

NEWSLETTER

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"... devoted to making differences positively"

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30th Basic Administration Training Inaugural Ceremony



Photo: A glimpse of the Opening Ceremony

30th Basic Administration Training (BAT) was inaugurated by Honorable Minister of General Administration Ms. Rekha Sharma on 22 Mangsir 2072 (8 December 2015). BAT is an induction training designed to enhance the knowledge and skills of the newly appointed Gazetted Class III Officers (General Administration, Accounts, Revenue and Audit) of the Government of Nepal. The program is divided into two phases with core and job specific competencies so that they can demonstrate professionalism in public. All 321 officers will attend the first phase foundation course of three months this year. After its completion, the officers from other service / groups except administration i.e. 149 officers go for service related training in their respective organizations and 172 participants of General Administration Group will continue their specialized training at NASC for next three months.

Mr. Tanka Mani Sharma, Secretary of Ministry of General Administration congratulated the newly appointed officers and appreciated their enthusiasm in serving the GoN. He shared that his presence in the ceremony is fundamental as on this very day the participants are handed over to NASC for 6 months rigorous training to develop the capacity of the officers. He expressed that the officers are now scholars and thus they should maintain their attitude, discipline and schedule as per the rules and regulations of NASC. He also highlighted the energy crisis faced by

Where there is no vision, the people perish. —Proverbs 29:18

the nation and pointed that the officers should be dedicated to learn despite the hardships. He encouraged the participants to demonstrate their intellectual capabilities through proper learning and fair competition. He concluded by wishing the newly appointed officers and NASC for the successful completion of the training program.

Chief Secretary of the GoN, Mr. Somlal Subedi stated that the training designed and conducted for the newly recruits is an opportunity provided by the GoN for the officers to enhance their knowledge, skill and attitude. He said that the officers will be the key factors to determine the proper implementation of good governance in the system. He said that it is a milestone for NASC to conduct training for such large number of participants given the lack of resources. He also expected the participants would learn to develop professional bureaucracy at NASC which would determine the growth of the nation. He also suggested NASC to transform the newly recruits into skilled and competent professional who can lead the Nepalese bureaucracy in right direction.

Honorable Minister of General Administration Ms. Rekha Sharma highlighted the importance of training to the newly recruit officers to demonstrate higher performance when they enter their respective workstations. She also directed the officers to learn from the world bureaucracy and understand the factors that make it successful so that it can be replicated and implemented in the Nepalese bureaucracy for achieving success. She spoke about the effects of political change, geographical diversity and the challenges and opportunities for the officers while working in the decentralized system. She also encouraged the female officers to be committed to work harder and exhibit higher professionalism in their work.

The chairperson of the programme, Executive Director of NASC, Mr. Punya Prasad Neupane heartily welcomed the newly recruit officers and applauded their decision to accept the challenge to serve the nation. He guaranteed the officers that NASC would provide them with the very best learning environment so that they can enhance their knowledge and skills to be fit for their respective workplace. He quoted "We can take a horse to water, but we cannot make the horse to drink it" and stressed that the participants should be self initiative to gain as much as possible from NASC. He also explained about the evaluation system of NASC and encouraged the participants to work from the very first day to achieve success. Concluding his remarks, he wished the participants a pleasant six month intellectual journey at NASC and thanked the guests for their valuable presence.



Photo: Honorable MoGA Ms. Rekha Sharma inaugurating the program

Delegates from NAPA, Vietnam visit NASC

H.E. Mr. Vu Trong Hach, Acting Dean of National Academy of Public Administration (NAPA), Vietnam and other senior officials visited NASC on 18 December 2015 (3 Poush 2072) Friday. The delegates were officially welcomed by the Executive Director, Mr. Punya Prasad Neupane and Senior Directors of NASC.

A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves. —Lao Tzu



Photo: The delegates of NAPA (Vietnam), NASC and MoGA

Mr. Neupane familiarized the delegates about the key areas of NASC along with its establishment and role of NASC in capacity development of GoN through training, research and consultancy. He emphasized on the importance of NASC in reforming the government system of Nepal and highlighted on the possible areas of alliance between NASC and NAPA.

Mr. Basanta Raj Sigdel, Director of Studies, NASC explained in detail about the vision, mission, objectives, physical facilities, staff, training program and challenges of

NASC. He also shared future plans to conduct academic programs at NASC.

The delegates of NAPA also explained about their institution, their roles and responsibilities in the process of capacity building. They were optimistic towards collaborating and sharing platform through exchange of resource persons between the two institutions.

The officials shared capacity building plans and evaluation process of trainees and employees of both institutions. NASC also pointed out the newly implemented performance based incentives system (PBIS) to encourage efficiency and effectiveness of the employees. The meeting ended with a note to build mutual relationship between both the institutions in coming days. Mr. Neupane and Mr. Hach exchanged token of appreciation to commemorate the meeting. The officers of MoGA accompanied the delegates.



Photo: Mr. Neupane and Mr. Hach exchanging token of appreciation

Orientation for preparation of 30th BAT Program



Photo: A glimpse of the orientation program

NASC conducted an orientation for all the officials of NASC on 18 Mangsir 2072 (4 December 2015) to disseminate the prepared plans and strategies for organizing 30th BAT program to ensure standardization in process. Dr. Tarak Bahadur K.C., Deputy Executive Director, Mr. Kedar Bahadur Rayamajhi, Senior Director of Public Service Training Department, Mr. Khum Raj Punjali, Senior Director of

Management Learning Group, Mr., Bharat Thapa, Senior Director, Research and Consulting Service Department, Directors and other officials of NASC were present in the program which was chaired by Mr. Punya Prasad Neupane, Executive Director. During the program Director of Studies, Mr. Basanta Raj Sigdel briefed the officials about the course structure, evaluation process, code of conduct for the participants, duties and responsibilities of the coordinators and training faculties, management of physical infrastructure and equipments

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. —Jack Welch

for the training, possible challenges and procedures for solving the issues. The officials raised their queries during the program which was addressed by Mr. Sigdel and senior officials of NASC. 321 newly recruited Class III officers would be joining the 30th BAT program from 22 Mangsir 2072 (8 December 2015).

NASC Cleaning Campaign



Photo: BAT Participants cleaning NASC premises

30th BAT participants volunteered in the NASC Cleaning Campaign on 18 Poush 2072 (2 January 2016). During the campaign, the officials cleared paper, plastic, leaves and any other unwanted materials from the pavements, hostels and parking area around NASC premises. The participants united in groups to manage and maintain the garden area of NASC. They put in their extra effort to manage the garden formed and maintained by their specific groups.

Meeting of Leading Training Institutions in Public Sector



Photo: A glimpse of the meeting

A meeting was held at NASC with the Senior Officials of the leading training institutions of Nepal on 20 Poush 2072 (4 January 2016). The meeting was chaired by Mr. Tanka Mani Sharma, Secretary of Ministry of General Administration. The Executive Director, Mr. Punya Prasad Neupane, Deputy Executive Director, Dr. Tarak Bahadur K.C. and Director of Studies Mr. Basanta Raj Sigdel led the meeting with various agendas related to the collaboration and growth of training institutions. Mr.

Neupane welcomed all the senior officials and stressed on the importance of coordination and collaboration between the leading training institutions of Nepal. He also stated that the exchange of resources and faculties between the institutions could amplify the intellectual capabilities of all the leading institutions. Mr. Sigdel provided a review of the collaborative initiative and focused on the agendas of coordination mechanism, areas of collaboration and AoB. He expressed that the main objective of the meeting was to ensure and promote coordination among public sector training institutions for making capacity building efforts more effective with the use of modern technology and managerial practice, and to provide consultation to the GoN in the area of Human Resource Development.

Secretary of Ministry of General Administration, Mr. Sharma highlighted the importance of training to the government officials of Nepal and appreciated the efforts of all the leading training institutions to shape up the government Human Resource. Aligning with the agenda of the meeting, Mr. Sharma supported the grounds of collaboration between the training institutions of Nepal and also said that he would assist and facilitate in every possible manner to create a healthy environment for the institutions to share resources.

My own definition of leadership is this: The capacity and the will to rally men and women to a common purpose and the character which inspires confidence. —General Montgomery

The senior officials also shared their opinion and queries regarding the matter. They also discussed about the challenges and solutions. The meeting was followed by tea and snacks.

Women in Civil Service

An interaction program "Women in Civil Service" was conducted at NASC under the coordination of Ministry of General Administration on 27 Poush 2072 (11 January 2016). Honorable Prime Minister Mr. K.P. Oli graced the the program as the chief guest. Honorable Minister of General Administration Ms. Rekha Sharma, Honorable Chairman of Public Service Commission Mr. Umesh Prasad Mainali, Chief Secretary Dr. Som Lal Subedi, Rector of Tribhuvan University Dr. Sudha Tripathi, Secretary of General Administration Mr. Tanka Mani Sharma and Executive Director of NASC Mr. Punya Prasad Neupane were also present in the program.



Photo: A glimpse of the Interaction Program

Secretary of General Administration Mr. Sharma welcomed the participants during the program and also shared about the present scenario of females working in civil service of Nepal. He also highlighted on the challenges and opportunities for women in civil service.

Chief Guest, Honorable Prime Minister K.P. Oli spoke about the positive aspects of women working in civil service. He also encouraged the women to work harder

without hesitation or fear. In his speech, he stressed on equality of men and women also assured to provide support to ensure success and progress without biasness.

Chief Secretary Dr. Som Lal Subedi and Honorable Chairman of Public Service Commission Mr. Umesh Prasad Mainali also encouraged the women to be dedicated in their work as civil servants and set an example for others.

Honorable Minister of General Administration Ms. Rekha Sharma appreciated the presence of women in civil service. She expressed the challenges women face balancing work and their household. She encouraged women to be stronger and dedicated in their work.

NASC Discussion Series 24 and 25

Mr. Reinhard Wagner, President of International Project Management Association, Germany with more than 30 years of project related leadership experience in sectors such diverse as Air Defense, Automotive, Engineering, Energy, Machinery and Not-for-profit organizations delivered his speech on the 24th NASC discussion series held on 2 Poush 2072 (17 December 2015). During the series, he discussed on the topic "Project Management in Public Sector" and shared his views on the Purpose of the project, Stakeholders, Project goals, Project deliverables, Project activities, Project schedule, Project resources, Project uncertainties, Project organization

and Project collaboration. He also answered queries of the participants relating to the implications of the Project canvass in Nepalese context.

Continuing the tradition, 25th NASC Discussion Series was held on (27 December 2015) where Prof. Dr Salahuddin M. Aminuzzaman presented his paper on "Governance: An Enigmatic concept or a robust framework? An Overview of South Asian Context". He is the Professor at Department of Public Administration, University of Dhaka and Adviser for Public Policy and Governance Program, North South University, Bangladesh. During the series, he presented about the conceptual and methodological assessment of the World Governance Indicators (WGI). He also spoke on the overview of the South Asian Governance Scenario. He expressed his views on the Governance framework and also presented the tools and techniques of the overall framework. Around 50 participants joined Prof. Dr Salahuddin M. Aminuzzaman to understand about the concept and framework of Governance during the series. The presentation was followed by queries and interaction between the participants and the speaker.



Photo: Mr. Wagner delivering his speech

Training Programs

ADB Policies and Procedures on Procurement and Selection of Consultants

Delivering results from investment projects and programs are vital for the development of a nation. It is often blamed that under expenditures of development budget is due to lack of sufficient capacity among officials to manage procurement, contract and other vital areas of project delivery. In consultation with the Ministry of Finance and the Ministry of General Administration, Asian Development Bank (ADB) Nepal Resident Mission conducted a brief training needs assessment (TNA) of executing and implementing agencies of ADB - assisted projects. A technical assistance TA 8847 - NEP: Enhancing Portfolio Performance was approved by ADB in December 2014. One of its key objectives is to establish the Capacity Development Resource Center (CDRC) to conduct training of staff of ADB-assisted projects covering ADB procedures, project implementation, and thematic topics. Thus, as agreed in the approved TA, CDRC office at Nepal Administrative Staff College (NASC) has been engaged under a TA financed contract to provide the related training program. Out of 20 programs to be conducted, the first program on "ADB Policies and Procedures on Procurement and Selection of Consultants has been organized jointly at NASC from 7 to 11 Mangsir 2072 (23 to 27 November 2015) with an aim to enhance knowledge and skills of ADB assisted project staff of executing and implementing agencies, project co-ordination office and project implementation units on ADB policies and procedures on procurement and selection of consultants.

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

- improve awareness on ADB policy and procedures on procurement of works and selection of consultant; and

Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations. —Peter Drucker

- enhance understanding in safeguard requirements and implementation of PPRR action plan in procurement process.

The five days training program was coordinated by Dr. Raghu Bista, Mr. Shiva Hari Adhikari and Mr. Pratap Aryal. Thirty participants participated in the training.

Leadership and Management

Leadership has always been considered as a critical element for organizational transformation, growth and success. An armed force organization has some unique features and culture to achieve its broader goal of national security, harmony and peace keeping. Such reforms have always emphasized the role of leadership and managerial efficiency for effective functioning to achieve desirable transformation in governance system of the armed force. As senior officers of armed force, the officers of Nepal Army need to understand the mindset of high performance leaders, and tap into their own strengths to influence and lead with impact. Thus, in this connection Centre for Organization



Photo: Mr. Neupane awarding completion certificate to the army officers during closing ceremony

Development (COD) of Management Learning Group (MLG) of NASC designed and conducted a twelve working days program on "Leadership and Management" for Student officers of Army Command and Staff College from 13 to 25 Mangsir 2072 (29 November to 11 December 2015) with an aim to enhance the core competencies of the army officers to develop their leadership competencies and managerial skills required to perform effectively in their work organization and make a difference.

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

- Recognize the leadership as a process, and analyze their leadership potential in given situations,
- Analyze the core competencies required for a leader to bring about change and transformation in the organizational systems, process and people,
- Recognize the importance of emotional intelligence and communication skills to be effective leader and manager,
- Define changing role of managers in changing environment,
- Enhance essential skills in performing managerial responsibilities in organization,
- Illustrate the process of strategic planning and analyze major considerations in strategic implementation and control

The two weeks course conducted for the Army officers of Nepal, Bangladesh, India, China, Pakistan, Sri Lanka, Malaysia, South Korea, UK, and the USA concluded on 11th December 2015, Friday. The closing ceremony was graced by the presence of the Executive Director, of NASC Mr. Punya Prasad Neupane, Brigadier General of Nepal Army, Mr. Jagdish Chandra Pokharel, Deputy Executive Director, NASC, Dr. Tarak Bahadur K.C., Senior

Never doubt that a small group of thoughtful, concerned citizens can change world. Indeed it is the only thing that ever has. —Margaret Mead

Director of Management Learning Group, NASC, Mr. Khum Raj Punjali and Senior Instructor, Army Command and Staff College, Mr. Padam Bahadur Singh.

Mr. Pokharel stressed on the importance of the training and congratulated the student army officers for successfully completing the training. He also expressed that the training would bring a significant change in personal as well as professional career of the officers. He also expressed his gratitude to NASC for the constant support and hoped for stronger bond in the years to come.

In his speech, Mr. Neupane appreciated the positive feedback of the officers. He also thanked Army Command and Staff College for providing opportunity to be involved in the capacity development process of Nepalese army and international army officers. He said that NASC is honored to work collaboratively with Army Command and Staff College. He shared that management and leadership are closely related and that both the skills are vital for Army officers to face challenges effectively. He expressed his optimism to the participants

about transforming the knowledge and skills in their actual workplace. He also shared that the training was a mutual learning platform for NASC and Army Command and Staff College and pointed that the positive commitments demonstrated by the officers during the sessions was commendable. He concluded by wishing a bright professional career to the officers.



Photo: Mr. Punya Prasad Neupane and Mr. Jagdish Chandra Pokharel exchanging token of appreciation

A token of appreciation was presented by Army Command and Staff College to NASC to commemorate the occasion. The program was

hosted by Director of Studies, Mr. Basanta Raj Sigdel.

Altogether fifty two army officers participated in the training program which was coordinated by a team of Mr. Basanta Raj Sigdel, Ms. Achala Dahal, Mr. Sudip Tripathy and Ms. Saroja Shakya.

Training on Management and Project Management

Project Management is an essential part of the regular function of development related public institutions who handle a large number of projects. It requires skills of general management and specific competencies on project management. Department of Irrigation (DoI) is responsible to handling large project for improving irrigation facilities in the country. The Water Resource Project Preparatory Facility is one such major project under the department to assist the government for ensuring improvements in implementation of irrigation related activities. Projects are the set of activities launched to generate benefits as compare to costs or to bring positive changes in the society. In case of public sector, the reasons for developing projects are to address people's problems and to exploit opportunities of public resource allocation for the benefit of people. Thus, with an aim to enhance both people and project management knowledge and skills of the government officers of DoI, so as to improve their quality of performance, Governance Development and Management Learning Group of NASC conducted a

training on " Management and Project Management" as requested by the Water Resources Project Preparatory Facility (WRPPF) one of the instrumental project under the Department of Irrigation, as an activity of capacity building of the human resources potentially to work on different aspects of ADB supported projects.

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

- explain best practices of modern management
- identify and apply characteristics of good leadership
- use delegation in their workplace
- conduct stakeholders' analysis, consultation and management
- apply project development skills, such as, work package estimating and budgeting, critical path analysis and scheduling work including gantt charts
- correctly apply the procurement rules, processes and practices followed by GoN, ADB and WB.

Three modules namely: Management, Project Management and Procurement were included in the 10 working days training program which included fifteen Class III mid-career technical officers of DoI, working in different projects. The training program was coordinated by a team led by Mr. Sundar Shrestha.

Learning Workshop on Disaster Risk Management in Nepal

Disaster risk in Nepal is changing with the increase in vulnerability and exposure from improper development processes, and as well as with the probable increase in frequency and magnitude of hazards. The impact of the last earthquake, April 2015 and other recurring disasters has demanded to pay more attention for investing in capacities and resources for effective disaster risk management in Nepal. Over the years, the Government of Nepal (GoN) has shifted its focus from a reactive to a proactive approach for disaster risk management (DRM) and has undertaken efforts in strengthening Institutional and Legislative System for DRM mostly on legal frameworks; policy and planning; organizational aspects; capacities and partnerships. Government of Nepal has reiterated its promise to the Third United Nations World Conference on Disaster Risk Reduction held at Sendai where Nepal has strongly committed for the implementation of the new framework as the guide to enhance its efforts. The Sendai Framework is a collective effort to make the world safer from the risk of disasters in the decades to come for the benefit of the present and future generations and to advancing disaster risk reduction in the global development agenda. Government of Nepal under the leadership of MoHA adopted the Hyogo Framework for Action for 2005 to 2015, through National Strategy for Disaster Risk Management (NSDRM) - 2009 as national documented for DRM and significant progress has been made through the implementation of NSDRM in reducing disaster risk at local, regional and national levels however there are many more works to be done towards making the disaster resilience development preventing the future losses. The Government recognizes one of the major challenges hindering effective implementation of DRM as 'lack of capacity and trained human resources at all levels as per the past HFA reports submitted by MoHA.

Since, it is important that the desired capacities are developed in the Ministries in a sustained manner by imparting training, on-the-job mentoring and support as well as horizontal learning and knowledge exchange, Nepal Administrative Staff College (NASC) designed and delivered a two days "Learning Workshop on Disaster

The most dangerous leadership myth is that leaders are born—that there is a genetic factor to leadership. That's nonsense; in fact, the opposite is true. Leaders are made rather than born. —Warren Bennis

Risk Management in Nepal" for the government officials involved in disaster risk management in financial and technical assistance of CRMP/UNDP Nepal.

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

- develop common understanding among government agencies on approaches of Disaster Risk Management
- enhance understanding about Disaster Risk Management and its linkages with development planning in Nepal
- familiarize with policy instruments, legal framework and institutional arrangements on DRM in Nepal
- enhance understanding of risk management, preparedness and response coordination.

Ms. Achala Dahal, Mr. Trilochan Pokharel and Ms. Gyan Laxmi Shrestha coordinated the workshop which was attended by 40 participants.

Contract Management (FIDIC)

Delivering results from investment projects and programs are vital for the development of a nation. In Nepal, performance of development projects and programs seem very poor. Thus, in consultation with the Ministry of Finance and the Ministry of General Administration, Asian Development Bank (ADB) Nepal Resident Mission conducted a brief training needs assessment (TNA) of executing and implementing agencies of ADB-assisted projects. Based on that, a list of proposed training events has been developed which includes ADB procedures on procurement, consultant recruitment, financial management, safeguards, contract management, project management, and gender equality and social inclusion. On the basis of the approved technical assistance TA 8847 - NEP: Enhancing Portfolio Performance by ADB, a Capacity Development Resource Center (CDRC) has been established at NASC to conduct training of staff of ADB - assisted projects covering ADB procedures, project implementation, and thematic topics. Thus, with an aim to enhance knowledge and skills of project managers and construction supervision officials of projects on contract management, a three days training program on "Contract Management (FIDIC)" was conducted from 6 to 8 Poush 2072 (21 to 23 December 2015) at NASC.

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

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

Thirty two participants participated in the training program which was coordinated by Dr. Raghu Bista, Mr. Shiva Hari Adhikari, Mr. Pratap Aryal and Ms. Manisha Koirala .

Similarly, another three days training program "Contract Management (Small)" was conducted by Dr. Raghu Bista, Mr. Shiva Hari Adhikari, Mr. Pratap Aryal and Ms. Manisha Koirala from 27 to 29 Poush 2072 (11 to 13 January 2016) from Capacity Development Resource Center (CDRC) of NASC for twenty nine participants.

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. —Jack Welch

Internal Capacity Development Activities

S.N.	Name	Training	Place	Organizer	Duration
1	Ms. Achala Dahal	Focal Person for Consultation	Kathmandu	IOM (International Organization for Migration)	23 Mangsir 2072
2	Ms. Manisha Koirala	Basic income VAT and Tax Skills	Kathmandu	Management Association of Nepal	18 Mangsir 2072
3	Ms. Gaumati Ganga Satyal	Monitoring and Evaluation Skills	Kathmandu	Ministry of General Administration	20 Mangsir 2072
4	Ms. Shailaja Upadhyaya				
5	Ms. Gyan Laxmi Shrestha	Trainer's Training	Pokhara	Ministry of Forests and Soil Conservation (Ecosystem based Adaptation in Mountain Ecosystems in Nepal)	13 to 14 Poush 2072
6	Mr. Uttam Acharya	Curriculum Development Workshop	Lalitpur	Agricultural Training Centre	29 Poush 2072

The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant. —Max DePree