Engaging with Local Government Program this fiscal year. During the 10-day visit, the faculties were able to understand

how the local government of remote areas are functioning to serve the public interest. The team interacted with elected representatives, employees and local people and drew valuable insights about the local government and their function.



Faculties interacting with Chairperson of Ramaroshan Municipality

Physical Assets Management

Management Services Department at NASC is responsible to maintain, upgrade and procure the necessary short term and long term assets for the institution. The department looks after the physical resources and adds value to the exteriors and interiors of the institution.

environment, affecting the well-being and productivity of both employees and clients. By selecting furniture designed for durability and ergonomic support, an organization ensures uninterrupted service delivery by fostering a conducive atmosphere that promotes sustained engagement and high-quality interactions.



Classroom Halls in Sampada Sadan



New Office Chambers in Sampada Sadan

Furniture Replacement

Procuring furniture for continuous service delivery is an investment that transcends mere functionality, embodying the essence of efficiency and comfort. The choice of furniture directly influences the work

Electric Vehicles for effective official correspondence communication

Electric vehicles (EVs) offer a promising avenue for substantial reduction in petrol expenses, revolutionizing the way we approach transportation costs. With the volatility of petrol prices and growing environmental concerns, transitioning to EVs presents an opportunity for businesses and individuals alike to significantly cut down on fuel expenditures.

Machinery and Infrastructure Addition

For the effective and smooth operation of daily office work and classroom session we have procured 10 new laptops, 5 new projectors and Air Conditioning in different Halls. Sound system of three different halls (Khaptad, Prithvi and Mechi) have been upgraded.



Dividers Created for Better Vehicle Flow

Guard House Renovation:

Guard house renovation entails the revitalization and enhancement of a vital security checkpoint, serving as the first line of defense and a representative gateway to a protected environment. Upgrading security systems, integrating advanced surveillance technologies, and optimizing access control mechanisms are integral aspects of this process.



Renovated Guard House

Thermoplastic Paint from Main Gate to Parkings:

Beautification on the NASC added with the thermoplastic paint from Main gate to different forward point. The beautification of roads through the application of thermoplastic paint is a transformative endeavor that not only enhances the aesthetics of the thoroughfare but also ensures safer and more organized traffic flow. Utilizing thermoplastic paint offers a multitude of benefits, such as its exceptional durability, resistance to weather elements, and reflective properties, making it an ideal choice for road marking and design.

Prashant Sadan Painting

The painting of a building for maintenance is a creative transformation that breathes new life into its surroundings.

To mark the 36th Basic Administration Training Prashant sadan painting adds more beauty to NASC. It also signifies the continuing efforts NASC does to ensure maintenance in its physical assets



Renovated Prashant Sadan

Namo Buddha Planning

In order to get an opinion from the Ministry of Forest and Environment regarding the usufruct rights of the 561 Ropani of Land in forest area of Tatletar, Ward No. 2 of Namobuddha Municipality of Kavrepalanchowk District, Ministry of Forest and Environment forwarded letter to Divisional Forest Office Kavrepalanchok and then Divisional office again forwarded letter to Department of Forestry and Land Conversation.

The process of sending the opinion from Department of Forestry and Land Conversation to Ministry of Forest and Environment is in final stage.



Senior officials of NASC meeting the Mayor of Namobuddha Municipality

Demo of Fire Fighting:

In order to prevent possible fire and natural disasters, the firefighting system installed in the NASC was successfully tested and given orientation training to security guards, hostel wardens and physical property management units.

Training Management System

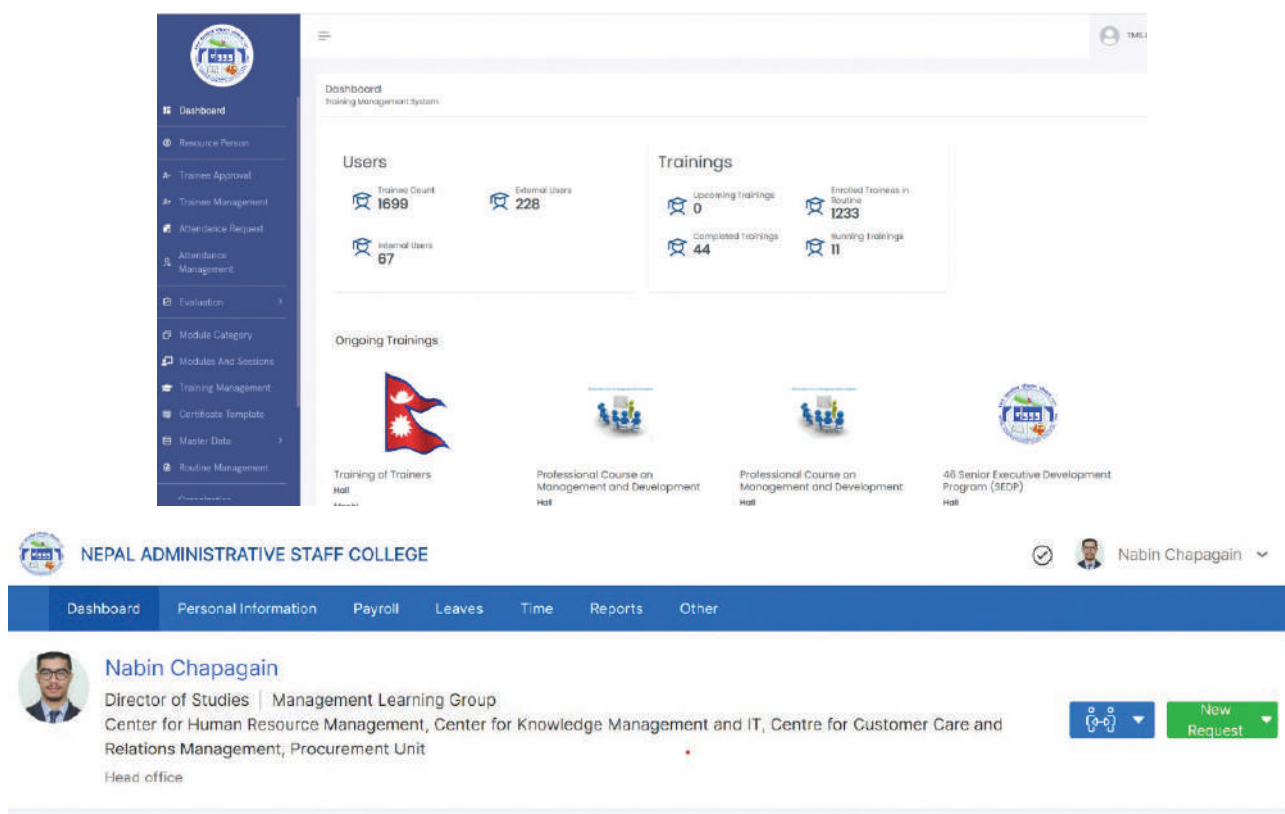
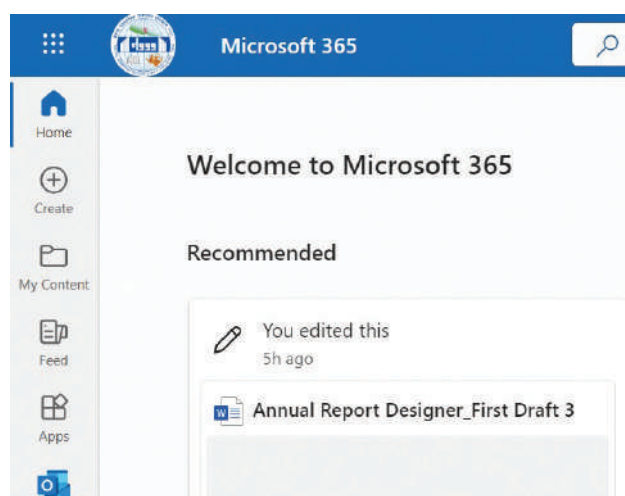
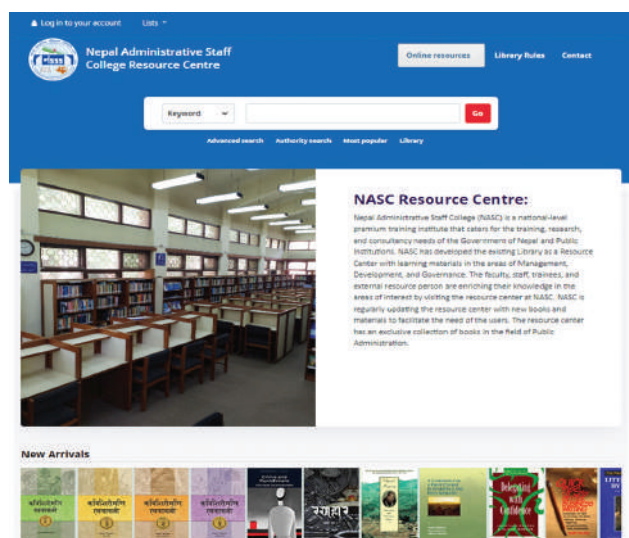
Training Management system has been successfully launched with the available features. All long and

short training participants has used the system. The system is able to support 1000 user concurrently.

ICT and Infrastructure

Human Resource Management System

New Human Resource Management system has been successfully launched. We upgraded our system from limited features to advanced features that support both web and app version. Now payroll and inventories features will also be integrated into the system.



Usage of IT Systems for Training and Human Resource Purpose

VIII

HUMAN RESOURCE PROFILE

REVISITING FISCAL YEAR 2079/80



CHAPTER- VIII

HUMAN RESOURCE PROFILE

Appointments:

Following the decision of the Executive Committee Meeting held on 21 Ashadh 2080 (6 July 2023), NASC has selected a total of 10 individuals through a competitive exams conducted by the Public Service Commission of Nepal. Mr. Nabin Chapagain and Ms. Anita Poudel were designated as Director of Studies. They had previously held positions as Deputy Director of Studies. Similarly, Mr. Bikalpa Pokhrel was appointed as an Administrative and Finance Deputy Director. Prior to this, he held the position of Training and Research Officer. Mr. Sabik Neupane, Training and Research Officer, and

Ms. Aashma Adhikari, Administrative and Finance Officer, were welcomed to the NASC family. Mr. Kushal Poudel, Mr. Lokesh Sharma, Ms. Aasthadeep Dhakal, and Mr. Ravi Bhushan were also appointed as Senior Assistants in line with the decision of Executive Director. Likewise, Ms. Ashrita Dhital was appointed as an Administrative and Finance Officer and Ms. Sebika Thapa was appointed as a Training and Research Officer effective from 21 Ashadh 2080 (6 July 2023) through internal competition. The realization that we have a pool of the top human resources available to us gives us great pride. NASC extends a big congratulations and best wishes to all the appointees, for their future success.



From Left: Sabik Neupane, Lokesh Sharma, Ravi Bhushan, Aashma Adhikari, Ashrita Dhital, Anita Poudel, Aasthadeep Dhakal, Sebika Thapa, Kushal Poudel, Bikalpa Pokhrel, Nabin Chapagain

Promotions:

NASC promoted 3 officials through file promotions. Mr. Binod Kumar Bista was promoted to the post of Senior Director of Studies through file promotion as per the decision of the Executive Committee Meeting effective from 10 Jestha 2080 (24 May 2023). He has been working as the Department Head of Management Learning Group (MLG).

Similarly, Mr. Tara Prasad Kharel got promoted to the post of Deputy Director of Studies as per the decision

of the Executive Committee Meeting. He had been working as a Training and Research Officer prior to his promotion. In the same way, Mr. Gajendra Nath Shrestha got promoted to the post of Administrative and Finance Deputy Director as per the decision of the Executive Committee Meeting effective from 10 Jestha 2080 (24 May 2023). He had been working as an Administrative and Finance Officer prior to his promotion.



From Left: Tara Prasad Kharel, Dr. Rajan Khanal, Binod Kumar Bista, Gajendra Nath Shrestha

Retirement:

NASC bid farewell to a total of seven members this year. Two of those seven cherished employees took compulsory retirement and the remaining five took early retirement for personal reasons.



Director of Studies, Mr. Ishwari Prasad Ghimire during his farewell speech



Deputy Administrative and Finance Director, Mr. Madhav Prasad Niraula felicitated by Executive Director, Dr. Rajan Khanal

NASC expresses its sincere gratitude for your steadfast dedication throughout the years and its best wishes for your wellbeing, happiness, and a happy retirement.

STAFF PROFILE

NASC has a well-balanced, qualified and dedicated pool of human resources. A team of 85 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 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 interest are public policy, governance and administration and public finance. Following his keen interest, he further achieved a Doctor of Philosophy (PhD) in Taxation Policy of Nepal as his area of specialization.



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. 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 more than 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.



3. 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.

4. 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 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.



5. Mr. Binod Kumar Bista, Senior 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.



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 more than 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. 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 more than 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.



8. 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.



9. 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.



10. 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.



11. 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.



12. Mr. Nabin Chapagain, 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.



13. Ms. Anita Poudel, 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.

14. 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 anti-corruption, integrity and ethics, project management and results-based management.



15. 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 more than 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.



16. 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.

17. Shyan Kirat Rai, Ph.D, Deputy Director of Studies

shyan.raai@nasc.org.np

Dr. Rai has been associated with NASC since 2012. He completed his Doctor of Philosophy in E-Governance from Indian Institute of Technology (IIT), Bombay, India. He is a DAAD scholar and Dr. Homi J. Bhabha fellow. He holds Master's Degree in Computer Science and Engineering from the National Institute of Technology (NIT), Tiruchirappalli, India. His areas of interests are ICT use in governance and development, e-governance, knowledge management, IT Management, smart city, smart governance, data analytics, artificial intelligence and innovation in public service delivery and administration. He is also a keen student of philosophy, spiritualism and self-management through self-learning and practices. He likes to read books related to self-development, world history, biography and leadership. He is a long-distance runner and footballer who likes to sweat in his leisure time.



18. 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 more than 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.



19. 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.



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

anil.gupta@nasc.org.np

Mr. Gupta holds Master of Philosophy in Development Studies from Kathmandu University School of Education, Master of Arts in Population Studies/Demography and Master of Education in Population Education from Tribhuvan University. His area of interest is development governance.



21. 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.



22. Mr. Tara Prasad Kharel, Deputy Director of Studies

tara.kharel@nasc.org.np

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

23. Ms. Pratibha Dhungana, Training and Research Officer

pratibha.dhungana@nasc.org.np

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.



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

shailendra.bhatt@nasc.org.np

Mr. Bhatt is pursuing M Phil 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 in various academic institutions. His areas of interest are strategic management, development management, international relation and research methodology.



25. Ms. Roshani Bhujel, Training and Research Officer

roshani.bhujel@nasc.org.np

Ms. Bhujel is currently pursuing M Phil 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. 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. 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.



28. 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 graduate degree in Information Management from Tribhuvan University and Cisco Certified Network Associate from Prime College. He



has been working at NASC for more than ten years. His areas of interest are e-governance, information, communication and technology, public policy governance and service delivery.

29. 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 more than ten years. Her areas of interest are human resource management and other management related fields.



30. 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.



31. 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 (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. 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 M.Phil 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. 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.



34. 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.



35. 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.



36. 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.



37. 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.



38. Mr. Ganesh Prasad Sah, Training and Research Officer

ganesh.sah@nasc.org.np

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.

39. Ms. Sebika Thapa, Training and Research Officer

sebika.thapa@nasc.org.np

Ms. Thapa holds Master's Degree of Business Studies from St. Xavier's College, 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.



40. Mr. Sabik Neupane, Training and Research Officer

sabik.neupane@nasc.org.np

Mr. Sabik Neupane holds a Master's Degree in Development Studies from School of Arts, Kathmandu University. He previously worked at Kathmandu University in different research projects under different positions. He was a team member of "The Survey of Nepali People in 2018"; a nationwide survey reflecting the response of the public on the federal structure under the constitution. His areas of interest are social science research, inclusion, governance, and philosophical and ideological roots of development theories



ADMINISTRATIVE STAFFS

1. 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.



2. Mr. Gajendra Nath Shrestha, Administrative and Finance Deputy Director

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.



3. Mr. Bikalpa Pokhrel, Administrative and Finance Deputy Director

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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.



4. 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, Master of Political Science from Tribhuvan University (Private) 2023, 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.



5. 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.



6. Mr. Govinda Maharjan, Administrative and Finance Officer

govinda.maharjan@nasc.org.np

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.



7. 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.



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 more than 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 behavior 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 more than 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. Rhicha Karn, Administrative and Finance Officer

rhicha.karn@nasc.org.np

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.



12. 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.



13. Ms. Ashrita Dhital, Administrative and Finance Officer

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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.

14. Ms. Aashma Adhikari, Administrative and Finance Officer

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Aashma Adhikari holds Master of Business Studies (Topper (Female), TU 48th Convocation) from Bhaktapur Multiple Campus, Tribhuvan University. Prior to NASC, she worked at University Grants Commission for five years in the World Bank's Project; Higher Education Reform Project and Nurturing Excellence in Higher Education Program as a Quality Assurance and Accreditation Senior Assistant. She also had the experience of working in research center. Her areas of interest are research, higher education, various areas of management and organizational behavior.



15. Mr. Sushil Thapa, Senior Assistant

sushil.thapa@nasc.org.np

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.



16. 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.



17. 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.



18. 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.



19. Mr. Sabin Bishankhe, Senior Assistant

sabin.bishankhe@nasc.org.np

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.



20. Mr. Kushal Poudel, Senior Assistant

kushal.poudel@nasc.org.np

Mr. Poudel is pursuing Master of Arts in Economics (MA Economics) from Tribhuvan University. He holds Bachelor's Degree in Business Administration from Pokhara University. His Areas of interest are economics, history and current affairs.



21. Mr. Lokesh Sharma, Senior Assistantlokesh.sharma@nasc.org.np

Mr. Sharma is pursuing a Master in Economics from Tribhuvan University. He holds Bachelor's Degree in Business Studies from Tribhuvan University. His areas of interest are in economics, public policy, research and development and foreign policy.

**22. Ms. Aasthadeep Dhakal, Senior Assistant**aasthadeep.dhakal@nasc.org.np

Ms. Aasthadeep Dhakal is Pursuing a Master of Business Studies (MBS) from Tribhuvan University. She holds a Bachelor's Degree in Business Administration from Tribhuvan University. Her areas of interest are Human Resource management, Organization Behaviour, Training, Research and Development.

**23. Mr. Ravi Bhushan, Senior Assistant**ravi.bhushan@nasc.org.np

Mr. Ravi Bhushan holds Masters of Business Administration (MBA) from Uttarakhand Technical University, India. Before joining NASC, he worked at a national medical company as a sales officer and also at an academic institution as a lecturer. His areas of interest are human resources management, marketing, organizational behavior and research.

**24. 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. Raja Ram Machamasi, Light Driver



2. Mr. Sahila Maharjan, Office Support



3. Mr. Ranta Poda, Sweeper



4. Mr. Ratna Prakash Poda, Sweeper



5. Ms. Sharmila Poda, Sweeper



SUPPORT STAFFS UNDER CONTRACT

1. Mr. Resham Bahadur Basnet, Light Driver



6. Mr. Laxman Karki, Office Assistant



2. Mr. Yagya Bahadur Rayamajhi, Light Driver



7. Ms. Sanumaya Shrestha, Office Assistant



3. Mr. Puspa Raj Duwal, Office Assistant



8. Mr. Binod Kumar Shrestha, Office Assistant



4. Mr. Sadhu Ram Subedi, Office Assistant



9. Mr. Kul Bahadur Pahari, Office Assistant



5. Mr. Kumar KC, Office Assistant



10. Mr. Bishnu Hari Baskota, Office Assistant



11. Mr. Bishnu hari Uprety, Office Assistant



12. Mr. Dhan Krishna Maharjan, Office Assistant



13. Mr. Navin Poda, Sweeper



14. Ms. Jamuna Pujari, Sweeper



15. Mr. Kushal Poda, Sweeper



Nepal Administrative Staff College Jawalakhel, Lalitpur

Progress Report of Fiscal Year 2079/80

A	Training & Workshop	Target Group	Responsible Department /Centre	No. of Target Program	Total Participants	Duration (Days)	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
A. Public Service Training Department (PSTD) - Regular Programme											
S.N.	Programme/Activities	Target Group		Target Programme		Progress					
1	Secretary Colloquium (Residential)	Secretaries & Special Class Officers of GoN	PSTD- CIST	1	60	1.5	0	0	1	1.5	0
2	High Level workshop	Special Class Officers of GoN and PEs.	PSTD- CIST	1	60	1	0	0	1	1	0
3	Senior Executive Development Programme	Class I Officer of GoN	PSTD- CIST	1	25	40	1	1	0	40	49
4	Advanced Course on Management & Development	Class II Officer of GoN	PSTD- CIST	5	150	35	0	5	0	35	137
5	Professional Course on Management & Development	Class III Officer of GoN	PSTD- CIST	10	300	30	0	10	0	30	281
6	36th Basic Administration Training (BAT)	Newly Appointed Class-III Officers of GoN	PSTD-CIT	8	240	120/180	1	8	0	120/180	240
7	Leadership Development Programme	Newly Appointed Class-I Officers of GoN	PSTD- CIT	3	45	7	0	2	1	7	32
8	Orientation Programme on Management Development	Newly Appointed Class-II Officers of GoN	PSTD- CIT	4	80	7	0	2	2	7	46
9	Executive Development Programme	Executives of Public Enterprises	PSTD- CIST	1	25	5	0	1	0	5	27
10	Basic Secretarial Efficacy Training, BSET	Newly Appointed Class-III Officers of Civil Service	PSTD-CIT	2	50	7	0	1	1	7	21
	Sub - Total			36	1035		2	30	6		833
A.1 Public Service Training Department - Requested Programme											
S.N.	Programme/Activities	Target Group	Responsible Department /Centre	No. of Program	Total Participants	Duration (Days).	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
1	PCMD	Public Officials	PSTD/ CIST	2	50	30	0	1	1	30	29
2	ACMD	Public Officials	PSTD/ CIST	1	25	35	1	1	0	35	54
3	Induction Training for 6th Level Officers	NTC	PSTD/ CIST	0	0	0	1	0	0	0	33
4	Management Development Programme	Officers of RBB	PSTD/ CIST	0	0	0	1	0	0	0	29

Sub - Total		3	75	3	2	1	145
Total of Public Service Training Department (PSTD) - Regular & Requested		39	1110	5	32	7	978
B. Management Learning Group (MLG) - Regular Programmes							
S.N.	Programme/Activities	Target Group	Target Program			Progress	
			Responsible Department /Centre	No. of Program	Total Participants	Duration (Days)	Additional Training
1	Leadership & Management Training	Army Officers of Nepal and Friendly Countries	MLG-COD	2	74	12	1
2	Training of Trainers (ToT)	Public Officials (At Provincial Level)	MLG - CHRM	1	20	5	2
3	Training of Trainers (ToT)	Public Officials	MLG - CHRM	1	20	15	0
4	Negotiation Skills	Officers of GoN	MLG - COD	1	20	3	0
5	Fiscal Monetary Coordination Workshop	Senior Officials of MoF, NRB, NPC	MLG - CFM	1	25	1	0
6	Secretarial Efficacy	PA of Ministers	MLG - CCCRM	1	20	3	0
Sub - Total				7	179		3
B.1 Management Learning Group (MLG) - Requested Programme							
S.N.	Programme/Activities	Target Group	Target Program			Progress	
			Responsible Department /Centre	No. of Program	Total Participants	Duration (Days)	Additional Training
1	Managerial Excellence	Officers of Public Organizations	MLG/ CHRM	1	25	5	0
2	Emotional Intelligence	Officers of Public Organizations	MLG/ COD	1	25	3	0
3	Leadership Excellence	Women Officers of Public Organizations	MLG/ COD	1	25	3	3
4	Leadership Excellence	Officers of NTA	MLG/ COD	0	0	0	1
5	Learning Organizations and Knowledge Management	Senior Officers of Public Organizations	MLG/ CKMIT	1	25	3	0
6	Spiritual Intelligence	Senior Officers of Public Organizations	MLG/ CHRM	1	25	1	0
7	Training of Trainers	Officers of Public Organizations	MLG/ CHRM	3	60	3	5
8	Communication and decision Making	Officials of DDA	MLG/ CHRM	0	0	3	1
9	Service Excellence	Officers of Public Organizations	MLG/ CCCRM	2	50	3	0

10	Leadership & Management Training	Army Officers of Nepal and Friendly Countries	MLG-COD	0	0	0	0	1	0	0	0	45
11	Financial Management	Officials of NOC		0	0	0	0	1	0	0	7	19
12	Leadership and Management, Fostering Team Spirit, Financial Management	DDA		0	0	0	0	3	0	0	0	19
	Sub - Total			10	235			15	6	4		385
Total - Regular & Requested of Management Learning Group (MLG)				17	414			18	12	5		642
C. Governance and Development Management Learning Group (GDMLG)												
Progress												
S.N.	Programme/Activities	Target Group	Responsible Department /Centre	No. of Program	Total Participants	Duration (Days)	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants	
1	Training on Planning Process of Provincial Government	Officials of Provincial Governments	GDMLG/CDPM	1	25	3	0	0	1	3	0	
2	Training on Evidence Based Policy Making	Officers of Public Organizations	GDMLG/CDPM	1	25	5	0	1	0	5	22	
3	Training on Disaster and Climate Risk Informed Development	Officers of Public Organizations	GDMLG/CCC	1	25	5	0	0	1	5	0	
4	Capacity Building Workshop for Sub-National Governments	Elected Representatives	GDMLG/CFS	2	50	3	0	0	2	3	0	
5	Edited Volume on Federalism		GDMLG/CFS	1	0	0	0	1	0	0	0	
6	MToT	Officers of Public Organizations	GDMLG/CFS	0	0	0	1	0	0	5	16	
	Sub - Total			6	125		1	2	4		38	
C.1 GDMLG- Requested Programme												
S.N.	Programme/Activities	Target Group	Responsible Department /Centre	No. of Program	Total Participants	Duration (Days)	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants	
1	Development Planning and SDGs Localization	Officers of Public Organizations	GDMLG/CGSM	1	25	3	0	0	1	3	0	
2	Training on Procurement Management	Public Officials	GDMLG/CPM	1	25	5	2	1	0	5	63	
3	Training on Project Management	Public Officials	GDMLG/CPM	2	50	5	0	1	1	5	17	
4	Training Programs- CDRC	Project Officials	GDMLG/CPM	15	375	5	5	15	0	5	542	
5	Capacity Enhancement	Public Officials	GDMLG/CPM	0	0	0	1	0	0	0	20	
Total (GDMLG) Requested												642

Total (Regular and Requested Programme of GDMLG)											
			0	25	600	0	9	19	6	0	680
D. Research & Academic Programme			Target Program			Progress					
S.N.	Programme/Activities	Target Group	Responsible Department /Centre	No. of Program	Total Participants	Duration (Days)	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
1	Conference on Public policy and Governance in South Asia	South Asian forum	RCSD/GD-MLG	1	220	2	0	0	1	2	0
2	Workshop, Meeting, Seminar, Discussion Series and Sharpening the Saw (FDP)	Public Officials/NASC Officials	DEPTS/MSD	8	300	0	0	6	2	0	229
	Sub - Total			9	520		0	6	3		229
D.1 Research & Academic Programme			Target Program			Progress					
S.N.	Programme/Activities	Target Group	Responsible Dept./Centre	No. of Program	Total Participants	Duration (Days)	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
1	Research by Department		RCSD-CRD	2				2	0		0
2	Case writing	Faculties	RCSD-CRD	10				8	2		0
3	Research Report Publication		RCSD-CRD	1				0	1		0
4	Journal Publication		RCSD-CRD	1				0	1		0
	Sub - Total			14	0	0	0	10	4	0	0
D.2 Requested Programme											
	D.1 Management Consulting	Public Organizations		4	0	0	0	4	0	0	0
	Sub – Total			4	0	0	0	4	0	0	0
	Total (RCSD) - Regular & Requested		27	520		0	20	7		229	
E. Management Service Department											
			Target Program			Progress					
S.N.	Programme/Activities	Target Group	Responsible Department /Centre	No. of Program	Total Participants	Duration (Days)	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
1	HR Acquisition and Promotion	Staff	MSD/Admin	1	0	0	0	0	1	0	0
2	Academic Excellence Programme	Faculties	DEPTS/MSD	5	5	0	0	5	0	0	38
3	Advanced Training and Managerial Skills Development	Faculties/Staff	DEPTS/MSD	2	20	7	0	1	1	7	10
4	Engaging with Local Government (ELGF)	Faculties	CFS/MSD	7	14	10	0	7	0	10	14
5	Annual Planning and Review Workshops	Management Team	MSD/Admin	2	135	2	0	2	0	2	135
6	Media Meet on NASC Initiatives	Public, Policy Makers	MSD/RCSD	2	0	0	0	1	1	0	0
7	NASC Day Celebration	Staff and Guests	MSD/Admin	1	150	1	0	1	0	1	173
8	Annual Report Publication		MSD/Admin	1	0	0	0	1	0	0	0
9	Training Effectiveness Study		MSD/PMEC	7	14	0	0	7	0	0	14
	Sub – Total			28	338		0	25	3		384

Nepal Administrative Staff College

Income Statement

For the period from Shrawan 1, 2079 to Ashadh 31, 2080

As at Aashdh 31, 2080 (16 July 2022 to 16 July, 2023)

Income	Current Year (Rs.)	Previous Year (Rs.)
Government Grant	15,09,31,856.49	15,58,66,664.50
Rent	20,47,595.00	1,05,03,512.72
Interest	83,23,711.87	1,83,64,999.5
Institutional Fee and Others	-	3,19,25,013.14
Consultancy Programmes	6,10,61,998.87	66,92,01,24.60
Miscellaneous	2,24,95,644.32	27,02,20,57.66
Total Income	24,48,60,806.55	31,06,02,372.12
Expenditure	Current Year (Rs.)	Previous Year (Rs.)
Operating Expenditure	15,09,31,856.49	15,58,66,664.50
Consultancy Expenditure	3,93,67,218.37	6,69,20,124.6
Miscellaneous	49,14,050.09	30,94,314.25
Depreciation	1,47,13,159.48	1,35,79,448.470
Capital Replacement Fund	5,11,898.75	26,25,878.18
Income Carried Forward	8,93,176.61	--
Profit Tax	15,89,469.07	--
Employee Welfare Fund	79,84,994.42	1,71,28,985.53
Surplus	2,39,54,983.27	5,13,86,956.59
Total Expenditure	24,48,60,806.55	31,06,02,372.12

** To be audited*

Nepal Administrative Staff College

Balance Sheet

As at Aashdh 31, 2080 (16 July, 2023)

Capital and Liabilities	Current Year (Rs.)	Previous Year (Rs.)
Main Fund	16,54,23,171.82	40,35,15,538.32
Capital Replacement Fund	2,67,98,594.26	2,21,67,079.20
Liability Funds	55,72,34,646.15	24,42,99,028.75
Amount Payable	2,65,33,410.67	8,20,35,358.43
Received in Advance	59,79,690.27	1,51,87,406.45
Deposit & Retention	36,21,267.49	27,60,409.1
Other Liabilities	1,09,79,538.85	1,71,28,985.53
Staff Development Fund	2,00,09,888.64	1,91,69,011.00
Deferred Income	18,98,40,919.49	2,29,14,242.72
Total	1,00,64,21,127.64	82,91,77,059.50
Assets	Current Year (Rs.)	Previous Year (Rs.)
Cash at Bank	8,78,50,239.21	23,10,17,220.95
Amount Receivables	3879278.43	3,27,25,013.14
Closing Stock	1,25,59,712.00	97,27,004.47
Loans, Advance & Deposit	1,99,75,117.78	1,48,86,875.92
Investment	4,59,09,985.43	15,10,00,000.00
Fixed Assets	27,77,72,036.54	12,49,23,058.09
Citizen Investment Trust	55,72,34,646.15	24,42,99,028.75
Fixed Assets in Progress	12,40,112.10	2,05,98,858.18
Total	1,00,64,21,127.64	82,91,77,059.50

** To be audited*

Nepal Administrative Staff College

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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



Sampada Sadan as view from the Southern side