

Annual Report

2080/81 (2023/24)



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

Anchoring Innovations in the Foundation of Enduring Public Service Values



In an era where the landscape of public administration is rapidly evolving, NASC as a center of excellence for capacity building stands at the forefront of embracing innovations while adhering to the principles that define ethical and effective governance. Our approach to innovation seeks to strike a delicate balance between progress and tradition, enhancing areas such as digital transformation, process improvement, and citizen engagement. We ensure that these advancements are guided by the enduring values of integrity, accountability, transparency, and equity.

In the previous fiscal year, NASC has intensified its efforts in capacity-building, shaping a new generation of public officials equipped to face the challenges in the dynamic social context. Our capacity development initiatives have excelled in instilling both innovative thinking and democratic values, supporting the government's mission to

deliver efficient and responsive citizen-centric public service.

The relationship between service delivery and public scrutiny serves as a cornerstone of democratic governance. It constantly pushes us to improve and reinforces the social contract between the state and its citizens. At NASC, we are dedicated to strengthening this relationship by promoting transparency, encouraging citizen participation in service design, and ensuring equitable access to public services through constant innovations in our approach to training, research, and consulting services.

As we unfold the future, we reaffirm our commitment to revitalizing public service values and strengthening our democratic principles. We move forward with innovative approaches in our undertakings and unwavering dedication to our values and principles,

striving to develop competent and result-oriented public service officials.

It is with a great sense of pride and purpose that we share our journey of the fiscal year 2080/81, highlighting our achievements and setting forth our vision for the future. It stands as a testament to the hard work and dedication of our employees and stakeholders at large for their unwavering support in

our journey of continuous innovation on the grounds of long-standing organizational commitment to excellence.

On behalf of NASC, I extend my gratitude for your continued support and trust. Together, we can build a public service that truly serves as the foundation of our democratic society, embodying the ideals of innovation anchored in enduring values.

With warm regards,

A handwritten signature in blue ink, appearing to read 'R. Khanal', with a horizontal line and a series of dots underneath it.

Dr. Rajan Khanal
Executive Director
Nepal Administrative Staff College

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MANAGEMENT TEAM



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

Back Row From Left: Senior Director of Studies (Mr. Binod Kumar Bista), Director of Studies (Dr. Raghu Bista, Ms. Achala Dahal, Ms. Bhawani Paudel, Ms. Anita Poudel, Mr. Rajendra Adhikari, Mr. Trilochan Poudyal, Mr. Sundar Shrestha, Mr. Baldeb Prasad Joshi, Mr. Uttam Acharya)

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.



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I

INTRODUCTION



CHAPTER- I

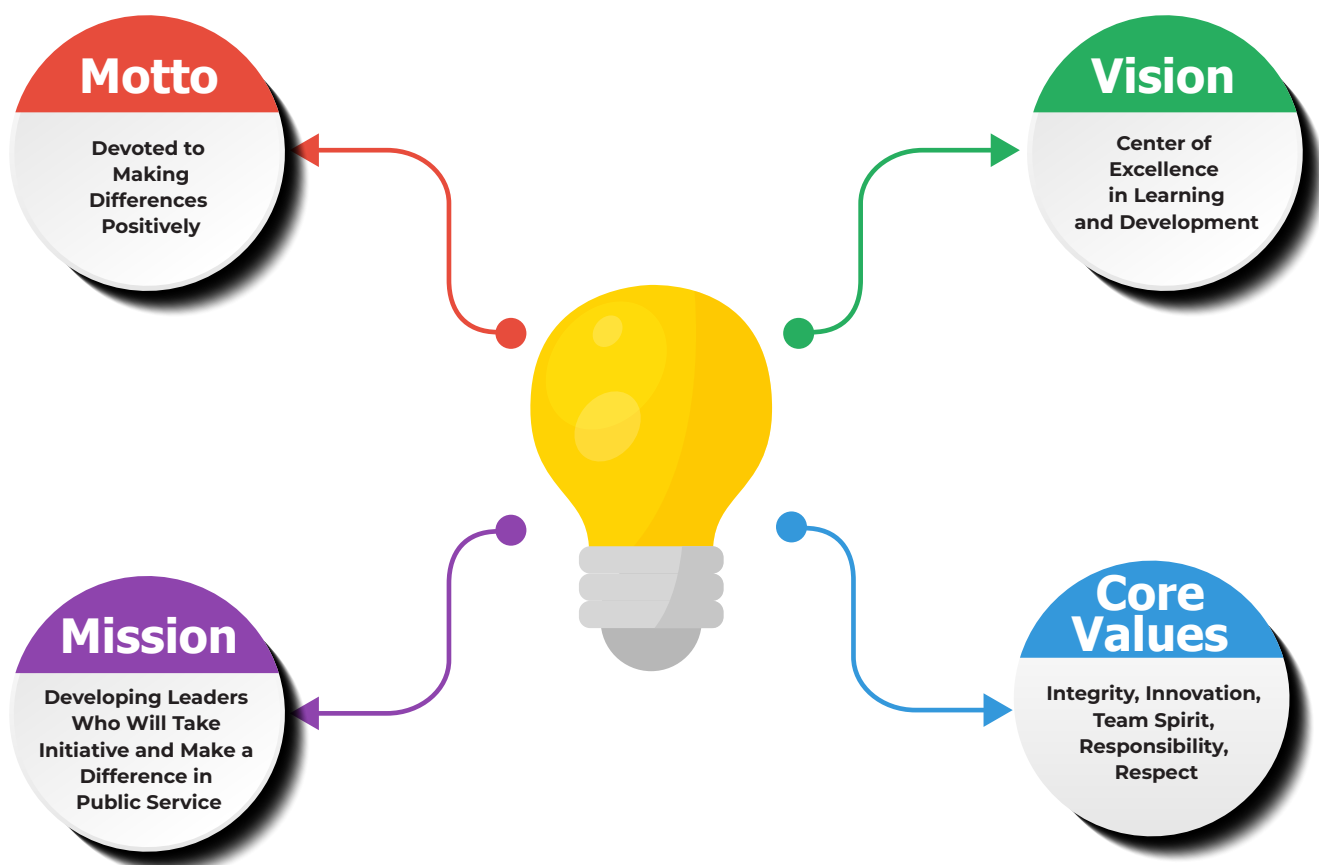
INTRODUCTION

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 42nd 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.



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 providing 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 conduct research activities in the area of federal affairs to the government and public sector officials; elected representatives and concerned stakeholders from federal, provincials and local government. Currently the center has been working actively in all levels of government to serve as a one-stop resource for federalism.

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

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

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

RESOURCES

NASC has a pool of total 85 staffs, comprising of Executive Director, training and research faculties; administrative and finance staffs; support and contract staffs. The institution recruits competent professionals; university toppers and those 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. Training, research and consulting services are rendered to other institutions/organizations on need basis. 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.

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 NASC comprise grants from Government of Nepal and revenue generated by NASC.

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 2354 officials were trained through a mix of 173 programs this year. Until now, around 66,692 officers have been trained through more than 2933 programs in forty-two years of service.

REVISITING FISCAL YEAR 2080/81



II

NEW INITIATIVES AND KEY HIGHLIGHTS

CHAPTER- II

NEW INITIATIVES AND KEY HIGHLIGHTS

1. 5th Conference on Public Policy and Governance in South Asia

NASC successfully organized the 5th South Asian Conference on Public Policy and Governance on the theme “Subnational Government as a Defender of Democratic Governance and Service Delivery” on 16 Chaitra 2080 (29 March 2024). The event, held at NASC’s premises, was a collaborative effort with ten prominent institutions from South Asia:

- The Association of Management Development Institutions in Pakistan (AMDIP) – Pakistan
- BRAC Institute of Governance and Development (BIGD) – Bangladesh
- Institute of Public Enterprises (IPE) – India
- Institute for Social and Environmental Transition (ISET) – Nepal
- Kathmandu University – Nepal
- Niti Foundation – Nepal
- North South University – Bangladesh
- South Asia Institute of Advanced Studies – Nepal
- University of Management and Technology – Pakistan
- Public Administration Association of Nepal (PAAN) – Nepal

The authors from Nepal, India, Bangladesh, and the UK presented 28 papers. The event was conducted in both physical and virtual modes, with 256 participants. The conference had five core sub-themes:

- Innovation in governance and delivery at subnational governments
- Structural and functional empowerment of subnational governments
- Intergovernmental relationships – Practices, dilemmas, and opportunities

- Fiscal decentralization: Opportunities for expanding the economic base
- Role of subnational governments in meeting the 2030 targets of the SDGs

The conference was divided into three major parts: the inaugural session, thematic paper presentations, and panel discussions. The inaugural session included welcome remarks by Mr. Tulasi Sharan Sigdel, Senior Director of Studies at NASC, and a keynote speech by Dr. Bipin Adhikari, a constitutional expert and policy analyst. Dr. Rajan Khanal, Executive Director of NASC, shared his perspectives on the conference theme and formally opened the floor for the thematic sessions.

The thematic sessions were organized according to the five different thematic areas, each led by a session chair and two discussants. Each session also had a moderator, facilitators, and recorders. Five to six papers were presented in each theme, followed by comments and feedback from attendees, discussants, and the session chair.

The panel discussion session comprised of four prominent panelists—Hon’ble Pradip Paudel, Mr. Dor Mani Paudel, Mr. Krishna Prasad Sapkota, and Ms. Laxmi Devi Pandey who joined Dr. Rajan Khanal, the Executive Director of NASC on the dais. The panel discussion was moderated by Mr. Bishnu Prasad Lamsal, Deputy Executive Director of NASC, who posed thought-provoking and result-oriented questions to the panelists, channeling the session productively. Overall, the conference was successful to impart enriched and evidence informed perspectives on the contemporary issues of public policy and governance while adhering to its central theme “Subnational Government as a Defender of Democratic Governance and Service Delivery”.



Panelists of 5th Conference on Public Policy and Governance in South Asia

2. Secretarial Interaction Program: Enhancing Governance and Driving Economic Reforms

The Office of the Prime Minister and Council of Ministers (OPMCM), in collaboration with the Nepal Administrative Staff College (NASC), hosted an Interaction Program on Governance and Economic Reforms on 20 Mangsir 2080 (6 December 2023). The event was attended by former Prime Minister Pushpa Kamal Dahal 'Prachanda', former Finance Minister Prakash Sharan Mahat, and former Minister of Federal Affairs and General Administration Anita Devi, along with high-ranking officials from various government bodies. The event aimed at enhancing the perspectives of secretaries and special-class officers from the Government of Nepal on the evolving landscape of leadership within the new governance framework. The forum provided

a platform for senior bureaucrats to engage in meaningful discussions about pertinent issues and pathways forward in redefining the bureaucracy's role and practicing transformational leadership. Two papers were presented in this program: one on governance reforms and another on Nepal's economic status and challenges. This collective effort aimed to harness the full potential of the bureaucracy to drive socio-economic transformation in alignment with the vision outlined in the new constitution.

The program also included resolution-making by Secretaries for administrative reforms. Mr. Dahal, in his remarks, emphasized the importance of strengthening the political-bureaucratic leadership interface and called for innovative initiatives to improve public service delivery and boost citizens' trust in the government.



Secretarial Interaction Program in the Presence of Former Prime Minister Hon'ble Pushpa Kamal Dahal Along with Former Minister of Ministry of Federal Affairs and General Administration Ms Anita Devi.

3. Welcome Program of the Hon'ble Ministers of the Ministry of Federal Affairs and General Administration

NASC organized a welcome program in honor of Hon'ble Rajkumar Gupta Minister of Federal Affairs and General Administration in a formal ceremony on 4 Shrawan 2081 (19 July 2024). Executive Director, Deputy Executive Director and other officials of NASC were present in the program. Executive Director Dr. Rajan Khanal welcomed and congratulated the newly appointed minister and also briefed about his role as the Chairman of the Training Council and the efforts made in the academic upgradation and institutional development of the institution. Similarly, Senior

Director of Studies Mr. Basanta Raj Sigdel presented NASC's strategies, major programs and institutional activities. The efforts made in academic upgradation and institutional development of NASC were also highlighted in the program. Addressing the program, Hon'ble Rajkumar Gupta expressed that he was very happy to learn that the institution is progressing in an excellent manner and has succeeded in becoming a model institution and also expressed his commitments in helping the institution progress further.

In the fiscal year 2080/81 NASC also had the privilege of welcoming two former Ministers Ms. Anita Devi and Mr. Bhanu Bhakta Joshi in similar programs.



Executive Director Dr. Rajan Khanal Welcoming Newly Appointed Minister of MOFAGA Hon'ble Raj Kumar Gupta

4. NASC Honored by Public Health Office, Lalitpur, Bagmati Province and Nepal Red Cross Society, Lalitpur

The Public Health Office, Lalitpur, Bagmati Province and Nepal Red Cross Society, Lalitpur have honored NASC with cash award and a certificate for collecting the most units of blood by organizing blood donation programs the highest number of times in Lalitpur

district this year. The trainee officers of 37th and 38th BAT programs had organized blood donation programs during their residential periods as part of their curricular activity. Moreover, NASC organizes blood donation program annually to commemorate its anniversary. NASC staffs and participants from various training programs actively participate in the blood donation program.



Certificate of Appreciation Provided by Public Health Office, Lalitpur, Bagmati Province and Nepal Red Cross Society, Lalitpur

5. Unveiling of NASC Emblem

The NASC emblem was unveiled by the Executive Director, Dr. Rajan Khanal in an official ceremony on 10 Ashadh 2081 (24 June 2024). The emblem is carved with NASC logo in a plenilune shaped single stone amidst the south-west garden in front of the Sampada Sadan. The circular Mandala shaped

brickwork circumscribes the emblem to enhance the aesthetics. The emblem acts as institutional symbol glorifying NASC's history, communicating the sense of place. The employees of NASC were present in the unveiling ceremony. Dr. Khanal commended the efforts made by staffs in facility enhancements and encouraged to carry out such enhancements in future as well.



Executive Director Dr. Rajan Khanal unveiling the newly constructed NASC Emblem in the presence of NASC family

6. Effectiveness Evaluation of Senior Executive Development Program (SEDP)

The technical team led by the Deputy Executive Director, Mr. Bishnu Prasad Lamsal handed over SEDP effectiveness evaluation report to the Executive Director, Dr. Rajan Khanal on 1 Shrawan 2081 (16 July 2024). This report serves as a milestone to review and redesign the existing SEDP course to the aspiring secretaries of the Government of Nepal. The report is an outcome of a rigorous study that adopted a qualitative approach to obtain experiences and insider perspectives from the SEDP graduates and participants from 38th to 44th SEDP, including both

virtual and in-person training modes. This study is one of the fundamental means through which NASC could identify the impact the SEDP course has made on participants at both the individual as well as at organizational levels. In addition to this, the outcome of this study serves as a backbone for NASC to assess the significance, rigor, and relevance of the SEDP course and identify measures to redesign the course and sustain it over time. Apart from this, the report serves as a platform to design and deploy focused and tailored interventions to effectively align the individual needs of SEDP participants to that of the public sector organizations in the days to come.



Technical Team for SEDP Effectiveness Study Led by Deputy Executive Director Bishnu Prasad Lamsal, Handing Over the Final Report to the Executive Director Dr. Rajan Khanal

7. Round Table Discussion on Issues and Imperatives of Public Enterprises of Nepal

NASC organized a half-day Round Table Discussion on Issues and Imperatives of public enterprises of Nepal on 5 Ashadh 2081 (19 June 2024) with the objective of shedding light on both the challenges and imperatives associated with public enterprises in Nepal. The representatives from nineteen institutions participated in the program to discuss the challenges and opportunities facing public enterprises (PEs) in Nepal. The program was structured into three key sessions: an expert presentation, an open floor discussion, and an expert question and answer

session. Mr. Bimal Wagle, a public sector expert, provided an in-depth analysis of the current state of PEs, highlighting their financial health and operational challenges. The open-floor discussion allowed participants to share their experiences and challenges, fostering a collaborative dialogue. The final session offered tailored solutions to the issues raised. The event emphasized the need for enhanced autonomy, accountability, and strategic reforms in PEs. The insights from the discussion sought avenues to recommend policy changes for enhancing the performance and efficiency of public enterprises in Nepal.



Panel of Experts Facilitating the Round Table Discussion on Issues and Imperatives of Public Enterprises of Nepal

8. Workshop on Controlling Fiduciary Risk in Public Financial Management

NASC organized a half-day workshop on Controlling Fiduciary Risk in Public Financial Management, aiming to equip participants with a comprehensive understanding of fiduciary risks, their sources, implications, and potential mitigation strategies. The workshop was organized on 11 Ashadh 2081 (25 June 2024) by the Center for Financial Management (CFM). Representatives from various public organizations and institutions, including regulatory bodies and ministries participated in the workshop.

The program was structured to include thematic presentations and discussions, featuring experts such

as Mr. Ramu Prasad Dotel, Former Deputy Auditor General at the Office of the Auditor General of Nepal, and Mr. Babu Ram Shrestha, Former Joint Secretary of the Government of Nepal. Key topics covered included fiduciary risk identification, assessment techniques, internal control strategies, and effective anti-corruption measures. The workshop emphasized the importance of ensuring accountability, transparency, and integrity in managing public funds to foster sustainable development and trust in government institutions while engaging participants in collaborative dialogues to develop a strong public financial management system, thus addressing the significant challenge posed by fiduciary risks in contemporary public finance management.



Experts at the Workshop on Controlling Fiduciary Risk in Public Financial Management



Attendees at the Workshop on Controlling Fiduciary Risk in Public Financial Management

9. Half-Day Seminar on Inter-governmental Relations: Political, Administrative and Fiscal Issues in Australian Federalism

NASC organized a half-day seminar on "Inter-governmental Relations: Political, Administrative and Fiscal Issues in Australian Federalism" on 7 Mangsir 2080 (23 November 2023). The seminar hosted two distinguished speakers: John Warhurst, Emeritus Professor of Political Science at the Australian National University, and Juddha Bahadur Gurung, an expert in natural resource management and member of Nepal's National Natural Resources and Fiscal Commission. Professor Warhurst shared insights into Australia's 123-year-old federal system,

covering its historical evolution and key aspects shaping inter-governmental relations. Mr. Juddha Bahadur Gurung presented on identifying and utilizing natural resources within Nepal's federal context, stressing sustainable management and equitable distribution of benefits. The seminar sparked engaging discussions among policymakers, academics, and practitioners. Dr. Rajan Khanal, Executive Director of NASC, presented tokens of appreciation to the speakers. The event concluded with a vote of thanks by Deputy Executive Director Mr. Bishnu Prasad Lamsal, highlighting the seminar's role in enhancing understanding of federal systems and improving governance practices in Nepal.



Hon'ble Juddha Bahadur Gurung, Member, National Natural Resource and Fiscal Commission Addressing Half-Day Seminar on Inter-governmental Relations: Political, Administrative and Fiscal Issues in Australian Federalism

10. Learning Needs Assessment of Public Enterprises

NASC launched a new initiative of conducting learning needs assessment aimed at identifying and tailoring training programs to address the specific needs of employees across various public organizations. The assessment conducted this year focused on five diverse organizations: Nepal Television, Food Management and Trading Company, Civil Aviation

Authority of Nepal, Employees Provident Fund, and Nepal Oil Corporation. LNA was instrumental to identify the gaps between the existing and expected competencies of employees within these organizations. The methodology for this LNA involved a multi-faceted approach to ensure a comprehensive understanding of the training requirements across various departments based on a LNA framework within the organizations.



Technical Team Led By Mr. Binod Kumar Bista, Senior Director of Studies Handing Over the LNA Report to the Executive Director Dr. Rajan Khanal

11. Training Needs Assessment at Local Governments with Elected Representatives

A comprehensive Training Needs Assessment (TNA) was conducted with elected representatives from Budhanilkanta, Kankai, and Chandragiri Municipalities. The assessment identified varied learning needs among elected officials, including knowledge gaps in planning, prioritization, and legal matters. The TNA highlighted the necessity for a systematic, role-based training approach to address

these diverse capacity gaps, aiming to enhance operational efficiencies, regulatory compliance, and service delivery. Despite previous training efforts, concerns persist about implementation effectiveness and the struggle with program prioritization and monitoring. This assessment underscores the critical need for continuous learning initiatives to strengthen local governance within Nepal's evolving federal structure, ultimately aiming to create a more responsive and efficient local governance system.

12. Interaction with Delegates of Islamic Republic of Pakistan

An interaction program was successfully conducted with a total of eight delegates from The Islamic Republic of Pakistan on 9 Jestha 2081 (22 May 2024). The attendees were the participants of National Management Course at National School of Public Policy. The visit was a component of their training program where they interacted with the Executive Director, Dr. Rajan Khanal, and attended an interaction program at NASC while visiting the ongoing training programs and facilities of NASC.



NASC Family Welcoming the Delegates of Islamic Republic of Pakistan

13. Observational visit of Australia Awards Short Course Participants

The participants of Australia Awards Short Course visited NASC for an observational visit as part of their applied learning program. The purpose of the visit was to facilitate the exchange of knowledge between Australian institution, participants of the course and NASC, aiming to enhance the understanding of the differences in roles and respective domains in areas of federalism. The observational visit was scheduled for 7 Bhadra 2080 (24 August 2023) at NASC.

14. Exposure Visits of SEDP Participants

Senior Executive Development Program (SEDP) is a flagship program of NASC targeted for the Class I (and equivalent) officers of the Government of Nepal. NASC successfully conducted three SEDP trainings this year – 45th, 46th and 47th SEDP. SEDP trainings of FY 2080/81 included exposure visits to

India and China to enhance the learning experience. NASC officials also participated in the exposure visits, which contributed to broaden their horizons in the journey of capacity development.

The trainees of 45th SEDP participated in a week-long exposure visit to Indian Institute of Public Administration, India from 27 Bhadra to 3 Asoj 2080 (13 to 20 September 2023). The major objectives of the program were to explore and discuss the Indian experiences on the broader areas of human resource management, revenue management in the federal system, security, supply chains, foreign affairs including India's neighborhood first policy, dangers to open societies, data sovereignty, progressive policies in administration, disaster risk management and climate change, and change management. The program was facilitated by eminent specialists, diplomats, administrators and guest faculties. The program was sponsored by Ministry of External Affairs, Government of India.



Group Photo of SEDP Participants and NASC Officials During One Week Exposure Visit and Training Program at Indian Institute of Public Administration

The trainees of 46th SEDP had the valuable opportunity to attend the Ministerial Workshop on Public Administration for Nepal at the China National Academy of Governance (CNAG) in Beijing, China, from 19 to 25 Chaitra 2080 (1 to 7 April 2024). The primary objective of the program was to enhance leadership skills and deepen their understanding of governance and administration. The workshop covered various aspects of governance and public administration, followed by a field visit for practical exposure. Participants learned about China's development strategies and the reforms implemented to achieve economic growth, including "the seven miracles" and Chinese fundamentals of democracy. They also gained insights into China's

approach to green development while preserving agricultural land. Moreover, the program provided participants with an understanding of the historical roots of governance and politics in China, methods for connecting the state and its people through policy, and strategies for effective leadership. The other key takeaways included learning about China's economic growth model and its implementation of sustainable development practices. This transformative experience not only broadened participants' perspectives on public administration but also fostered cross-cultural understanding, paving the way for enhanced governance practices in Nepal.



Senior Director of Studies Mr. Binod Kumar Bista Attending Ministerial Workshop on Public Administration for Nepal

The trainees of 47th SEDP participated in a 10-day seminar on Trade and Investment Law for Nepal, organized by the Ministry of Commerce of China and the Shanghai Business School from 3 to 14 Jestha 2081 (16 to 27 May 2024). The seminar aimed at providing deep insights into China's trade and investment landscape and the establishment of a robust legal system, serving as a reference for Nepal's own trade

and investment policies. The seminar provided ample opportunities to engage over in-depth case studies and interactive discussions on topics such as international trade regulations, investment law, and economic policy-making. The focus of the seminar on Nepal's economic transformation was effective to reflect on Nepal's experiences while learning from China's development success.



Senior Director of Studies Mr. Trilochan Pokharel During the Seminar on Trade and Investment Law for Nepal Organized for SEDP Participants

15. Interaction Between NASC and Nepal Judicial Academy (NJA)

The team of NJA visited Nepal Administrative Staff College on 15 Shrawan 2080 (31 July 2023). Mr. Parash Poudel along with his 11 team members had an interaction with the NASC team regarding how the training, research and consultancy activities are being carried. The senior faculties represented NASC in the program and shared experiences of NASC in the capacity building journey and newer initiatives taken for betterment of the programs. NJA team also observed the training facilities and NASC premises.

16. Observational Visit of 182nd Batch of Basic Training of Police

The participants of 182nd Batch of Basic Training of Police visited NASC on 15 Chaitra 2080 (28 March 2024) for observation and interaction. The

participants observed the facilities of the NASC and attended the interaction program at auditorium hall. A total of 155 trainees from National Police Academy attended the program. NASC presented its policies and various activities in the program.

17. Interaction Program Between NASC and Nepal Police

NASC had the privilege of hosting a highly insightful and engaging interaction program with the Nepal Police on 5 Ashadh 2081 (19 June 2024). The event was successful in bringing together key representatives from both organizations to share their expertise, experiences, and perspectives.

18. Case Based Learning Training for NASC Officials

A five-day training program was organized for 11 officials of NASC on Case Study-Based Learning by

North South University (NSU) from 16 to 20 Baishakh 2081 (28 April to 2 May 2024) at Dhaka, Bangladesh. The training program was divided into various sessions focusing on different aspects of case study methodology, including the development and analysis of case studies, effective teaching strategies, and the integration of case studies into the curriculum. This initiative provided NASC officials with an invaluable

opportunity to enhance their expertise in case study-based learning methodologies. The exchange allowed participants to observe and adopt NSU's innovative methods in case study development and application. The knowledge and skills acquired during this training are anticipated to significantly bolster NASC's ongoing efforts to improve the quality of training for Nepal's public officials.



NASC Officials During the Case Based Learning Training at North South University, Bangladesh

19. Training Capacity Development Program for NASC Officials

A five-day training program was organized for 11 officials on Training Capacity Development Program by Bangladesh Public Administration Training Center (BPATC) from 20 to 24 Jestha 2081 (2 to 6 June 2024). The training program was divided into two aspects: training and administration. The program shed light over the areas of training execution like adult learning principles and approaches, key issues in designing training program, curriculum development, budgeting and financing management, developing

standard operating procedure, training evaluation and several facility managements at BPATC. This program served as a valuable platform for the NASC officials to enhance their skills and knowledge in public administration and training methodologies. The exchange provided a unique opportunity to observe and learn from BPATC's innovative approaches to capacity building and public service training. The insights gained during this program are expected to contribute significantly to the ongoing efforts at NASC to elevate the quality of training provided to Nepal's public officials, thus strengthening the nation's administrative framework.



NASC Officials During the Training Capacity Development Program at BPATC, Bangladesh

Annual Target Review

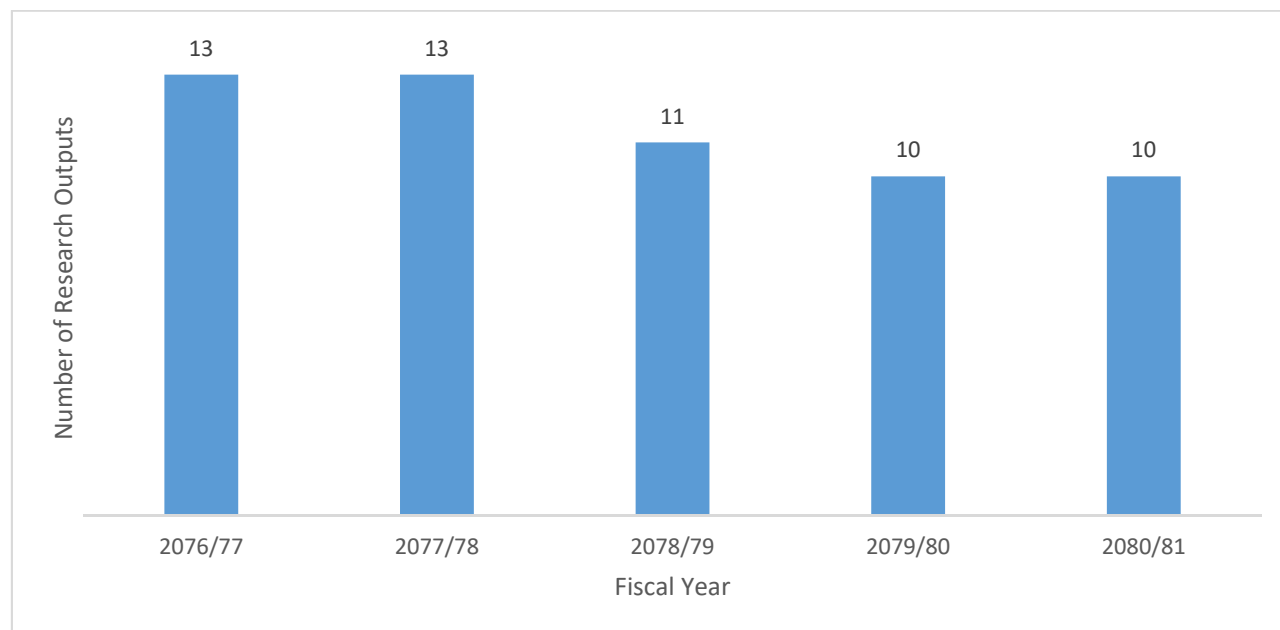
SN	Activities	Target		Achievement	
1	Training Program	Programs	Participants	Programs	Participants
	Long Term (More than 30 Working Days)	30	750	29	704
	Short Term (Less than 30 Working Days)	21	494	19	483
2	Short Term (Fee Based Training)	42	1068	48	1167
3	Research and Consultancy	14	0	19	0
4	Staff Development and Miscellaneous Programs	67	0	58	0
	Total	174	2312	173	2354
	Progress Percentage			99.43%	101.82%

Performance Highlights of NASC in Last Five Years

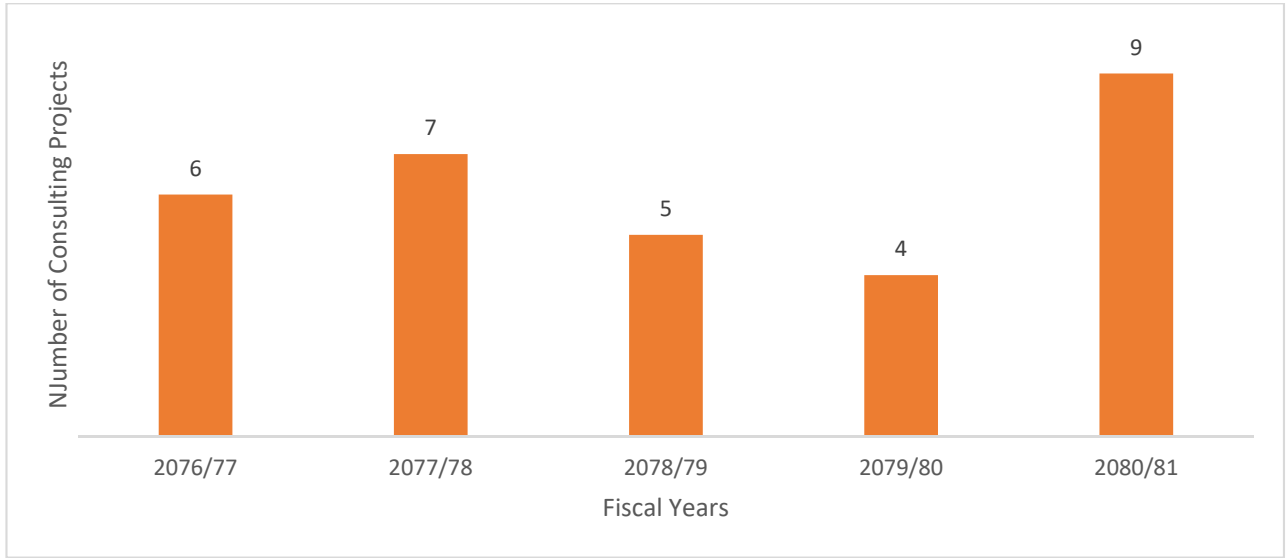
Number of Training Programs and Participants in Last Five Years



Major Research Works in Five Years



Major Consulting Projects



III

TRAINING AND WORKSHOPS

REVISITING FISCAL YEAR 2080/81



CHAPTER- III

TRAINING AND WORKSHOPS

IN-SERVICE TRAINING PROGRAMS

In-service training programs are offered to serving officers who have three or more years of experience in their current position. Senior Executive Development Program (SEDP), Advanced Course on Management and Development (ACMD) and Professional Course on Management and Development (PCMD) are three flagship programs that are organized and managed by Center for In-service training (CISt) of Public Service Training Department (PSTD).

Senior Executive Development Program (SEDP)

SEDP is an in-service training program designed for aspiring secretaries i.e. Class I (and equivalent) officers of the Government of Nepal. It aims to enhance the core competencies of senior executives,

developing them into transformational leaders and integrity builders with the strategic thinking and policy management skills necessary to strengthen governance and improve public service delivery. The training program incorporates action learning through five modules: Leadership, Integrity, Strategic Management, Governance, and Policy Management.

The 45th SEDP commenced on 15 Chaitra 2079 (29 March 2023) and ended on 8 Ashwin 2080 (25 September 2023). Further, two new batches of SEDP were organized in this fiscal year. The 46th SEDP commenced on 11 Bhadra 2080 (28 August 2023) and ended on 28 Chaitra 2080 (10 April 2024) with 24 participants graduating from the program. Moreover, the 47th SEDP commenced on 8 Mangsir 2080 (24 November 2023) and ended on 3 Jestha 2081 (16 May 2024) with 25 participants.



Participants at the Opening Ceremony of 47th SEDP



Dr. Būddi Sagar Poudel

SEDP-46 Graduate

My experience with the 46th SEDP was truly enriching. From the very first day, I was amazed by the welcoming and positive environment at NASC. The overall setup was conducive to learning, with well-structured modules and sessions. The faculties including guest-experts, all highly professional and knowledgeable, facilitated their class with clarity and enthusiasm, which greatly enhanced the learning experience. In addition, the supportive staff were always available to assist and ensure that every participant felt comfortable. This combination of a nurturing environment, expert instruction, and dedicated support created an enriching experience to enhance my level of leadership skills, strategic thinking, governance and policy management that I deeply value.



Dr. Bhishma Kumar Bhusal

SEDP-47 Graduate

As a member of the 47th batch of the Senior Executive Development Program (SEDP) at the Nepal Administrative Staff College, I embarked on this journey with immense enthusiasm and high expectations. Interacting with my experienced and accomplished batchmates was a great opportunity to strengthen governance and share a common goal of contributing to the betterment of society.

The six-month training period, though challenging for someone in the role of Joint Secretary, flew by as I engaged with diverse groups and faced various challenges. Despite encountering a few less effective presentations, the overall experience was enriching, with exemplary intelligence, talent, and presentation skills displayed by many colleagues. Led by a distinguished administrator, the Staff College team demonstrated a commitment to excellence. I learned valuable lessons from everyone, akin to Dattatraya's 24 Gurus. As future leaders of this country, we must uphold integrity, leadership, policy analysis, and stakeholder management. The true measure of our training will be in our practical application of these skills. If we can be seen as game changers and trendsetters by our successors, the efforts of the Staff College will be justified. This training, though unlikely to be repeated, has made the journey ahead more bearable and smoother.

Advanced Course on Management and Development (ACMD)

ACMD is another in-service training designed for Class II (and equivalent) officers of the Government of Nepal. It is a 35-day program aimed to enhance the core competencies of mid-level administrators and managers to develop them as a performing leader who can demonstrate integrity in their personal as well as professional life by managing resources and relationships effectively to achieve organizational

goals. The program is comprised of five modules: Personal Efficacy and Leadership, Governance and Development Management, Public Service Innovation, Know Your Economy (KYE), and Connecting to Community (C2C). The first three modules are delivered through classroom learning sessions, case studies, and group discussions. However, in the KYE and C2C module, the participants get opportunity to explore and present various domains of national economy and communities respectively.



Participants of ACMD-4 After the Opening Ceremony

NASC has successfully organized 4 Batches of ACMD training programs this fiscal year in which 101 participants were graduated.

S.N.	ACMD Batches	Training Start Date	Training End Date	No. of Graduates
1	ACMD 1	17 Shrawan 2080 (2 August 2023)	10 Asoj 2080 (27 September 2023)	25
2	ACMD 2	31 Shrawan 2080 (16 August 2023)	25 Asoj 2080 (12 October 2023)	25
3	ACMD 3	6 Bhadra 2080 (23 August 2023)	2 Kartik 2080 (19 October 2023)	25
4	ACMD 4	1 Falgun 2080 (13 February 2024)	28 Chaitra 2080 (10 April 2024)	26



Er. Bādri Prasād Sharma

ACMD-4 Graduate

The Advanced Course on Management and Development (ACMD) is conducted by the Nepal Administrative Staff College (NASC) for Gazetted Class II officers of the Government of Nepal. This course aims to enhance the skills and knowledge of mid-level professionals for effective public service delivery. It covers a wide range of topics that equip participants to excel in their careers and contribute effectively to their organizations and society at large.

Participating in the course has been a truly transformative experience for me. The comprehensive modules provided well-rounded development of my skills and knowledge. The Personal Efficacy and Leadership module was particularly impactful, helping me enhance my self-management and strategic thinking abilities. The Governance and Development Management module deepened my understanding of governance frameworks, development management, federalism, and public procurement, which are crucial in my role. The Public Service Innovation module sparked new ideas for improving public service delivery in my organization. The Know Your Economy module provided valuable insights into the national economy, helping me understand economic interdependencies and their implications for governance and development. Lastly, the Connecting to Community module, with its community immersion experience, significantly enhanced my empathy and understanding of the socio-economic issues faced by our citizens.

The interactive learning methods, including case studies, made the sessions engaging and practical. The faculty at NASC were exceptional, and the networking opportunities with peers were invaluable. Overall, the ACMD course has significantly boosted my confidence and capability to manage resources, relationships, and results more effectively. I highly recommend this program to any public service professional aiming to enhance their leadership and management skills and make a meaningful impact in their field.



Asha Sharma

ACMD-4 Graduate

The "Advanced Course on Management and Development (ACMD-4)" organized by the Nepal Administrative Staff College (NASC) was an enriching experience for the 25 participants from various government sectors. Spanning 40 working days, the course provided a diverse learning environment that fostered personal growth, particularly through sessions on emotional and spiritual intelligence, which encouraged participants to reflect on their leadership styles.

Engaging with prominent personalities and experts in governance during discussions, including the impactful "Know Your Economy" conference, offered valuable insights into economic policies and the modernization of public services. Practical discussions comparing traditional working processes with technology-based offices highlighted efficiency gains and challenges, prompting logical feedback for future improvements. Team-building activities, such as a football tournament, enhanced illustrated the importance of collaboration, while role-playing exercises allowed participants to apply theoretical knowledge in real-world scenarios.

However, comprehensive schedule that hindered deep engagement, multiple responsibilities, and distractions in the learning environment are key the challenges for work life balance. An overemphasis on theory sometimes overshadowed practical applications, suggesting a need for a better balance in future courses. Despite, the positive outcomes far outweighed the challenges. The course equipped participants with valuable knowledge and skills while fostering a sense of community among future leaders in public administration. Moving forward, it is essential to build on this experience, leveraging insights gained to enhance both personal and organizational effectiveness in serving the public.

Professional Course on Management and Development (PCMD)

PCMD is a 30-long in-service training program designed for Class III (or equivalent) officers of the Government of Nepal and aims to develop high-performing managers who deliver exceptional service by upholding and promoting integrity in both their personal and professional life. The program focuses on equipping participants with the skills to efficiently manage resources and relationships, ensuring they meet organizational goals effectively. This program

comprises of four modules: Managing Self and Relationships, Governance and Development, Public Financial Management and Engaging with Local Governments. The first three modules are delivered through classroom learning sessions, field visits, case studies, and group discussions. However, the ELG module is a week-long learning excursion where the participants are assigned to different local governments to study the issues and challenges of the local governments through direct observation and interaction.



Graduates of PCMD-7 after the graduation ceremony

This Fiscal Year Seven Batches of PCMD were Organized, and 173 Participants Graduated from the Training Program

S.N.	PCMD Batches	Training Start Date	Training End Date	No. of Graduates
1	PCMD 1	10 Shrawan 2080 (26 July 2023)	21 Bhadra 2080 (7 September 2023)	25
2	PCMD 2	24 Shrawan 2080 (9 August 2023)	8 Ashoj 2080 (25 September 2023)	25
3	PCMD 3	6 Bhadra 2080 (23 August 2023) to	23 Ashoj 2080 (10 October 2023)	25
4	PCMD 4	18 Bhadra 2080 (4 September 2023)	3 Kartik 2080 (20 October 2023)	25
5	PCMD 5	18 Bhadra 2080 (4 September 2023)	3 Kartik 2080 (20 October 2023)	25
6	PCMD 6	19 Mangsir 2080 (5 December 2023)	5 Magh 2080 (19 January 2024)	23
7	PCMD 7	30 Falgun 2080 (13 March 2024)	14 Baishakh 2081 (26 April 2024)	25



Subik Shrestha

PCMD-5 Graduate

In 2023, I completed my PCMD (Professional Certificate in Management and Development) course at the Nepal Administrative Staff College. My experience at the college was genuinely life-changing. The demanding coursework, knowledgeable instructors, and focus on hands-on learning gave me the fundamental knowledge and abilities I needed. I developed long-lasting friendships and connections in an encouraging and welcoming atmosphere, which promoted my professional and personal development. I am incredibly appreciative of the management and leadership abilities I acquired, as they have been quite helpful to me in my work. The Nepal Administrative Staff College has fostered a learning community for which I am incredibly grateful.



Sujana Kumari Bardewa

PCMD-6 Graduate

"Integrity is a state of mind and a quality and spirit of work when you are deeply engaged in your day-to-day work at your workplace at a natural pace, without being observed." The professional training we participated in at the Nepal Administrative Staff College (NASC) enriched our knowledge and skills in terms of integrity, daily tasks, client-friendly behavior, performance, and proper response to the clients in our day-to-day workplace. It also equipped us with various other aspects of public service delivery, such as time management and a result-based service attitude with the next level of productivity. The most crucial part of this training program was our involvement in a special field-based practical component: Engaging with the Local Government (ELG), which gave us ample practical insights into our day-to-day work regarding qualitative public service delivery.

INDUCTION TRAINING PROGRAMS

Induction training programs are designed to orient the newly appointed officers of the Government of Nepal as they assume their new roles 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 and better prepare and orient them for quality public service delivery. NASC mainly conducts Basic Administration Training, Leadership Development Program and other Orientation Programs under the induction training.

Basic Administration Training (BAT)

BAT is a flagship initiative of the NASC that has been organized since its inception in 2039 B.S. This program is designed to impart and inculcate the essential knowledge, skills, and attitudes required by the newly appointed Class III officers of the Government of Nepal, who come from diverse academic and socio-cultural backgrounds with varying levels of prior job experience. The program aims to orient, socialize, and sensitize the newly appointed officers to the core values, functions, and practices of the civil service, thereby enhancing their core competencies to better prepare them for their roles in the civil service.

In this fiscal year, two batches of BAT were organized. In the 37th and 38th 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 six months which are divided into two categories i.e. Foundational Course and Internship. The Foundational Course is of four months comprising of six different thematic modules and the Internship Program is only applicable for General Administration Group. The participants of the non-administration service groups graduate after completing Foundational Course and are sent to their respective training centers to further sharpen their skills related to their service groups.

The 37th BAT started on 17 Ashoj 2080 (4 October 2023) which included 7 groups with 197 participants. The graduation of Nepal Foreign Service, Nepal Audit Service, Revenue Group, and Account Group was held on 30 Jestha 2080 (13 June 2023) whereas the participants from Nepal General Administration Group graduated on 30 Chaitra 2080 (12 April 2024) after their completion of the internship.



Roshana Adhikari

BAT-37 Graduate

I extend my heartfelt gratitude to Nepal Administrative Staff College for providing a transformative learning experience in the past four months. The structured modules, encompassing STMP, CDM, GSD, DM, ICT& RW, and CE, equipped us with essential skills for effective governance. The emphasis on public speaking, KYC, and engagement in extracurricular activities not only enhanced our capacity but also shaped our personalities. Special thanks to the coordinators and BAT mates for fostering a supportive and friendly environment. The insights from subject specialists were invaluable, guiding us to become better civil servants dedicated to nation-building. The emphasis on time punctuality was a crucial lesson that will undoubtedly contribute to our professional success.



Bipul Bhusal

BAT-38 Graduate

The Nepal Administrative Staff College's Basic Administration Training was a highly transformative experience for me. The training was of the highest quality, offering a broad and in-depth knowledge base, vital for achieving operational proficiency. While the exposure to real-world circumstances substantially extended our perspectives, the sessions were carefully crafted to improve our comprehension and abilities. What made a big difference was the emphasis on cultivating leadership skills via engaging in discussions and hands-on activities. This experience not only improved my professional skills but also allowed me to make lifelong friendships. I can honestly state that the days spent at NASC were some of my best times. I'm grateful to everyone who made this journey a memorable one.



Former Minister Mr. Bhanu Bhakta Joshi, MOFAGA, During the Graduation Ceremony of 37th BAT of Nepal Administration Service

Similarly, the 38th BAT started on 10 Falgun 2080 (22 February 2024) which included 8 groups with 225 participants. The graduation of Nepal Foreign Service, Nepal Audit Service, Revenue Group, Account Group was held on 4 Ashadh 2081 (18 June 2024) whereas the participants from General Administration Group graduated on 13 Bhadra 2081 (29 August 2024) after their completion of the internship.



Executive Director Dr. Rajan Khanal Inaugurating the 38th BAT

Common Session

Nepal Administrative Staff College (NASC) organized a series of common sessions as part of the 38th Basic Administration Training (BAT) program for newly appointed Section Officers of the Nepal Government. These sessions served a dual purpose: providing a platform for discussions on contemporary issues and fostering networking among participants of the entire batch.

The common sessions were specifically designed to create a shared forum for all trainees, addressing the limitation of regular sessions that were conducted in separate groups. This approach ensured that participants had the opportunity to interact with

a broader range of their peers, facilitating the exchange of ideas and experiences across different backgrounds and specializations.

Two notable sessions in this series focused on key aspects of Nepal's economic and development landscape:

On 08 Chaitra 2080 (21 March 2024), Maha Prasad Adhikari, the Governor of Nepal Rastra Bank, delivered a presentation on the "Current state of the National Economy of Nepal." This comprehensive session covered the present condition of Nepal's economy, aspirations for economic prosperity, initiatives undertaken, and the potential and challenges facing the country's economic system.



Governor of Nepal Rastra Bank Mr. Maha Prasad Adhikari Sharing his Insights on Current State of the National Economy of Nepal with the Participants of the 38th BAT

Subsequently, on 6 Baishakh 2081 (18 April 2024), Dr. Toya Narayan Gyawali, Member Secretary of the National Planning Commission, spoke on the "Sixteenth Plan of Nepal: Directions and Imperatives of Implementation." This session provided insights into Nepal's latest five-year plan and its implementation across various government sectors.

By bringing together all participants for these common sessions, NASC not only provided uniform exposure to high-level perspectives on contemporary national issues but also created valuable networking opportunities. This approach aimed to allow the newly appointed Section Officers to build connections beyond their immediate training groups, potentially fostering collaboration and knowledge sharing that could extend well into their future careers in public service.

These common sessions reflect NASC's holistic approach to training, recognizing the importance of

both knowledge acquisition and professional network building in preparing Nepal's next generation of administrative officers for their roles in governance and development.

Know Your Country (KYC)

The trainee officers of BAT, engaged in a comprehensive week-long KYC program. During this period, they visited various parts of Nepal to gain insights into the country's cultural, socio-economic, and geographic landscapes, as well as the livelihoods of Nepali people. This initiative aimed to deepen the participants' understanding of the nation's socio-cultural diversity. The destinations were identified, and a comprehensive plan was developed, outlining specific learning objectives and daily learning activities. The trainee officers subsequently prepared learning reflection reports, which were shared in plenary sessions.



Participants of 38th BAT During the KYC Program

Internship

The trainee officers from the General Administration Group participated in a two-month internship program with the aim to provide immersive learning opportunities for trainee officers before they assume their full responsibility. The trainee officers were assigned to different districts in a group of four

and were deputed in the municipal office, district administration office and land revenue office. In 37th BAT, 20 districts were selected and in 38th BAT, 27 districts were selected. This internship exposure is deemed to be instrumental for them to learn organizational culture, work environment, the status and issues of service delivery, thereby preparing them to take responsibility on their deputation. Upon the

completion of their internship, the trainees prepare and submit comprehensive reports for evaluation.

Extra Co-curricular Activities (ECA)

NASC also organized a diverse array of co-curricular activities during the residential period of BAT to provide a holistic learning experience to complement the classroom sessions. ECA comprised

of various activities like *Yog*, physical training, sports, dance, music, and painting. These activities aimed at fostering a healthy and meaningful lifestyle conducive to their professional development. Furthermore, weekend excursions such as hikes to the outskirts of the Kathmandu valley and visits to museums were arranged to enhance their overall learning experience.



NASC Officials During Monitoring of Internship of 38th BAT at Kailali District

Yog

The trainee officers attended daily *yog* sessions in the early morning thrice a week alternating to PT sessions for promoting mental health and emotional well-being. These sessions were conducted by certified

yog instructors who guided the officers through a combination of *yog* postures, breathing exercises, and meditation techniques. The *yog* routine not only contributed to their physical fitness but also fostered a sense of inner calm and resilience.



38th BAT Participants During the Yog Session

Physical Training (PT)

Trainee officers participated in early morning PT sessions three times a week. These sessions were managed by the professional experts from the

National Police Academy, ensuring effective training to enhance their physical fitness, discipline and overall well-being. The training regimen included various physical activities aimed at building participants' physical, mental and social well-being.



Participants of 37th BAT During the Physical Training Session Facilitated by Trainer of National Police Academy

Hiking

The trainee officers participated in a one-day hike during their residential stay at NASC. The primary objective of this hiking trip was to deepen their understanding of the geography, heritage, social, and cultural aspects of the areas they visited. The hike allowed them to connect with natural environment and local community. By traversing the terrain on foot, the officers were able to internalize the lifestyle and conditions of the countryside, thereby gaining a more comprehensive appreciation of the region's unique characteristics.

Sports

The trainee officers participated in various sports activities, including football, volleyball, badminton, basketball, chess, tug-of-war, and table tennis. These activities were designed to foster physical fitness and enhance teamwork. Additionally, they were engaged in structured indoor gym workouts, supervised by a professional gym instructor, to further develop their strength and fitness. These comprehensive physical

activities were conducted during their residential stay at NASC, aiming to promote overall well-being and camaraderie among the trainee officers.

Dance, Painting and Music

The trainee officers had extensive opportunities to explore and enhance their skills in dance, painting, and music under the guidance of experienced instructors during their residential stay at NASC. In dance, they engaged in various styles and techniques, improving their physical coordination and artistic expression. Painting classes introduced them to different mediums and techniques, fostering creativity and fine motor skills. Painting sessions provided them 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. Music sessions provided instruction in instrumental and vocal techniques, enhancing auditory skills and collaborative abilities. These artistic pursuits complemented their physical and academic training, contributing to a well-rounded and enriching overall learning experience.



Participant of 38th BAT Practicing Art Works During Residential Period

Cultural Event

At the end of their residential stay, each cohort organized a significant cultural event to showcase the dance and music talents they had honed at NASC. This event featured a diverse array of performances, including choreographed dance routines and musical pieces, demonstrating the skills and creativity the trainees had developed during their stay at NASC. The

event served not only as a platform for the officers to display their artistic abilities but also as a celebration of their collective efforts and achievements. It was a culmination of their practice and dedication, offering a vibrant and engaging experience for both participants and attendees, and underscoring the value of integrating cultural and artistic development into their learning experience.



Participants of 38th BAT During the Cultural Event

Visit to Disaster Management Training School

Trainee officers were given the opportunity to learn about the disaster management competencies and operational efficiency of the Armed Police Force (APF) stationed in Kurintar. This program aimed to acquaint trainee officers with the complexities and sensitivities of disaster-prone areas in Nepal and to

demonstrate the capabilities of our authorities in effectively managing such calamities. Through this initiative, trainees gained valuable insights into the strategies, tools, and practices employed by the APF in disaster response and preparedness, thereby enhancing their understanding of effective disaster management within the Nepali context.



Participants of 38th BAT During the Visit to Disaster Management Training School

Refresher Training Program for the Graduates of 35th Basic Administration Training

The Refresher Training Program for the graduates of the 35th BAT cohort was organized with an aim to provide platform for the graduates to reflect on their BAT journey and highlight their achievements

and impact they have made in their respective workplaces. The program sought to further enhance the existing competencies, improve problem-solving abilities, and promote continuous professional growth. The program was organized from 17 to 20 Ashadh 2081 (1 to 4 July 2024) and comprised of 24 participants.



Graduates of 35th Basic Administration Training Participating in the Refresher Training Program

Provincial Training of Trainers (ToTs)

NASC organized on-site Provincial Training of Trainers (ToT) programs to enhance the capacity of trainers and potential trainers of both public and private institutions in two different provinces. The first provincial ToT for this year was conducted in collaboration with Karnali Province Training Academy (KPTA), commencing from 5 to 7 Mangsir 2080 (21 to 23 November 2023). The second provincial ToT for the year was conducted in collaboration with

Sudurpaschim Province Research and Training Academy (SPRTA), commencing from 16 to 19 Magh 2080 (30 January to 2 February 2024). The training aimed to establish a group of trainers at the provincial level who can implement capacity-building initiatives across various sectors and extend their impact to different functional areas and levels. The program covered the entire training process, from adult learning techniques and training needs assessment to effective training management.



Officials from NASC Facilitating the Training Session at Sudurpaschim Province Research and Training Academy, Doti

Developing Leadership Excellence (DeLEx) Program

The Developing Leadership Excellence (DeLEx) program was meticulously designed for the newly appointed Joint Secretaries of the Government of Nepal. This initiative aimed to equip participants with the skills necessary to execute their leadership roles with strategic insight and innovative approaches. Spanning over five days, this comprehensive orientation training provided an immersive learning platform for the Joint Secretaries. Participants engaged in in-depth discussions and analyses of critical and multifaceted issues pertaining to administration, management, governance, and development. These discussions revolved around

the broader context of the constitution, national policy priorities and the evolving aspirations of citizens. Additionally, the program emphasized the importance of ethical leadership, collaborative decision-making, and adaptive strategies in navigating complex governance challenges. Two batches of DeLEx were organized this year: a cohort of 28 newly appointed Joint Secretaries participated in this training, held from 22 to 26 Magh 2080 (5 to 9 February 2024), and a cohort of 12 newly appointed Joint Secretaries participated in this training, held from 17 to 24 Baishakh 2081 (29 April to 6 May 2024), fostering a spirit of continuous learning and professional development.



Glimpses of Developing Leadership Excellence (DeLeEx) Program

Orientation Program on Management and Development (OPMD)

The OPMD program was organized for newly appointed Under Secretaries of the Government of Nepal. This seven-day program aimed to provide innovative perspectives on management and development to the participants for developing strategic orientations to effectively implement

their functional roles. This program served as a crucial learning platform, facilitating discussions and analyses of critical issues in administration, management, governance, and development. It provided an opportunity for the Under Secretaries to enhance and develop their leadership and managerial competencies. The program comprised three modules: Leadership in Action, Public Policy and Governance, and Delivering Results.



Director of Studies Mr. Rajendra Adhikari Delivering Opening Remarks on OPMD

A total of 123 newly appointed Under Secretaries participated in the training program which was conducted in three batches.

S.N.	OPMD Batch	Start Date	End Date	Graduates
1	OPMD 1	12 Chaitra 2080 (25 March 2024)	16 Chaitra 2080 (29 March 2024)	48
2	OPMD 2	17 Baishakh 2081 (29 April 2024)	24 Baishakh 2080 (6 May 2024)	32
3	OPMD 3	19 Ashadh 2080 (3 July 2024)	25 Ashadh 2080 (9 July 2024)	43

Training Program on Managerial and Administrative Skills

The training program on Managerial and Administrative Skills was organized for newly appointed Class III officers (technical) for Computer Engineers, Computer Officers, and Environment Inspectors. The five-day training program aimed to enhance their knowledge on administrative efficiency

and functional competencies. This 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 held from 18 to 24 Shrawan 2080 (3 to 9 August 2023).

Training Program on Public Administration and Managerial Skills

The training program on Public Administration and Managerial Skills was organized for newly appointed Class III officers of Judicial Service. The five-day training program aimed to enhance their knowledge of administrative and functional competencies. This program provided a learning platform to discuss and analyze innovative and practical aspects of managing self and relationships, office communication, decision making, governance, public service delivery and procurement management practices. The

first batch of the program was organized as “Basic Secretarial Efficacy Skills for the Newly appointed Class III Officers (Legal) of the Government of Nepal” from 19 to 26 Bhadra 2080 (5 to 12 September 2023) where 51 participants participated in the training program. The other two batches were redesigned as “Training on Public Administration and Managerial Skills for Newly Appointed Class III Officers (Judicial Service) of the Government of Nepal” and was conducted into two batches that commenced from 10 to 23 Magh 2080 (24 January to 6 February 2024) where altogether 58 participants participated in the training program.



Opening Ceremony of Training Program on Public Administration and Managerial Skills

Training on Leading Change: Organizational Development Intervention

NASC organized a five-day “Leading Change: Organizational Development Intervention (ODI)” program for Chief Administrative Officers from various Municipalities and Rural Municipalities of Nepal. The program aimed to broaden the

perspective of leaders in the area of organizational development intervention and enhance their capability for progressive organizational changes in dynamic context. The program was held from 15 to 19 Ashwin 2080 (2 to 6 October 2023) and comprised of 20 participants.



Participants at the Closing Ceremony of Leading Change: Organizational Development Intervention

Training on Negotiation Skills

Training on Negotiation Skills was organized 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 learned how to execute proven tactics, refine their negotiating style, and improve their ability to discuss and bargain successfully and ethically in any situation through established framework. The program conducted from 24 to 26 Ashoj 2080 (11 to 13 October 2023) comprised of 26 participants.



Participant of Training on Negotiation Skills Sharing her Experiences During Graduation

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 leadership competencies and

managerial skills required to perform effectively in their respective organizations and make a positive difference. The 10-day program was conducted into two groups consisting of altogether 62 participants from 25 Mangsir to 6 Poush 2080 (11 to 22 December 2023).



Executive Director Dr. Rajan Khanal Presenting Token of Love to the Chief Instructor of ACSC Brigadier General Himmat Bahadur Bista at the Closing Ceremony

Innovating Public Policy: Use of Evidence (InnoPoE)

NASC organized the third iteration of its "Innovating Public Policy: Use of Evidence (InnoPoE)" program from 22 Magh to 1 Falgun 2080 (5 to 15 February 2024). This intensive seven-day training program

engaged 18 Class II officers from various government agencies focusing on enhancing skills in evidence-based and innovative policymaking. The curriculum of the program covered crucial aspects such as public policy philosophy, systematic approaches, theory of change, and policy problem framing.



Participants During their Session on Training Program Innovating Public Policy: Use of Evidence (InnoPoE)

Overall, the InnoPoE program demonstrated its significant role in equipping Nepali government officials with valuable skills for evidence-based policy formulation to promote a positive impact on the nation's policymaking processes.

Training of Trainers (ToT)

NASC organized Training of Trainers for the officers of the public organizations of the Government of

Nepal. This 15-day program aimed to develop a pool of NASC-certified trainers to fill the competency gaps in human resources across capacity-building institutions at various governmental levels. The program was conducted from 25 Bhadra to 18 Ashoj 2080 (11 September to 5 October 2023) and comprised of 21 participants.



Glimpse of Inaugural Session of Training of Trainers (ToT)

Half-Day Seminar on Fiscal Federalism in Nepal: Current Situation and Way Forward

NASC organized a half-day seminar on the topic “Fiscal Federalism in Nepal: current situation and way forward” in coordination with the National Natural Resource and Fiscal Commission (NNRFC) and Ministry of Finance on 25 Baishakh 2081 (7 May 2024). The participants of seminar included government officials, public intellectuals, academia, and elected representatives.

In a comprehensive presentation on fiscal federalism in Nepal, Hon'ble Balananda Paudel, Chair of NNRFC, outlined the constitutional arrangements, fiscal responsibilities, and implementation mechanisms across different government levels. He emphasized the importance of cooperation for efficient resource utilization and discussed trends in Inter-

Governmental Fiscal Transfer. Complementing this, Mr. Gopi Krishna Khanal, Former Secretary of NNRFC, delved into the core concepts and operational aspects of fiscal federalism. Both speakers underscored the critical role of fiscal federalism in fostering cooperation and balanced development across all tiers of government in the country. Following the presentations, participants engaged in an open discussion, raising their concerns and queries. Hon'ble Prof. Dr. Shiva Raj Adhikari, Vice Chair of National Planning Commission, shared his observations of the presentation and highlighted the significance of the seminar in fostering rational fiscal decentralization process in all three tiers of government. Dr. Rajan Khanal, Executive Director of NASC, concluded the seminar, stressing the importance of ongoing discourse for the successful implementation of federalism in Nepal.



Hon'ble Prof. Dr. Shiva Raj Adhikari, Vice Chair of National Planning Commission, Sharing his Insights

Seminar on Innovating Capacity Development Program: NASCs Strategic Plan 2079-2083

The Public Service Training Department (PSTD) organized a two-day Training Innovation Seminar on 27-28 Ashad 2081 (11-12 July 2024), bringing together faculty members from various departments and

thematic centers to share innovative methodologies and creative techniques in course design and delivery. This seminar served as a dynamic forum for cross-departmental collaboration, showcasing innovative training practices implemented in respective sessions across different units. Participants engaged

in departmental presentations and interaction, exploring a wide range of innovative approaches from interactive technologies to experiential learning methods. The event not only facilitated knowledge sharing but also fostered new connections and potential collaborations among faculty members. Executive Director Dr. Rajan Khanal highlighted the need for such events to continually enhance the quality of training provided by the department.

The seminar featured interactive sessions where faculties could engage in hands-on activities and discussions. These sessions provided opportunities for faculty members to exchange ideas, discuss challenges, and brainstorm solutions collaboratively. The event concluded with remarks by Executive Director Dr. Rajan Khanal, where he emphasized the importance of continuous innovation in training methodologies to meet the evolving needs of public service professionals.



NASC Officials at Seminar on Innovating Capacity Development Program



REVISITING FISCAL YEAR 2080/81





IV

CONSULTING SERVICES

CHAPTER- IV

CONSULTING SERVICES

Consulting Services is one of the key functional domains of NASC, as outlined in the Nepal Administrative Staff College Act, 2039. These services are invaluable for organizations seeking to enhance efficiency, drive growth, and navigate challenges in an ever-evolving national and international scenario. In line with its institutional mandate and commitment to public service excellence, NASC is entrusted by various public sector organizations to undertake diverse management consulting assignments. In these assignments, NASC designs and deploys contextualized consulting approaches, leveraging its expertise to assess and analyze the client's current situation, identify issues, and recommend actionable strategies to achieve desired outcomes. Aiming to sustain previous achievements and excel in the future, NASC has continued to offer consultancy services to various government and public organizations this year as well.

Management Consulting

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 to develop the higher education sector in Nepal. In support of NHEP initiatives, the University Grants Commission (UGC) of Nepal has launched the Nurturing Excellence in Higher Education Program (NEHEP), funded by the World Bank. As part of this initiative, UGC is responsible for preparing Disbursement Linked Indicators (DLIs) and Disbursement Linked Results (DLRs) for the program periodically. NASC has been appointed as the Independent Verification Agency for UGC in implementing NEHEP by providing verification report of the DLI.

The major objectives of the project are 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 Survey of Pokhara Academy of Health Sciences (PoAHS)

Pokhara Academy of Health Sciences (PoAHS) is one of the nine health science academies in Nepal that was established as an autonomous teaching and health institution by upgrading the Western Regional Hospital through the Pokhara Academy of Health Sciences Act, 2072. The academy serves the nation through medical education, health services, and research. Recently, the academy has consistently upgraded its academic disciplines and expanded its clinical practices. As part of its growth strategy, PoAHS entrusted NASC to conduct a comprehensive Organization and Management Survey to align its expansion strategy with its existing structure. NASC successfully completed this study and supported the academy's organizational redesign under the following objectives:

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



Senior Director of Studies Mr. Basanta Raj Sigdel Handing Over the O&M Survey Report

Organization and Management Survey of Rastriya Beema Company Limited (RBCL)

Rastriya Beema Company Limited (RBCL) was established in 2071 as a separate non-life insurance entity under the Government of Nepal. The insurance sector of Nepal has been facing numerous challenges including low public awareness and insurance penetration. To address these challenges, insurance companies have introduced new products, improved customer services, and expanded their outreach. Technological advancements have also facilitated the digitization of insurance services, making them more accessible to the general population. The competitive landscape has driven a focus on efficiency, risk mitigation, and the creation of tailored insurance schemes.

Recognizing these dynamics, RBCL entrusted NASC to conduct an Organization and Management Survey to leverage structural adjustments, protect its market share, and expand into uncharted territories while competing with private insurers in the federal context. This survey enabled RBCL to remain agile and responsive in its operations, fostering growth and innovation. Additionally, the study supported RBCL in achieving its vision of becoming a leading non-life insurance company in the national market. The major objectives of this study were to:

1. Review the existing structure against the scope of work and propose an organizational structure that best fits for the attainment of RBCL's vision, mission and long-term objectives.
2. Propose a new staffing standard aligned with the new organizational structure and functions of RBCL in the federal context. the competitive landscape of non-life insurance industry in federal Nepal.

Organization and Management Survey of Rastriya Banijya Bank Limited (RBBL)

Rastriya Banijya Bank Limited (RBBL), a government-owned institution, is one of Nepal's oldest and largest banks, holding the highest share of deposits in the country. Over its five and a half decades of service, the bank has continuously transformed its business and operations as a learning organization while serving the Nepali people through a comprehensive range of modern banking functions. The bank has significantly expanded its market opportunities and is striving to address the emerging challenges posed by globalization, financial liberalization, integration, and advancements in information and communications technology in the financial markets. However, this is an ongoing process that requires evidence-based planned interventions to sustain the journey towards development, innovation, and excellence given the

competitive work environment. Recognizing this, RBBL requested and entrusted NASC to undertake its Organization and Management Survey (O&M) to align the bank's structure and human resources with the evolving banking landscape and propose an organizational structure based on the nature and scope of the bank's work. In this context, NASC has been conducting the O&M survey of RBBL with the following major objectives:

1. Analyze existing functions and staffing of RBBL and identify potential gap in organization design;
2. Recommend organization structure appropriate for expanding banking services both in scale and scope as per strategic direction of the Bank; and,
3. Determine the size of human resources across the levels to ensure efficiency and effectiveness in services of RBBL.



Consultation Workshop with the Branch Managers of Bagmati Province, RBBL

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

The advent of new technologies and rapid advancements in medical and therapeutic sciences have significantly influenced the delivery of customized healthcare services worldwide, including in Nepal. Acknowledging this and striving for service excellence, healthcare providers in Nepal are making notable progress in patient inflow, turnover, and specialized healthcare services. Recognizing this need, BPKMCH has identified the necessity to upgrade its organizational structure and optimize its human capital to provide world-class healthcare services. Consequently, at the request of BPKMCH, NASC has been conducting this Organization and Management 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.

Integrated Consulting Assignments for Provincial Research and Training Academy, (PRTA) Koshi Province

The Provincial Research and Training Academy (PRTA) is a provincial-level autonomous institution established to develop and enhance the capacity of public organizations, employees and the elected representatives at the provincial and local levels of Koshi Province. In order to fulfill this mandate, PRTA has been entrusted to design and deliver various capacity development programs through training

and research interventions, contributing to effective public service delivery. To assume this valuable role, PRTA needs to build its institutional capacity to serve as an efficient capacity development service provider of Koshi Province.



Senior Director of Studies Mr. Binod Kumar Bista Handing Over the Final Report of Consulting Assignments for Provincial Research and Training Academy, (PRTA) Koshi Province

Internalizing this fact, PRTA requested NASC to undertake three consulting assignments that includes conducting five days Training of Trainers (ToT) program, developing induction and in-service training curriculum for 7th and 9th level officers of Koshi Province respectively and formulating a business plan of PRTA to pave integrated avenues in its journey towards capacity building. In this connection, NASC provided an integrated consulting service comprising of two curriculums, one business plan and Training of Trainers (ToT).

The five-days ToT program emphasized over the process and methodological rigor to effectively deliver training contents. This program was successful in developing a pool of professional trainers. Moreover, 15-day long induction training curriculum for 7th level officers and 30 days long in-service training curriculum for 9th level officers served as the foundation and a milestone to deliver need based, customized and tailored training courses to enhance the required professional competencies, and instill in them with the professional values and ethos of public servants in the federal context.

In addition to this, the business plan for PRTA outlined a strategic roadmap to address the

critical need for ongoing professional development within the organization. Focusing on collaborative efforts, HR restructuring, market expansion, and financial stability, this plan aimed to enhance PRTA's performance across all key result areas. Implementation of the proposed business plan enables PRTA to navigate the complexities of federalism and adapt effectively to emerging challenges and opportunities. The business plan is further expected to equip PRTA with the specific directions to make significant strides at both the organizational and provincial levels, ensuring long-term success, growth and sustain its journey towards excellence over the time in the competitive business landscape.

Organization and Management Survey of Nepal Insurance Authority (NIA)

The enactment of the Insurance Act, 2079 transformed the former *Beema Samiti* (then Insurance Board) into the Nepal Insurance Authority. This autonomous and sole regulatory agency was established to systematize, regularize, inspect, and supervise the insurance business in Nepal. Its objective is to ensure fair, competitive, reliable, and credible insurance

services, effectively protecting the rights and interests of policyholders. To achieve these broad objectives, the Authority collaborates with various national competent authorities, the private sector, stakeholders, foreign counterparts, and international organizations. Recognizing the significance of its enhanced role, the Authority identified the need to review its organizational structure, as previously proposed by NASC, and requested NASC to conduct a supplementary survey to substantiate the earlier structural recommendations under the following objectives:

1. Review and analyze the enhanced role of Nepal Insurance Authority as mandated by Insurance Act, 2079 and Insurance Policy 2080.
2. Review and realign the organizational structure of NIA given the new mandates.
3. Propose the staffing standards for the recommended structure of NIA.

Training Curriculum and Manual Development for Assistant Level Officials of Karnali Province

The success of Nepal's federal governance depends on how effectively provincial governments assume their roles and responsibilities, impacting development and public service delivery. The effectiveness and quality of service delivery from Provincial and Local Governments (PLGs) largely depend on the capacity and attitudes/behaviors of the human resources working there. Systematic and scientifically designed induction training can address competency gaps and enhance officials' understanding of federalism, governance, rules, regulations, and functions. Recognizing this need, the Karnali Province Training Academy (KPTA) has identified the necessity to redesign its existing course to cover the functional requirements and competencies needed by newly appointed officials for citizen-centric service delivery. To fulfill this gap, the United Nations Development Program (UNDP) and the European Union Support to Inclusive Federalism (EUSIF) have entrusted NASC to develop a 15-day induction training curriculum and manual for assistant-level staff (4th/5th Level) of PLGs in Karnali Province with the aim to develop a comprehensive induction course to orient and socialize newly appointed assistant-level staff with the core values, functions, and practices of civil servants. In this backdrop, NASC developed the induction training course as well as its training manual and submitted the report to the UNDP/EUSIF. The specific objectives of the assignment were:

- Conduct a training/learning needs assessment focused on the required knowledge, skills, and attitudes for newly appointed assistant-level officials in Karnali Province to deliver quality services to citizens.
- Propose and recommend a comprehensive induction training curriculum in Nepali and English for 4th and 5th level assistant officials in Karnali Province.
- Develop an innovative, user-friendly training manual for instructors to utilize when conducting induction training for provincial and local government personnel.

Research Consulting

National Women Commission (NWC)

The National Women Commission (NWC) is a constitutional body of federal Nepal, established under the National Women Commission Act, 2074 and Regulations, 2078. Its primary aim is to promote and protect women's rights and eliminate all forms of gender inequality, as envisioned by the Constitution of Nepal, 2072. Since its inception, the Commission has actively worked to empower women by safeguarding their rights, interests, and entitlements, and eliminating discrimination to ensure gender equality and justice nationwide. The Commission is mandated to study, examine, and report on the effectiveness of policies and programs related to women's rights and make recommendations to the government for their implementation.

NWC realized the need for a rigorous, scientific and evidence-based research study in the area of inclusive decision making at local level governments. Recognizing this need, NWC entrusted NASC to conduct a research study on the topic "Influence of Female Deputy Mayors in Decision Making at Local Governments of Koshi Province: Unraveling Roles, Participation, and Challenges". In this connection, NASC undertook this study and explored the role and actual influence of female deputy mayors in decision-making at the local governments of Koshi Province adopting the qualitative research design. The study further unraveled the complexities surrounding the roles and participation of female deputy mayors encapsulating their lived experiences. The study contributed to the broader discourse on women's leadership and provided valuable insights in creating a more supportive environment for women in leadership positions, ensuring their active and meaningful participation in local governance of Federal Nepal.



Director of Studies Mr. Baldeb Prasad Joshi Handing Over the Final Report to National Women Commission (NWC)

Training Consulting Services

Leadership Excellence Program for Women Managers

NASC organized Leadership Excellence Program for women managers of various public and private organizations of Nepal. The three-day residential program aimed at developing essential leadership skills and competencies of women managers. This fiscal year, NASC organized three batches of Leadership Excellence Program empowering women managers working in various cities of Nepal. A total of 68 women in leadership roles representing diverse organizations participated in the program.



Participants of Leadership Excellence Program for Women Managers After the Graduation Ceremony

Financial Management Training for Account Officials of Department of Roads (DoR)

A training program on Financial Management was organized for the account officials of the Department of Roads (DoR) to enhance their knowledge and skills in public financial management. The three-day training program aimed to enhance the participants' knowledge and capabilities in financial management, enabling them to make prudent financial decisions to achieve organizational objectives.

The program was organized in two batches: the first batch commenced from 13 to 15 Mangsir 2080 (29 November to 1 December 2023) and the second batch commenced from 9 to 11 Falgun 2080 (21 to 23 February 2024). A total of 58 officials discussed the issues and challenges they encountered in public financial management and learned effective strategies to address them.



A Glimpse of Classroom Session at Financial Management Training for Account Officials of Department of Roads

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

NASC organized a training program on Financial Management and Audit for the officials of Nepal Oil Corporation (NOC) improve the participants'

knowledge and skills in financial management and audit, equipping them to make sound financial decisions to meet their organizational goals. The seven-day training program was conducted from 18 to 26 Mangsir 2080 (4 to 12 December 2023) comprising of 29 participants.



Officials of NASC and Nepal Oil Corporation During the Opening Ceremony of Training Program on Financial Management and Audit

Training program on Financial Management for Non-Financial Managers

NASC organized a three-day training program on Financial Management for non-financial managers with the objective of orienting and acquainting managers with the fundamentals of financial

management, thereby enhancing the managers' capabilities in managing the financial matters of their respective organizations. The training program was conducted from 11 to 13 Bhadra 2080 (28 to 30 August 2023) and comprised of 30 participants from various organizations.



A Glimpse of Classroom Session at Financial Management for Non-Financial Managers

Managerial Excellence Program for Officials of Public Institutions

NASC organized a five-day training program on Managerial Excellence for 15 senior officials of public

and private organizations with an aim to develop managerial and leadership competencies of senior officials to excel as an effective leader in a dynamic work environment. The program was conducted from 19 to 23 Chaitra 2080 (1 to 5 April 2024).



Participants Engaging in Group Activity During the Training Session at Managerial Excellence Program

Managerial and Administrative Excellence Program for officials of Nepal Academy of Tourism and Hotel Management (NATHM)

NASC organized a training program on Managerial and Administrative Excellence program for the officials of

Nepal Academy of Tourism and Hotel Management with an objective of developing managerial and leadership competencies of officials of NATHM. This seven-day training program was conducted from 12 to 21 Baishakh 2081 (24 April to 3 May 2024) and was attended by 20 officials.



Participants of Managerial and Administrative Excellence Program After the Graduation Ceremony

Training of Trainers to various organizations (ToT)

Training of Trainers organized by NASC presents a valuable opportunity for trainers to augment their foundational competencies in training by incorporating state-of-the-art methodologies for capacity development initiatives. This program was tailored for the prospective trainers of various institutions and was strategically designed to equip the participants with the skills and knowledge essential for excelling in their roles as trainers, thereby elevating the overall training proficiency within the organization.

S.No.	Institution	Date	No. of Participants	Type of Training Service Provided
1	Public Finance Management Training Centre (PFMTC)	16 to 20 Poush 2080 (1 to 5 January 2024)	19	Process based ToT
2	Nepal Academy of Tourism and Hotel Management (NATHM)	31 Baishakh to 4 Jestha 2081 (13 to 17 May 2024)	22	Process based ToT
3	National Disaster Risk Reduction and Management Authority (NDRRMA)	17 to 21 Ashadh 2081 (1 to 5 July 2024)	17	Content and Process based ToT



Training of Trainers Program Organized for the Officials of Public Finance Management Training Centre

Customer Service Management

NASC organized a training on Customer Service Management from 22 to 24 Asoj 2080 (9 to 11 October 2023) with an objective to empower the front-line officials of various organizations enabling them to deliver efficient and impactful customer service. The three-day training, founded upon the importance of quality human interaction, respect, and service orientation catered 18 officers of public and private organizations.

Leading Change: Organizational Development Intervention (ODI)

NASC organized a training program on Leading Change: Organizational Development Intervention designed for the officials of the Government of Nepal with an objective to broaden the perspective of leaders in the area of organizational development intervention, and enhance their capability for progressive organizational changes in dynamic context. The four-day program was conducted from 15 to 19 Asoj 2080 (2 to 6 October 2023).



Participants During the Classroom Session at Leading Change: Organizational Development Intervention

Technical Training on Road Infrastructures

NASC organized a Technical Training on Road Infrastructures in two phases with the objective to enhance the capabilities of engineers in the fields of road-related infrastructure design and public

procurement, empowering them to efficiently and effectively achieve the objectives set by the DoR. In the first phase, the 10-day training was organized for the Engineers of Department of Roads. A total of 200 Engineers were divided into six different groups and each group started and ended on different dates.

S.No.	Group	Start date	End date	Total participants
1	Group 1	10 Shrawan 2080 (26 July 2023)	23 Shrawan 2080 (8 August 2023)	34
2	Group 2	11 Shrawan 2080 (27 July 2023)	24 Shrawan 2080 (9 August 2023)	33
3	Group 3	12 Shrawan 2080 (28 July 2023)	25 Shrawan 2080 (10 August 2023)	32
4	Group 4	15 Shrawan 2080 (31 July 2023)	26 Shrawan 2080 (11 August 2023)	34
5	Group 5	16 Shrawan 2080 (1 August 2023)	29 Shrawan 2080 (14 August 2023)	34
6	Group 6	16 Shrawan 2080 (2 August 2023)	29 Shrawan 2080 (11 August 2023)	34
Total				200



Participants during the classroom session at Technical Training on Road Infrastructures

In the second phase, the training was organized for the Senior Divisional Engineers of Department of Roads. The seven-day training program encompassed various essential aspects of road construction, such as specification, pavement design, construction

and maintenance, slope management, bridge construction practices, and public procurement, among others. It started on 5 Bhadra 2081 (22 August 2023) and ended on 12 Bhadra 2081 (29 August 2023). There were 30 participants in the training.

Training on Survey, Design, Construction, Supervision and Monitoring of Trail Bridge

NASC organized a training on Survey, Design, Construction, Supervision and Monitoring of Trail Bridge for engineers and sub-engineers of Department of Local Infrastructure. The objective of the 12-day training program was to enhance the knowledge and capability of the participants in the areas and processes of trail bridge construction. The training was organized in two different batches. The first batch was conducted from 24 Mangsir to 6 Poush 2080 (10 to 22 December 2023) and comprised of 25 participants. Similarly, the second batch conducted from 12 to 26 Poush 2080 (28 December 2023 to 11 January 2024) and comprised of 24 participants.

Training on Procurement and Contract Management

NASC organized a training program on Public Procurement and Contract Management for 29 officials of the Civil Aviation Authority of Nepal

(CAAN) from 8 to 16 Chaitra 2080 (21 to 29 March 2024). The seven-day training was organized with the objective of enhancing the capabilities of officials of the CAAN to manage procurement and contracts efficiently and effectively.

Capacity Development Resource Centre (CDRC)

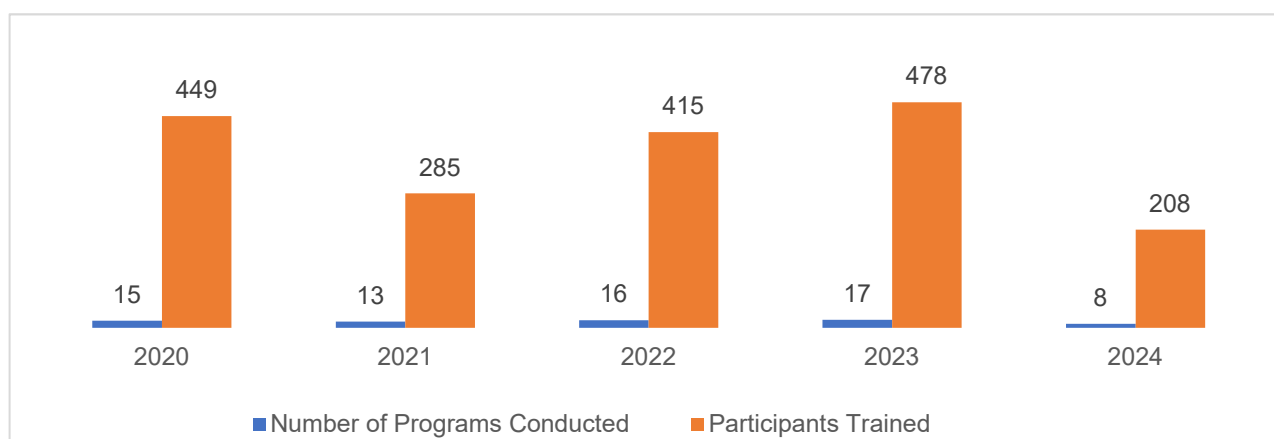
Capacity Development Resource Center (CDRC) was established in Nepal Administrative Staff College (NASC) through ADB technical assistance (TA) to Nepal in November 2015. From December 2015 to May 2019, the CDRC delivered 54 training programs and conducted 4 procurement and contract management clinics to more than 1,500 executing and implementing agencies staff working on ADB projects. Following the successful completion of the first phase (i.e. December 2015 to May 2019) of this collaborative effort, in June 2020, ADB implemented TA-9800 NEP: Capacity Building Activities (53238-001) on 18 June 2020 (4 Ashad 2077).

Details of the Programs Organized by CDRC in the FY 2080/81

S.N.	Name of Programs	Date (Nepali)	Date (English)	Duration (Days)	Venue	Total No. of participants	No. of Female	No. of Province/ Local
1.	Procurement of Works	9-11 Shrawan 2080	25-27 Jul 2023	3	Himalayan Horizon, Dhulikhel	29	6	10
2.	Financial Management of ADB Funded Projects	10-12 Shrawan 2080	26-28 Jul 2023	3	Hotel Landmark, Pokhara	28	8	0
3.	ADB Safeguards Requirements and Procedures for Local Governments	1 Bhadra 2080	18 Aug 2023	1	Hotel Siddhartha Vilasa, Bhairahawa	38	4	38
4.	ADB Safeguards Requirements and Procedures for PDs/DPDs/ PMs	18-19 Bhadra 2080	4-5 Sep 2023	2	Hotel Himalayan Horizon, Dhulikhel	28	1	0
5.	Project Planning (MS Project)	16-18 Ashwin 2080	3-5 Oct 2023	3	NASC, CDRC	26	5	3
6.	Financial Management Training for APFS preparation	23-24 Bhadra 2080	10-11 Oct 2023	2	NASC, CDRC	23	8	0

S.N.	Name of Programs	Date (Nepali)	Date (English)	Duration (Days)	Venue	Total No. of participants	No. of Female	No. of Province/ Local
7.	Price Adjustment and Variation	23 Kartik 2080	09 Nov 2023	1	NASC, CDRC	21	3	0
8.	Contract Management (Works-Small)	6-8 Mangsir 2080	22-24 Nov 2023	3	Hotel Landmark, Pokhara	29	1	21
9.	Professional Social Safeguards	15-19 Poush 2080	31 Dec 2023-4 Jan 2024	5	The Narayani Resort, Gaindakot	26	3	
10.	GESI	2-3 Magh 2080	16-17 Jan 2024	2	Himalayan Horizon, Dhulikhel	22		5
11.	Procurement and Contract Management (Plant)	15-19 Magh 2080	29 Jan-02 Feb 2024	5	Hotel in Dhulikhel	25	6	8
12.	GESI D/PD Workshop	19 Falgun 2080	23 Feb 2024	1	Hotel Himalaya	23	1	1
13.	Grievance Redress Mechanism	11-13 Baishakh 2081	23-25 Apr 2024	3	Landmark Forest Park, Chitwan	25	4	0
14.	ADB Safeguards Requirements and Procedures for Local Governments	25 Baishakh 2081	7 May 2024	1	Hotel Siddhartha Grand, Birtamod	30	2	15
15.	Effective Report Writing (QPR)	27-28 Baishakh 2081	9-10 May 2024	2	Dhulikhel Lodge Resort, Dhulikhel	33	3	30
16.	GESI	30-31 Baishakh 2081	12-13 May 2024	2	Hotel Himalaya Horizon, Dhulikhel	24	4	

CDRC was engaged to implement the capacity building program for 1,500 staff of the executing and implementing agencies to improve portfolio performance. The following figure shows the number of trainings organized per year for the number of participants.



After the completion of the current TA, CDRC is now conducting the impact study of the training effectiveness. This impact study aimed in assessing the effectiveness of the CDRC trainings in terms of result achievement in individual and organizational level. In addition to evaluating results, this study focused in identifying

approaches and factors that contribute to the success of training programs. The study was designed to generate a better understanding of practices that maximize the transfer of learning. These insights aim to enhance the design of future training programs.

Rajal Shrestha

CDRC Training Graduate



"The CDRC training has boosted my self-confidence and assisted a lot in my professional life. Further, the force majeure and contract termination related knowledge/skills that I gained from the contract management training has helped me to assist or guide my peers in fulfilling with the contract provisions and clauses. Me as a technical officer, my focus used to be on planning, designing and supervising the construction related works. I used to ignore the GESI and environmental and social safeguards aspects. After participating, the GESI and safeguards trainings, I started to contribute significantly to safeguarding public health and enhancing safety. Now when I think about any construction projects, ensuring public health and safety by designing, constructing, and maintaining infrastructure systems that support communities is always my priority. Moreover, by using the learning materials from the CDRC trainings, I have started to train my teams from various provinces through formal training sessions."

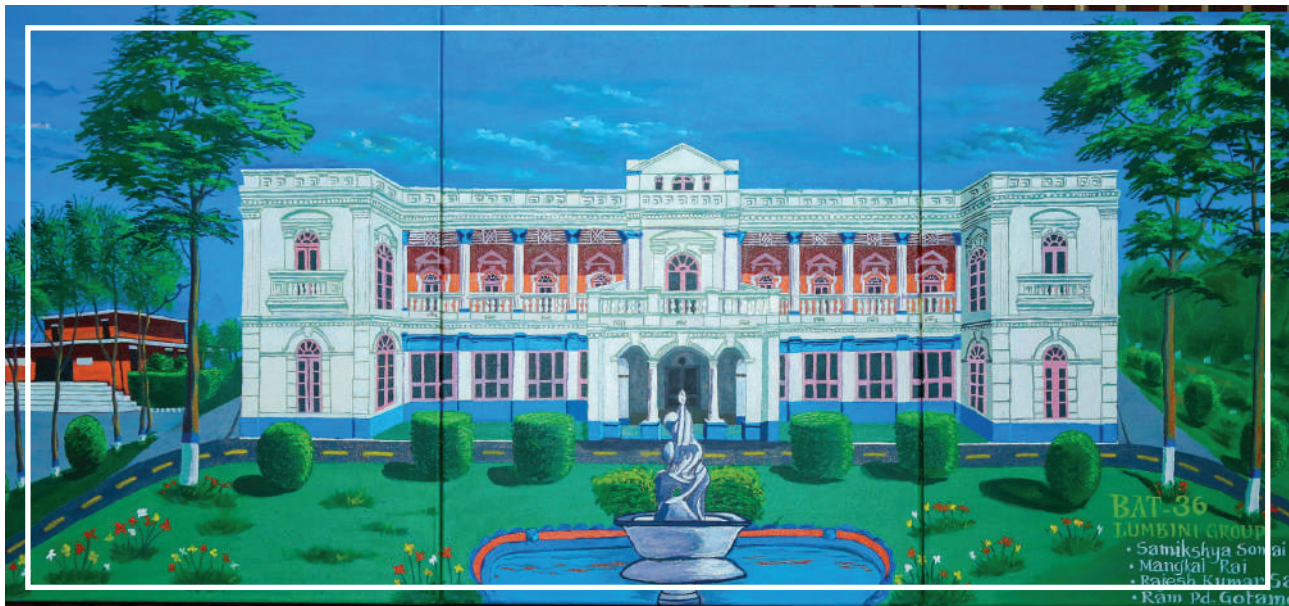


First Row from Left to Right: Rajendra Koirala, Dhupendra Kumar Jha, Dr. Surya Prakash Shrestha, Dr. Raghu Bista, Hari Prasad Dhakal, Surendra RajBhandari, Hari Om Aryal, Rajesh Thapaliya, Sanjay Poudel, Saraswati K.C.

Second Row from Left to Right: Bikalpa Guragain, Mekh Raj Joshi, Rajan Dhungel, Shyam Sundar Maharjan, Nitish Paudel, Bipin Sapkota, Amit Bhagat, Ranjeet Kumar Karna, Amrit Subedi

Third Row from Left to Right: Gyan Bahadur Farsal, Prabesh Wagle, Dinesh Rana, Yogendra Thakur, Prakash Poudel, Bhim Raj Kadariya, Samip Lamichhane, Ashish Dahal, Biswo Jha, Vishwa Ranjan Mishra, Keshav Bahadur Thapa

REVISITING FISCAL YEAR 2080/81





RESEARCH AND PUBLICATION

CHAPTER- V

RESEARCH AND PUBLICATION

Over the past four decades, the Nepal Administrative Staff College (NASC) has firmly established itself as a pioneering institution in the realm of public sector capacity building in Nepal. Throughout these years, NASC has consistently enhanced its contributions by creating and disseminating knowledge through problem-oriented, empirical, and policy research. This commitment to research is not only a cornerstone of NASC's academic endeavors but also a critical component in enhancing the effectiveness and efficiency of public administration in Nepal. NASC's evolution into a research-centric institution has been marked by a strategic focus on management, administration, governance, policy, and development.

The primary objective of NASC's research initiatives is to generate actionable insights that can inform policy decisions and improve public sector performance. By fostering a culture of inquiry and evidence-based decision-making, NASC aims to contribute to the overall development of the nation. Apart from this, with the aim to ensure the quality and relevance of its research activities, NASC has established a dedicated Research Committee chaired by the Head of the Research and Consulting Services Department (RCSD) and comprising esteemed external experts. Every year, the committee oversees and facilitates the overall research process, upholds standards, and supports on strengthening research undertakings of its employees while adhering and adapting to the evolving needs of capacity building in the public sector.

Abstract of Research Reports

The employees of the Nepal Administrative Staff College (NASC) regularly undertake a variety of research projects. These projects are initiated through different channels: some are internal research projects commissioned by the Centre for Research and Development (CRD), others are driven by the employees' own initiatives, and some are conducted

in response to specific demands from various clients. In the fiscal year 2080/81, altogether ten research projects were completed under the NASC research grant commissioned for NASC employees through Centre for Research and Development (CRD) under Research and Consulting Service Department (RCSD).

1. A Multi-Case Comparative Study of Local Governments of Bagmati Province

Authors: Bikalpa Pokhrel and Sebika Thapa

Abstract

Local governments play a crucial role in accomplishing the objectives of the constitution and the federal system of governance since they are the subnational governments that are closest to the general public in terms of understanding their needs, aspirations, and service delivery. Recognizing this essential role of local governments (LGs) in governance and sustainable development, the study aims to identify best practices and challenges that these entities face in service delivery and organizational administration. The study has adopted a descriptive qualitative research design and was conducted through in-depth interviews with key stakeholders across four local governments, focusing on two thematic areas of LISA: Organization and Administration, and Service Delivery. The findings indicated that effective leadership, robust human resource management, and the digitalization of services significantly enhance the efficiency and responsiveness of LGs thereby influence their rank LISA ranking. Additionally, the study highlighted the interrelatedness of administrative efficiency and service delivery, suggesting that improvements in former can lead to advancements in the latter. By documenting these insights, the report provides evidence-based recommendations for local governance practices, aiming to inform policy-making at various levels. This research contributes to the existing literature on local governance in Nepal, addressing the notable lack

of comprehensive multi-case studies and offering valuable lessons for enhancing the efficacy and accountability of local governments in the region. Future research could employ mixed methods to gain a deeper and more comprehensive understanding of local governance practices.

Keywords: *Local Governments, Organization, Administration, Service delivery, LISA*

2. Delegation of Authority and its Contribution on the Employees' Performance in Public Enterprises

Authors: Aashma Adhikari and Bikas Neupane

Abstract

As the organization has changed into the complex structure, it is essential for the manager to delegate authority to its employees in order to cope up with the changing scenario. Application of delegation of authority will help employee effectiveness to be enhanced, managers will be able to maintain their job position and preserve the process of facilitating business affairs, employees' loyalty, and achieving performance efficiency. The purpose of this research is to identify the contribution of delegation of authority on the performance of employees. The performance of employees is further categorized into performance efficiency, performance effectiveness and performance empowerment. The population of this study comprises public financial institutions of Nepal. The sampled institutions are Rastriya Banijya Bank, Rastriya Jeevan Beema Sansthan, Employee Provident Fund and Securities Board of Nepal.

The findings of the study demonstrated that delegation causes a major influence on the work gratification and job routine of the employees. All the dependent variable i.e. performance efficiency, performance effectiveness and performance empowerment have positive and significant relationship with each other. However, the analysis shows among the three variables delegation of authority has major impact on the performance effectiveness. The result of positive relationship between the dependent and independent variable shows that in order to increase the performance of the public financial institutions of Nepal, it is essential to delegate certain level of authority to the employees.

Keywords: *Delegation of Authority, Employee Performance, Performance Efficiency, Performance Effectiveness, Performance Empowerment*

3. Economic Growth and Youth Unemployment Nexus in Nepal: An Autoregressive Distributive Lag Modeling Approach

Author: Anil Kumar Gupta

Abstract

This study aimed to examine the long- and short-term effects of economic growth on youth unemployment in Nepal from 1991 to 2022. The autoregressive distributive lag (ARDL) bounds testing approach and the error correction model were used to detect the long-term and short-term dynamic relationships among the study variables. Both the bounds test and the error correction model confirmed the presence of co-integration between the variables included in the model. The results revealed that, in the long term, economic growth, gross national expenditure, and population have a significant positive effect on youth unemployment, whereas exports have a significant negative effect. In the short term, economic growth and population have a significant positive effect on youth unemployment, while exports continue to have a significant negative effect. Notably, gross national expenditure does not significantly affect youth unemployment in the short term. The findings of this study highlight the need for a multifaceted approach to address youth unemployment in Nepal. This includes promoting export-driven industries, strategically allocating national expenditure, managing population growth, and addressing skill mismatches between the labor force and industry demands. Policymakers should consider implementing targeted interventions to enhance the employability of young individuals and foster job creation in sectors that can effectively absorb the growing youth labor force.

Keywords: *Youth unemployment, economic growth, export, gross national expenditure, population, Nepal, ARDL*

4. Examining the Technological, Pedagogical and Content Knowledge in Online Training: A Mixed Methods Study

Author: Shital Moktan Tamang

Abstract

The research has been conducted to examine the technological, pedagogical and content knowledge in online training. The government training institutions providing online training were selected to understand the TPACK levels of the trainers and their

technological competency for conducting online training programs. The study applied sequential mixed methods study. The quantitative data was collected using a survey and qualitative data was collected using in-depth interview. A sample of thirty trainers who participated in online training from eleven different training institutions participated in the study. Random sampling was conducted for quantitative study and purposive sampling was done for qualitative study. Three respondents participated in the qualitative strand. The data was meticulously collected and analyzed for each strand and integrated results were displayed according to theme. The result of the quantitative analysis was clubbed in three themes namely: trainer perceptions and competencies; strategies for technology integration; and institutionalized approach. The study concludes that trainers who are adept with online training are well-versed in pedagogical and content constructs. However, they perceive to face challenges in integrating new technology into training programs due to time constraints, workloads, and institutional standards. Institutions can support this by providing resources, guidelines, and promoting technological competence and curriculum integration.

Keywords: TPACK, online training, technology integration

5. From Desk to Home: Exploring the Work–Life Balance of Women Civil Servants in Nepal

Authors: Saroja Shakya and Nabina Malekar

Abstract

Work life balance is one the utmost important issues in the world including Nepal. It is important for all the employees but for female striving to achieve this balance is a challenge. Along with the world Nepal has also adopted different policies and measures to balance work life among its employees specially cater the need of female employees and confirm meaningful representation and participation of women in the civil service. There is no doubt that man and women official should be treated equally and organization culture should be gender sensitive at all level. Nevertheless, in real world, women official's experiences gender influenced behavior in the organizations. In Light of above context, this study explored different encounters of women officials experienced to manage work life balance in Nepali civil service. This study employed a qualitative approach where the case study was adopted as a strategy of inquiry. Ten information-rich cases were

selected in discussion with the civil service officials by employing purposive sampling techniques and in-depth interviews were carried out in forms of informal conversation. The study revealed gender biasedness and gap is deeply rooted in Nepali Society which is also reflected upon Nepali Civil Service due to attached Social –cultural norms and values. Women Civil Servants have been facing gender-based inequality and unfair treatment with men and women both showing gender-based attitude often influenced by traditional norms, culture and values. In many cases study found out that women officials are facing discrimination based on their gender only having them given role as a supporting member not that of Major decision maker. Regardless of the circumstances, woman officials do feel proud to be a part of civil service and are hence ready to face the gender inclined organization behaviour and entitling themselves to defense challenge with self-confidence.

Keywords: Work-Life balances, civil service, socio-cultural value and women.

6. Generation Gap and Work Engagement in Local Governments: Unravelling the Experience of Chief Administrative Officers

Author: Pramod Niroula

Abstract

The active engagement of Chief Administrative Officers (CAOs) within local governments in Nepal is vital for boosting their personal performance and the overall efficiency and effectiveness of these organizations. The degree to which CAOs are engaged at work is influenced by various factors, including the generational divide between them and the elected local government officials. This research delves into the impact of this generational gap on the engagement levels of CAOs at local governments and identifies the strategies they employ to improve their engagement. This study followed qualitative approach in which case study method was used as a strategy of inquiry. Within the case study, purposively selected 13 cases were used to explore the impact of generation gap between chairperson and CAO's in CAO's work engagement at local governments. The assessment of work engagement was done based on the work engagement study framework as recommended by Schaufeli et al. (2002). Information and experiential insights were collected through in-depth interviews and virtual discussions with CAOs. These viewpoints were transcribed and subjected to

content analysis to discern patterns that reveal the extent to which the generational gap between CAOs and the chairpersons of rural municipalities impact the CAOs' engagement in their workplace within local governments.

This study revealed that generation gap between chairperson of rural municipality and CAO has negative impact in the workplace engagement of CAO in their character of vigor and absorption. The generation gap is found to have little or no impact in the workplace engagement of CAO in their character of dedication. As a result, CAO's have higher character of dedication but have lower character of vigor and absorption indicating moderate level of their engagement at the local governments. Regardless of their engagement level, CAO's have adopted strategies that include ethical behavior, participative decision making, flexible culture, people-oriented leadership style, setting work priorities, establishing clear communication channels and fostering team spirit to abate the negative influences stemming out of generational divides with the aim to enhance their engagement level at the local governments.

Keywords: *Generation Gap, Employee Engagement, Local Level Governments, Nepal*

7. Health Financing in Municipalities City in Nepal: A Study of Kathmandu, Lalitpur & Biratnagar Metropolitan City

Authors: Sabik Neupane, Pritha Paudyal, and Geetanjali Upadhyaya

Abstract

Adequate budget provisions are crucial for achieving health financing goals, but their implementation is even more critical. This study analyzes the health budget execution practices and explores reasons behind the gap between allocation and expenditure in three metropolitan cities of Nepal: Kathmandu, Lalitpur, and Biratnagar. Using mixed-methods approach, the research examines health budget allocation and expenditure scenarios for two fiscal years and unrevealed challenges in budget implementation. Findings reveal complex challenges in delivering basic health services, including balancing preventive and curative care, managing varied financial resources, interdepartmental coordination, and issues with grant utilization and long-term planning. To ensure the constitutional right to healthcare and improve service delivery, the study recommends enhanced coordination among

government tiers and addressing capacity limitations in human resources, technology, and knowledge management. These improvements are essential for more effective, equitable, and sustainable urban health services in Nepal.

Keywords: *Financing, Budget, Expenditure, Health Expenditure, Allocation.*

8. The Cross-Sectional Study on the Effect of Self-Awareness on the Job Performance of Employees of Government of Nepal

Authors: Chandni Kayastha and Pratibha Dhungana

Abstract

The public service leadership model classifies self-awareness as an anchor that enables a leader to perform at the highest level in service to the public's trust and commitment to public goods because public servants are key players in the system of delivering public service. In this regard, our study aims to explore the effect of self-awareness on job performance of public servants. Self-awareness has been further linked with self-consciousness for analysis purpose. The online questionnaire based on self-consciousness scale and scale of self-assessment on job performance was administered to conduct the study among 122 public servants. The finding showed that association of self-awareness and job satisfaction is significant and positive however the effect of self-awareness on job satisfaction is moderate. The positive relationship between self-awareness and job performance creates opportunities to reflect on self and people around them to the performing managers who are faced with decisions and actions.

Keywords: *Self Awareness, Job Performance, Self-Consciousness, Public Service*

9. Trainee Characteristics, Supervisor Support and Training Transfer among the Government Officers of Nepal: A Sequential Explanatory Mixed Methods Study

Author: Anup Bhurtel

Abstract

Trainee characteristics represent the individual level factor in training transfer constituting of self-efficacy, expectations, capacity and such. This paper aims to assess the mediating role of motivation to transfer in the relationship between five trainee characteristics (perceived self-efficacy, perceived content validity,

transfer effort performance expectations and perceived personal outcome) and perceived training transfer and the moderating role of supervisor support in the relationship between the same. It further aims to explore their experiences of training transfer and roles of motivation and supervisor support in the transfer journey. Using sequential explanatory mixed methods, quantitative data was collected from 441 respondents using survey questionnaire. Motivation to transfer was influenced by four variables expected perceived capacity to transfer. While the partial mediation effect was observed in four variables, supervisor support did not moderate the relationship between the trainee characteristics and training transfer though role of a supervisor was influential in the training transfer process. In the second phase, from 16 in-depth interviews, 3 over-arching themes, seven sub-themes and 22 categories were generated. The study further explored that graduates transfer the transfer with higher self-efficacy and higher expectations to make meaningful changes than promotion expectations but their transfer process is affected by their work environmental factors. Practical and research implications are discussed in the paper.

Keywords: *trainee characteristics, self-efficacy, trainee-expectations, supervisor support, motivation to transfer, perceived training transfer environmental factors.*

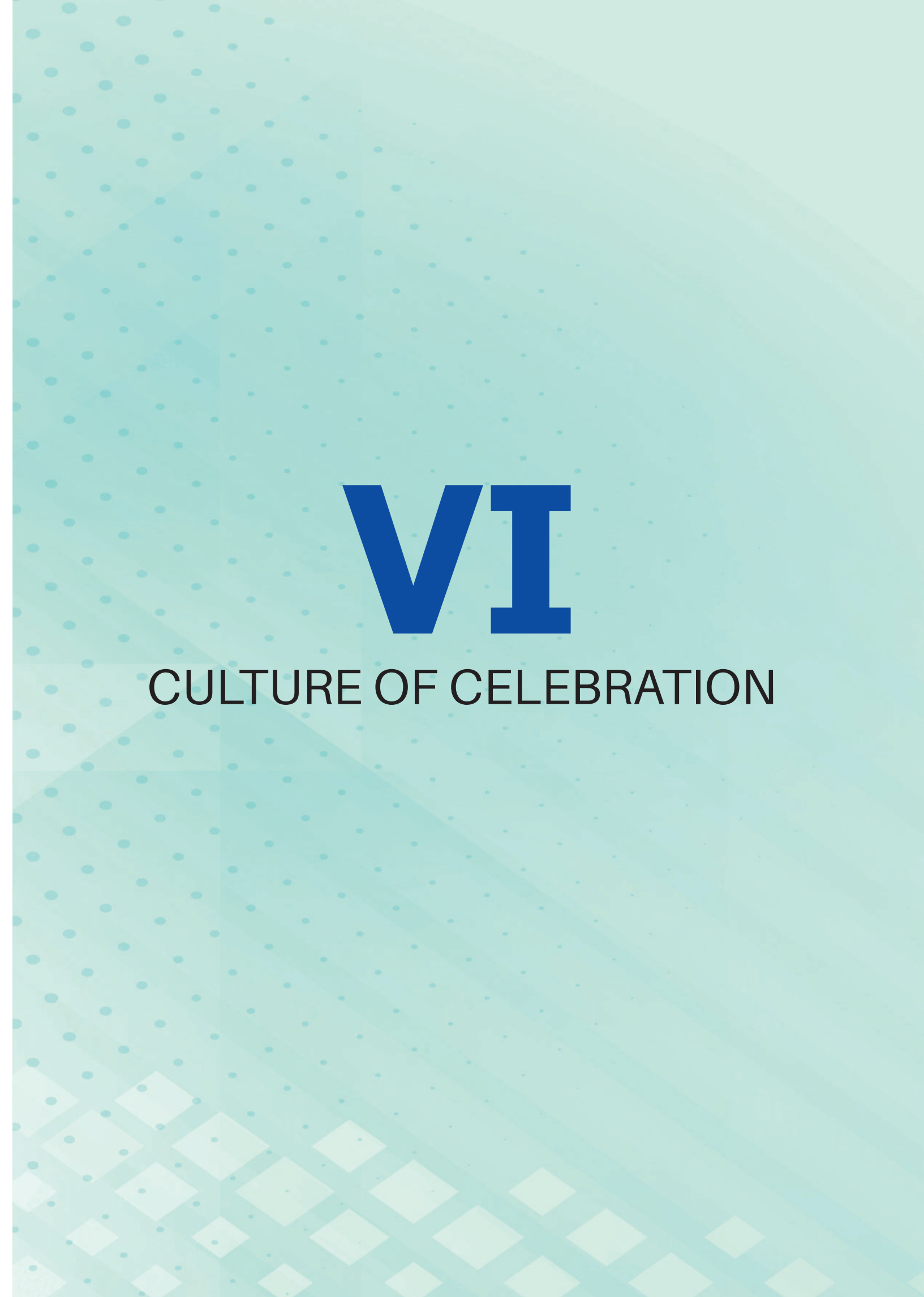
10. Transfer of Civil Service Leadership: Power Relation, Patronage and Interplay of Law in Nepal

Authors: Shiva Hari Adhikari and Tulasi Sharan Sigdel

Abstract

This paper explores the relational approach of structure-agency relation in Nepal's civil service, the interplay of law and politico-administrative interaction. This study employs a relational approach of the state, inspired by the Antonio Gramsci's theory of the integral state and the strategic-relational approach to state theory developed by Bob Jessop. Reflecting on the frequent transfer of senior civil servants, we aim to explain and analyze politico-administrative relation and the ways civil servant accommodates to the bureaucratic structure, and mobilize their agency to negotiate to the everyday practice of administration and governance in Nepal. We argue that transfer of civil servants in Nepal's everyday administration has largely been characterized and shaped by the complexities of power struggle and politico-administrative patronage. The study reveals the intra-group competition to hold the "powerful" and better positions they perceive in government. It is not expertise alone that politicians value while making transfers. Although frequent transfers cause instability in the civil service, the leaders see them as necessary to the successful implementation of their agenda/programs. Interestingly, civil service leaderships also care a lot about the prestige and importance of the posts they are assigned to and the government/minister considers it as a means to control them and sometimes uses it as a bargaining point.

Keywords: *Frequent transfers, government, administration, civil service leadership, bureaucrats*

The background features a light teal color with a pattern of overlapping translucent geometric shapes, including triangles and diamonds. Scattered throughout are small dots in various shades of teal and light blue.

VI

CULTURE OF CELEBRATION

REVISITING FISCAL YEAR 2080/81



CHAPTER- VI

CULTURE OF CELEBRATION

NASC has a culture of celebrating annual achievements, milestones and successes. Creating a culture of celebration significantly enhances employee morale, increase engagement and foster a positive working environment.

NASC Day Celebration

NASC celebrates an annual day where all of the NASC family and core stakeholders come together, celebrate the year's achievements, recognize outstanding contributions and foster a sense of unity and pride. NASC celebrated its 41st Anniversary on 11 Ashwin 2080 (28 September 2023).



A glimpse of NASC Day Celebration to Commemorate NASC 41st Anniversary

Several events were organized to commemorate the 41st Annual Day Celebration at NASC. Staff members participated in various sports activities, including football, basketball, table tennis, badminton, and chess. A quiz contest was also held between departments. The Executive Director awarded the winners during the Annual Day event.



NASC Family at the Futsal Tournament to Mark the NASC Annual Day Celebration

Acknowledging the creative side of staff members has been a longstanding tradition at NASC. In keeping with this culture, a literary event was organized where staff members presented their original literary works.

As in previous years, the cultural event was the highlight of the Annual Day celebration. The entire staff came together to celebrate another year filled with accomplishments.

Tree Plantation Campaign

Tree plantation campaign was organized on 9 Ashwin 2080 (26 September 2023) within the NASC premises with the involvement of NASC family in order to promote environmental sustainability, contribute to local biodiversity and enhance greenery. This campaign promoted a culture of responsibility and awareness about ecological conservation, making it a valuable initiative for NASC family.



Tree Plantation During the Annual Day Celebration.

Blood Donation Campaign

Blood donation program was organized on 9 Aswin 2080 (26 September 2023) in NASC with an aim to promote a sense of community and encourage employee participation in a meaningful cause. The campaign made a significant impact on community, contributed to save lives and fostered the social responsibility within the workplace.



A Glimpse of Blood Donation Campaign Organized During Annual Day Celebration.

Annual Planning Workshop

A planning workshop was organized on 28 to 29 Baishakh 2081 (10 to 11 May 2024). The planning workshop focused discussing the strategic plan, reviewing each department's programs and activities of the year, and proposing new initiatives for the next fiscal year.

Annual Review Meeting

NASC organizes Annual Review Meeting in order to acknowledge hard work and achievements of the past year, set the milestone for the coming year and strengthen team spirit. Annual review meeting of 2080/81 was organized on 1 Bhadra 2081 (17 August 2024) with the involvement of NASC family to cherish the accomplishments of the year 2080/81 and a collective commitment towards excellence for the year 2081/82.



NASC Family During the Annual Review Meeting

Recognition of Best Performers

NASC recognizes the best performer of the year on the basis of predetermined performance evaluation criteria to acknowledge outstanding contributions, motivate employees, and reinforce a culture of excellence. This year Mr. Pratap Aryal was awarded

with Best Performance for his contribution in the area of Administration and Finance; Mr. Shailendra Bhatta was awarded for his contribution in training, research and consulting, Mr. Rajaram Machamasi and Mr. Sadhu Ram Subedi were awarded for their dedication and contribution towards support services.



Shailendra Prasad Bhatt

The credit goes to the entire family of the Nepal Administrative Staff College for creating an environment in which I am able to perform with higher standards. I believe that performance with higher standard in the public sector isn't about claiming that I am doing my best, as doing our best is expected from all officials and it's our professional ethics. As our institution embarks on a journey toward excellence, we, as public officials, are all striving to contribute our best efforts. Being recognized as the Best Employee of the Year at the Nepal Administrative Staff College is an incredible honor that fills me with immense gratitude. This recognition is not just about my efforts over a single year but is the cumulative result of my continuous dedication. It reflects not only my commitment but also the unwavering support and collaboration from my colleagues and mentors, whose belief in my abilities has been crucial to my professional growth. This recognition has truly motivated me to continue performing with higher standard in the coming days as well. The award underscores the importance of teamwork and collective effort, which drive our institution's success, and it inspires me to strive for even higher standards. I am excited about the future and look forward to contributing with renewed energy and dedication. Thank you to everyone who has supported me.



Pratap Aryal

Working at Nepal Administrative Staff College for 12 years has been profoundly enriching experience. The journey has been one of continuous growth and development, shaped by the dynamic and supportive environment of NASC. I am deeply honored to be awarded as the Best Employee of the Year. As I reflect on this achievement, I believe that it is a testament to the power of teamwork, dedication, and a shared commitment. Working in NASC allowed me to leverage my skills and creativity to drive impactful results. I look forward to continue contributing to the success of NASC.



Sadhu Ram Subedi

I am deeply honored and grateful to receive the Best Performer Award. I have been working in NASC for the past 32 years. Being a part of the support staff has given me the opportunity to contribute to the smooth operation of NASC and ensure that our team has everything they need to succeed. I am fortunate to work in NASC environment and this award motivates me to continue working hard and contributing to success of NASC.



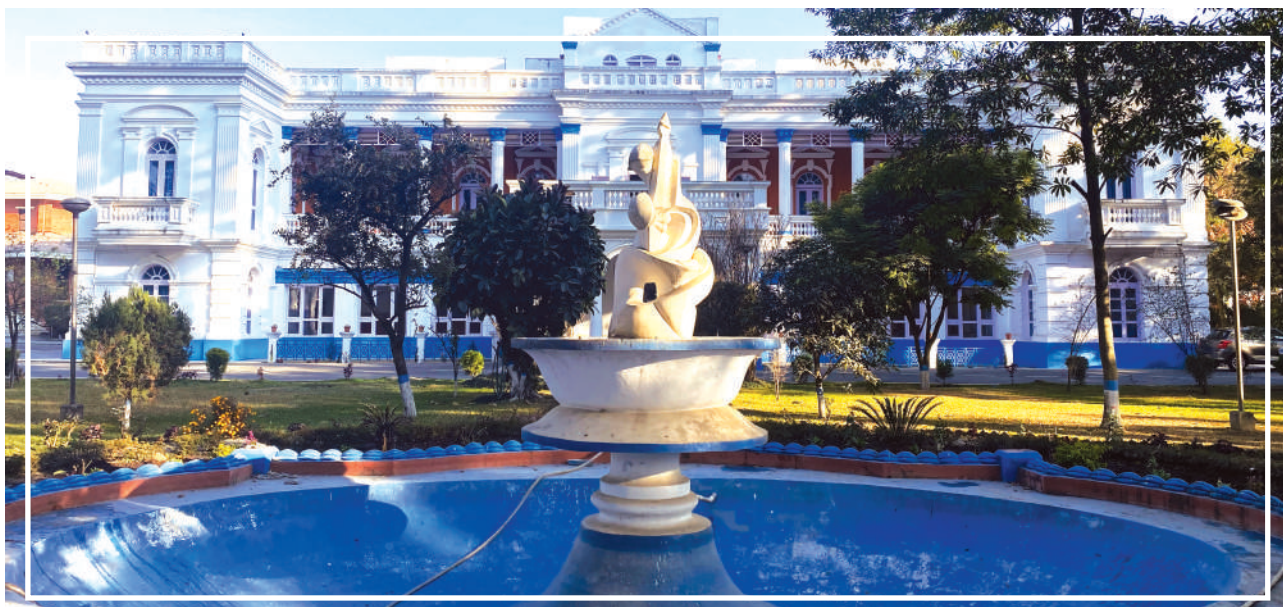
Rajaram Machamasi

Getting an award honoring my 34 years of service in NASC is truly motivating. I believe that I have consistently demonstrated exceptional dedication and commitment towards my work. The recognition I have received is not just a reflection of my individual efforts but also the result of the collaborative and positive work culture at NASC. I look forward to continuing to support NASC in the future.

VII

LEARNING AND GROWTH

REVISITING FISCAL YEAR 2080/81



CHAPTER- VII

LEARNING AND GROWTH

In the rapidly evolving world, continuous learning and growth are essential for fostering a culture of innovation. NASC recognizes that the development of employees' skills and capabilities is crucial not only for individual career progression but also for the overall success of the NASC. Embracing a culture of continuous learning drives NASC to adapt and evolve, allowing them to skillfully navigate the

unpredictable waves of change. Over the past year, we have prioritized initiatives aimed at enhancing our employee's knowledge, skills, and competencies, aligning them with our strategic objectives. Our investment in these areas reflects our commitment to creating an environment where employees feel valued and empowered to develop their potential.

Capacity Building Opportunities Within the Country

S.No	Name	Designation	Training Organization	Training subject	Start and end date	Duration
1.	Ashrita Dhital	Admin and Finance Officer	NASC	Leadership Excellence Program for Women Managers	26-28 Shrawan 2080	2 days
2	Krishna Bahadur Thapa	Training and Research Officer	NASC	Training of Trainers	25 Shrawan -18 Bhadra 2080	15 days
3	Sebika Thapa	Training and Research Officer	NASC	Training of Trainers	25 Shrawan -18 Bhadra 2080	15 days
4	Sabik Neupane	Training and Research Officer	NASC	Training of Trainers	25 Shrawan -18 Bhadra 2080	15 days
5	Aashma Adhikari	Admin and Finance Officer	NASC	Leadership Excellence Program for Women Managers	11-13 Magh 2080	3 days
6	Govinda Bhandari	Deputy Director of Studies	Public Finance Management Training Center	MTot on Public Financial Management	21-24 Baishakh 2081	4 days
7	Bikalpa Pokhrel	Admin and Finance Deputy Director	Public Finance Management Training Center	MTot on Public Financial Management	21-24 Baishakh 2081	4 days
8	Ashrita Dhital	Admin and Finance Officer	Dispute Resolution Center	Condition of Contract for Construction	23-24 Baishakh 2081	2 days
9	Sahara Aryal	Training and Research Officer	NASC	Leadership Excellence Program for Women Managers	32 Jestha-2 Ashadh 2081	3 days

Capacity Building Opportunities Outside the Country

S.No	Name	Designation	Organization	Training Subject	Start and end date	Duration
1	Tulasi Sharan Sigdel Sundar Shrestha Geetanjanli Upadhyaya Shailaja Upadhyaya	Senior Director of Studies, Director of Studies and Deputy Directors of Studies	Indian Institute of Public Administration	TBA	27 Bhadra – 03 Ashwin, 2080	6 days
2	Anil Kumar Gupta	Deputy Director of Studies	Institute of Federalism of Eurac Research, Austria and Italy	Winter School on Federalism and Governance	22 Magh to 04 Falgun 2080	13 days
3	Binod Kumar Bista Rajendra Adhikari Roshani Bhujel	Senior Director of Studies, Director of Studies and Deputy Director of Studies	China National Academy of Governance (CNAG) Beijing, China	Ministerial Workshop on Public Administration for Nepal	19 – 25 Chaitra, 2080	7 days
4	Trilochan Pokharel Trilochan Poudyal Tara Prasad Kharel	Senior Director of Studies, Director of Studies and Deputy Director of Studies	Ministry of Commerce of China and Shanghai Business School, Shanghai	Seminar on Trade and Investment Law for Nepal	04 – 15 Baishakh, 2080	10 days
5	Achala Dahal	Director of Studies	Swedish Civil Contingencies Agency, Sweden	Training Program in Disaster Risk Management	05-15 Baishakh 2081	9 days
6	Mr. Nabin Chapagain Mr. Shiva Hari Adhikari Ms. Shital Moktan Tamang Mr. Gajendra Nath Shrestha Mr. Govinda Maharjan Ms. Saroja Shakya Mr. Krishna Bahadur Thapa Mr. Shashi Shekhar Ms. Smriti Pradhan Ms. Ichhya Shrestha Ms. Sebika Thapa	Director of Studies, Deputy Directors of Studies, Administrative and Finance Deputy Directors, Administrative and Finance Officers and Training and Research Officers	North South University, Dhaka Bangladesh	Case Based Learning Training	16-20 Baishakh, 2081	5 days
7	Mr. Baldeb Prasad Joshi Ms. Pratibha Dhungana Ms. Pritha Paudyal Mr. Seejan Paudel Mr. Ganesh Kumar Sah Ms. Rhicha Karn Ms. Aashma Adhikari Mr. Raju Pangeni Ms. Anjali Verma Mr. Ashutosh Neupane Mr. Sabin Bishankhe	Director of Studies, Deputy Director of Studies, Training and Research Officers, Administrative and Finance Officers and Senior Assistants	Bangladesh Public Administration Training Center, Dhaka Bangladesh	Training Capacity Development Program	20-24 Jestha, 2081	5 days

Conference Participation Within and Outside the Country

S.No	Name	Designation	Organizer	Conference Name	Start and end date	Duration
1	Anil Kumar Gupta	Deputy Director of Studies	Kathmandu University	International Conference on TVET Systems	29-30 Bhadra 2080	2 days
2	Bishnu Prasad Lamsal	Deputy Executive Director	UNPOG/ DPIDG/UN DESA	Regional Symposium on Effective Governance and Digital Transformation for Accelerating Progress Towards the 2030 Agenda	30 Ashwin to 2 Kartik 2080	3 days
3	Basanta Raj Sigdel	Senior Director of Studies	EROPA	EROPA Conference, 2023, Vietnam	30 Ashwin to 3 Kartik 2080	4 days
4	Tulsi Sharan Sigdel	Senior Director of Studies	Kathmandu University	International Conference on Federalism, Devolution of power and Inclusive Democracy	6-7 Mangsir 2080	2 days
5	Anup Bhurtel	Training and Research Officer	ETH, Zurich	Practicing Leadership: Reflections of Nepal Civil Service	22-23 Chaitra 2080	2 days
6	Dr. Raghu Bista	Director of Studies	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
7	Shiva Hari Adhikari	Deputy Director of Studies	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
8	Dr. Shyan Kirat Rai	Deputy Director of Studies	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
9	Govinda Bhandari	Deputy Director of Studies	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
10	Anil Kumar Gupta	Deputy Director of Studies	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
11	Bikalpa Pokhrel	Deputy Admin and Finance Director	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
12	Pratibha Dhungana	Deputy Director of Studies	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
13	Shailendra Prasad Bhatt	Training and Research Officer	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
14	Pritha Paudyal	Training and Research Officer	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
15	Antovna Gyawali	Training and Research Officer	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
16	Anup Bhurtel	Training and Research Officer	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
17	Chandni Kayastha	Training and Research Officer	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day
18	Krishna Bahadur Thapa	Training and Research Officer	NASC	5th Conference on Public Policy and Governance in South Asia	16 Chaitra 2080	1 day

Contribution as Capacity Building Experts

S.No	Name	Designation	Training org	Subject matter	Date
1	Tara Prasad Kharel	Deputy Director of Studies	Forest Research and Training Center	Preparatory Training and Evaluation Committee	25 Bhadra 2080
2	Rajendra Adhikari	Director of Studies	National Human Rights Commission	Training Vision Advisory Committee	8 Ashwin 2080
3	Anup Bhurtel	Training and Research Officer	Administration Reforms and Management Examination Branch	Survey Questionnaire Committee	15 Kartik 2080
4	Shital Moktan Tamang	Deputy Director of Studies	Provincial Center for Good Governance, Bagmati	In-service Training Standards	23 Kartik 2080
5	Chandni Kayastha	Training and Research Officer	Export Promotion and Trade Facilitation Branch	Capacity Development Task Force	15 Mangsir 2080
6	Govinda Bhandari	Deputy Director of Studies	Animal Service Training Center	Coordination Meeting	27 Mangsir 2080
7	Shiva Hari Adhikari	Deputy Director of Studies	Nepal Judicial Academy	Training Effectiveness Study	25 Poush 2080
8	Bikash Neupane	Admin and Finance Officer	Postal Service Department	Interaction Meeting	22 Magh 2080
9	Nabin Chapagain	Director of Studies	Public Financial Management Training Center	Operational Improvements	26 Magh 2080
10	Dr. Shyan Kirat Rai	Deputy Director of Studies	Forest Research and Training Centre	In-service Training Evaluation Committee	2 Falgun 2080
11	Uttam Acharya	Director of Studies	Ministry of Physical Infrastructure and Transport	Affiliation Committee	2 Falgun 2080
12	Gyan Laxmi Shrestha	Deputy Director of Studies	Nepal Judicial Academy	Training Needs Assessment	3 Falgun 2080
13	Tara Prasad Kharel	Deputy Director of Studies	Water and Power Commission	Workshop on River Basin Planning	6 Falgun 2080
14	Rajendra Adhikari	Director of Studies	Ministry of Federal Affairs and General Administration	Subjective Committee Meeting	13 Falgun 2080
15	Shailaja Upadhyaya	Deputy Director of Studies	Department of Customs	GESI Workshop	16 Falgun 2080
16	Anup Bhurtel	Training and Research Officer	Ministry of Education, Science and Technology	Training Module of Laboratory Safety	1 Chaitra 2080
17	Tara Prasad Kharel	Deputy Director of Studies	Alternative Energy Promotion Center	Climate Change Policy and Climate Finance	4-6 Chaira 2080

S.No	Name	Designation	Training org	Subject matter	Date
18	Gyan Laxmi Shrestha	Deputy Director of Studies	Ministry of Federal Affairs and General Administration	Interaction Program	6 Chaitra 2080
19	Achala Dahal	Director of Studies	Ministry of Defense	Climate change and its implication on National Security of Nepal	9 Chaitra 2080
20	Lila Nath Sapkota	Training and Research Officer	Ministry of Federal Affairs and General Administration	Federal System: Governance and Service Delivery	4 Baishakh 2081
21	Anil Kumar Gupta	Deputy Director of Studies	Ministry of Industry, Commerce and Supplies	Discussion on IP and SDGs, building our common future with innovation and creativity	14 Baishakh 2081
22	Dr. Shyan Kirat Rai and Shailaja Upadhyaya	Deputy Director of Studies	Ministry of Federal Affairs and General Administration	Presentation of Pratibha Dabali Program	7 Jestha 2081
23	Uttam Acharya	Director of Studies	Local Development Training Academy	Improving capacity development and curriculum development	17 Jestha 2081
24	Gobinda Bhandari	Deputy Director of Studies	Ministry of Agriculture and Livestock Development	Workshop on Training Standards	27 Ashadh 2081

Skill Development of NASC Staffs

NASC conducted various short term skill development trainings for different staffs which were beneficial in performing day to day responsibilities. Three short trainings were conducted internally: VAT and accounting principles, Internal Audit Process, and Electronic Procurement. Such trainings focused mainly on the day-to-day operations and helped the staffs perform better in the organization. In the same way, two staffs participated on a training was conducted on PAMS system by the FCGO that paved ways for implementing PAMS at NASC.

Sharpening the Saw

Sharpening the Saw is an employee development series that aims to embrace a growth mindset and actively seek knowledge to enhance the skills and understanding of NASC employees along with elevating their facilitation skills and encouraging them to engage in continuous learning and self-improvement. This year a total of 6 episodes were conducted from the Centre for Human Resource Management (CHRM) which was facilitated by the speakers mentioned below:

S.No.	Speaker	Topic	Date
1	Sebika Thapa	The Dreaded Drama Triangle	Shrawan 31
2	Sabik Neupane	Balancing Humanity and Planet: The Transformative Power of Doughnut Economics	Bhadra 5
3	My Emotions Matter	Emotional Intelligence	Falgun 1
4	Aashma Adhikari	Achieving Excellence: Quality Accreditation of NASC	Baishak 6
5	Dr. Milan Gyawali	In Search of Fairness	Asar 24
6	Lila Nath Sapkota	Professional Etiquette	Asar 31



Training and Research Officer, Ms. Sebika Thapa Delivering Presentation on Sharpening the Saw

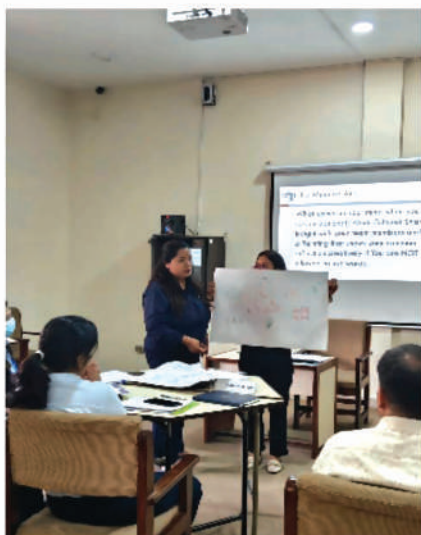


Dr. Milan Gyawali Delivering Presentation on Sharpening the Saw

Orientation Program for Newly Appointed NASC officials

An induction program for newly appointed staff is an initiative designed to welcome and integrate new employees. It ensures smooth transition into their roles, provides an overview of organization's policies and workplace culture and expectations. Orientation

program was provided to new employees to assist on their undertakings of job responsibilities and to socialize them with new working environment. This program helped new employees to feel comfortable, informed, and ready to contribute effectively to their roles. The program was held from 7-14 Jestha 2081 (20-27 May 2024).



Training Session for the Newly Appointed NASC Officials

Facility Enhancements of NASC

NASC is committed to enhance the different facilities of its premises through upgradation and addition efforts. In this fiscal year, the coloring and maintenance of overhead water tank was completed. In the same way, various other facility enhancements were done like replacement of UPS batteries in the Prashant Sadan that is crucial in solving power issues in the hostel. This year a total of 4 laptops, 4 projectors, 3 printers and one large screen television were added that would be used in different training and meeting halls and for official uses. Similarly, wooden chairs, cabinets were also added in different training halls.

NASC Discussion Series

The NASC Discussion Series is a flagship initiative of NASC, designed to foster high-level knowledge sharing and dialogue on critical issues related to public administration, management, governance, and development. The ongoing discussion series serves as a platform for experts, practitioners, and scholars to exchange insights, experiences, and innovative ideas that can inform and enhance

public sector performance in Nepal. Each session of the NASC Discussion Series is carefully curated to address pertinent topics in public administration, management, development, and governance. The sessions typically feature keynote presentations delivered by distinguished speakers, including senior public administrators, policy experts, and academics, followed by panel discussions which engages multiple perspectives on the topic at hand, fostering a comprehensive understanding of the issues. The series allows participants in an interactive question and answer sessions. The primary objectives of the NASC Discussion Series are to:

- a. Promote Knowledge Exchange:** Facilitate the sharing of expertise and experiences among public sector professionals and academics.
- b. Encourage Evidence-Based Policy Making:** Provide a forum for discussing research findings and their implications for policy and practice.
- c. Foster Professional Development:** Enhance the skills and knowledge of NASC staffs, and participants through exposure to diverse perspectives and cutting-edge research.



82nd NASC Discussion Series on Geo-Politics and Public Administration in Nepal

In the FY 2080/081, NASC organized five episodes of the NASC Discussion Series. The series focused over range of areas under the broader theme of public service efficiency and prospects of civil service in Nepal. Over 300 participants and some partner-

organizations including Public Administration Association of Nepal (PAAN) attended the series and contributed meaningfully to make the series lively and a grand successful. The details of the series are presented in table below.

SN	Episode and Date	Theme	Moderator	Speaker/s
1	78 th Episode 10 Asoj 2080 (27 September 2023)	Role of NASC for Public Service Efficiency	Mr. Bishnu Prasad Lamsal	Dr. Govind Prasad Kusum and Dr. Dinesh Raj Pant
2	79 th Episode 18 Kartik 2080 (04 November 2023)	Prospects of Civil Service in Nepal-I	Mr. Bishnu Prasad Lamsal	Dr. Govind Prasad Kusum
3	80 th Episode 23 Mangsir 2080 (9 December 2023)	Prospects of Civil Service in Nepal-II	Mr. Bishnu Prasad Lamsal	Dr. Somlal Subedi
4	81 st Episode 21 Poush 2080 (6 January 2024)	Prospects of Civil Service in Nepal-III	Mrs. Achala Dahal	Mr. Bal Krishna Prasai
5	82 nd Episode 24 Magh 2080 (7 February 2024)	Geo-Politics and Public Administration in Nepal	Mr. Krishna Hari Baskota	Mr. Chandra Dev Bhatta

Workshop on Research Methodology and Data Analysis

NASC organized a two-day workshop on Research Methodology and Data Analysis from 2 to 3 Falgun 2080 (14 to 15 February 2024) in which 19 employees of NASC participated. The workshop aimed to enhance the research skills of employees interested in undertaking internal research projects for the fiscal year 2080/81, as well as those directly and indirectly involved in various research activities. The workshop covered various aspects of quantitative research methodology and data analysis, qualitative methods and the case study approach. The major objectives of the workshop were to:

1. Provide an overview of case research design.
2. Conduct thematic analysis for case study qualitative research.
3. Discuss on the survey data analysis.
4. Discuss on the mixed methods data analysis.

Workshop on Problem Driven Iterative Adaptation (PDIA)

NASC organized a half-day workshop on the theme “Use of Problem Driven Iterative Adaptation (PDIA) Approach in Management Consulting” on 4 Falgun 2080 (16 February 2024) for NASC employees. The workshop was facilitated by Dr. Pukar Malla, who shared his insights and extensive experiences regarding the advantages of using the PDIA framework to diagnose problems faced by public sector organizations. The workshop aimed to enhance employees’ understanding of identifying and diagnosing organizational problems through structured and iterative approaches. It successfully oriented 24 NASC employees to adopt systematic problem-solving approaches for effectively diagnosing complex problems while undertaking management consulting assignments.



VIII

HUMAN RESOURCE PROFILE

CHAPTER- VII

HUMAN RESOURCE PROFILE

Appointments

On 21 Asadh 2080 (6 July 2023), the Executive Committee decided to appoint Mr. Baldeb Prasad Joshi in the position of Director of Studies through *Kaaj*. Following the decision, he was appointed on 10 Mangsir 2080 (26 November 2023). Meeting of the Executive Committee dated 26 Baishakh 2081 decided to select 8 individuals through a competitive exam conducted by the Public Service Commission of Nepal.



Newly appointed Director of Studies, Mr. Baldeb Prasad Joshi



Newly Appointed Class Two Officers Through Competitive Examination



Group Photo of Newly Recruited NASC Officials

Mr. Pramod Niroula and Ms. Roshni Bhujel were appointed as the Deputy Directors of Studies while Mr. Pratap Aryal was appointed as the Deputy Director of Administration and Finance. Additionally, Mr. Shreeniwash Paudel and Ms. Sahara Aryal were appointed as Training and Research Officers. Similarly, Ms. Smriti Bhattarai, Ms. Aakriti Shakya, and Ms. Lalita Khonju were appointed as Senior Assistants as per the decision of the Executive Director.

Promotions

Two officials were promoted through file promotions. Ms. Bhawani Poudel was promoted to the post of Administrative and Finance Director as per the decision of the Executive Committee effective from 20 Baishakh 2081 (2 May 2024). She has been deputed as Procurement Head in Procurement Unit.



Newly Promoted NASC Officials Ms. Pratibha Dhungana and Ms. Bhawani Paudel from Left to Right

Similarly, Ms. Pratibha Dhungana was promoted to the position of Deputy Director of Studies as per the decision of Executive Committee effective from 20 Baishakh 2081 (2 May 2024).

Retirement

NASC bid a farewell to Mr. Ananda Krishna Bhatta, Typing Officer, who dedicated 25 years of relentless service to NASC.



A Glimpse of Farewell Program of Mr. Ananda Krishna Bhatta

STAFF PROFILE

NASC has a well-balanced, qualified and dedicated pool of human resources. A team of 85 staff comprising of Executive Director, 42 training and research faculties and rest administrative staff 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 a decade. 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 over 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 and a half 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 a decade. 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 (MPPG) from Bangladesh and Master of Arts in Rural Development from Nepal. He has been working at NASC for more than a decade. 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 (MPPG) 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 Studiesraghu.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 and a half 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 and a half 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. He received "Letter of Appreciation" from the Ministry of Federal Affairs and General Administration, Government of Nepal in recognition of his outstanding contribution as a Finance Chief to achieve zero financial irregularity at Nepal Administrative Staff College for the FY 2075/76.

**12. 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.

**13. Mr. Baldeb Prasad Joshi, Director of Studies**baldeb.joshi@nasc.org.np

Mr. Joshi holds Master of Business Administration (MBA) from Tribhuvan University, MPhil in Public Policy from Bergen University, Norway and Master in System Dynamics from Bergen University, Norway. He has experience of working as a Joint Secretary at various ministries and commissions of the government of Nepal including Secretary at Bagmati Province and Koshi Province and Joint Secretary at Public Service Commission. His areas of interest are Governance, Public Policy, System Dynamics, personnel management, ICT and development management.

**14. Mr. Shiva Hari Adhikari, Deputy Director of Studies**shiva.adhikari@nasc.org.np

Mr. Adhikari holds Master of Philosophy (M.Phil.) from Tribhuvan University, Master of Public Administration (Award of Excellence) from Seoul National University, South Korea and Master of Arts (Gold Medalist) 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, project management and public policy.

**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 a decade. 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

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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 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 Studiesshailaja.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, a LL.M Scholar (Energy and Infrastructure Law) at Kathmandu University, also holds a Master of Public Administration from Tribhuvan University and a Master of Science in Interdisciplinary Water Resources Management from Pokhara University. He holds a Bachelor of Law from Tribhuvan University. He was awarded Best Performer by NASC for the fiscal year 2077/78. Before joining NASC, he 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 relationships, 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, Deputy Director of Studies**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. Pramod Niroula, Deputy Director of Studies**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 include consumer behavior analysis, strategic management, organization development, organizational conflict management, negotiation skills, persuasive communication skills and interpersonal skills.

**25. Ms. Roshani Bhujel, Deputy Director of Studies**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. 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.

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

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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 a decade. 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 a decade. 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 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. 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 Kumar 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. 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.

**41. Mr. Shreeniwash Paudel, Training and Research Officer**

shreeniwash.paudel@nasc.org.np

Mr. Paudel is a committed Training and Research Officer with a robust background in academia and banking. Leveraging his past experience as an Assistant Professor in Management and an Assistant at Nepal SBI Bank, He brings a unique blend of academic knowledge and practical banking experience. His areas of expertise include Public Financial Management and Public Policy, where he has demonstrated a strong commitment to fostering educational growth and research excellence.

**42. Ms. Sahara Aryal, Training and Research Officer**

sahara.aryal@nasc.org.np

Ms. Aryal holds Masters of Natural Resource Management/ Rural Development from Institute of Forestry, Tribhuvan University. Her areas of interests include Climate Change, Environmental Management, Project Management and Research.

**ADMINISTRATIVE STAFFS****1. Ms. Bhawani Paudel, Administrative and Finance 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 three and a half 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 three and a half decades.

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

bikalpa.pokhrel@nasc.org.np

Mr. Pokhrel holds Master of Business Administration in Marketing Management from School of Management, Tribhuvan University and B. Tech (Hons.) in Electronics and Communication Engineering from NIT, Jamshedpur, India. Before joining NASC, he worked in Samsung Research India,



Bangalore, Daraz Kaymu Pvt. Ltd, Gairidhara and Dish Media Network Ltd, Lalitpur. His areas of interest are information and communication technology, digital governance, research, project management and other areas of management.

4. Mr. Pratap Aryal, Administrative and Finance Deputy Director

pratap.aryal@nasc.org.np

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



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

jhabindra.bhandari@nasc.org.np

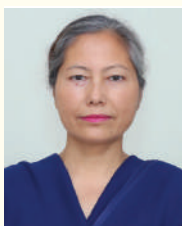
Mr. Bhandari holds Master of Library Science from India, Master of Public Administration, Master of Political Science from Tribhuvan University (Private) 2023, Bachelor of Commerce, Bachelor of Education and Bachelor of Law from Nepal. He has been working at NASC for more than two decades.



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

tulasa.hamal@nasc.org.np

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



7. 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 two decades. His areas of interest are accounting and taxation.



8. Mr. Bikash Neupane, Administrative and Finance Officer

bikash.neupane@nasc.org.np

Mr. Neupane 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.



9. Mr. Seejan Paudel, Administrative and Finance Officer

seejan.paudel@nasc.org.np

Mr. Paudel holds Master of Business Administration from Pokhara University. He has been working at NASC for more than a decade. 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.



10. Ms. Rhicha Karn, Administrative and Finance Officer

rhicha.karn@nasc.org.np

Ms. 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.



11. Ms. Ichhya Shrestha, Administrative and Finance Officerichhya.shrestha@nasc.org.np

Ms. 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.

**12. Ms. Ashrita Dhital, Administrative and Finance Officer**ashrita.dhital@nasc.org.np

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.

**13. Ms. Aashma Adhikari, Administrative and Finance Officer**Aashma.adhikari@nasc.org.np

Ms. 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.

**14. Mr. Raju Pangen, Senior Assistant**raju.pangeni@nasc.org.np

Mr. Pangen 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.

**15. Ms. Anjali Verma, Senior Assistant**anjali.verma@nasc.org.np

Ms. 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.

**16. 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.

**17. Mr. Sabin Bishankhe, Senior Assistant**sabin.bishankhe@nasc.org.np

Mr. 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.

18. 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.



19. Mr. Lokesh Sharma, Senior Assistant

Lokesh.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.



20. Ms. Aasthadeep Dhakal, Senior Assistant

Aasthadeep.dhakal@nasc.org.np

Ms. Dhakal is pursuing 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 Behavior, Training, Research and Development.



21. Mr. Ravi Bhushan, Senior Assistant

Ravi.bhushan@nasc.org.np

Mr. 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.

22. Ms. Smriti Bhattarai, Senior Assistant

Smriti.bhattarai@nasc.org.np

Ms. Bhattarai holds a Master's Degree in Economics and a Bachelor of Business Administration from Tribhuvan University. Before working at NASC, she served as a consultant in the finance department at PSI/ Nepal and worked at Lumbini General Insurance Co. Ltd. in accounts department. Her areas of interest include Economics, Human Resources Management and Self-Management.



23. Ms. Aakriti Shakya, Senior Assistant

Aakriti.shakya@nasc.org.np

Ms. Shakya holds a Master's Degree in Business Administration (MBA) from the School of Management, Tribhuvan University. Prior to her current role at NASC, she gained experience as a Management Trainee at Nepal Reinsurance Company Limited, where she worked for two years in the Reinsurance Accounting Department. Her areas of interest are Financial Management, Human Resources Management, Training and Development, Research, Organizational Behavior, Strategic Management.



24. Ms. Lalita Khonju, Senior Assistant

Lalita.Khonju@nasc.org.np

Ms. Khonju has completed Masters in Business Studies from Bageswori College, Tribhuvan University. Prior to NASC, she worked as Computer Operator for two years at Bhaktapur Municipality. She also had 2 years of experience as an accountant in academic institution (Khwopring English Academy). Her areas of interest are financial and accounting management, human resource management, training and development.



25. Mr. Madhuram 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. Bishnu Hari Baskota, Light Driver



2. Mr. Resham Bahadur Basnet, Light Driver



3. Mr. Puspa Raj Duwal, Office Assistant



4. Mr. Sadhu Ram Subedi, Office Assistant



5. Mr. Kumar KC, Office Assistant



10. Mr. Dhan Krishna Maharjan, Office Assistant



6. Mr. Laxman Karki, Office Assistant



11. Ms. Jamuna Pujari, Sweeper



7. Ms. Sanumaya Shrestha, Office Assistant



12. Mr. Kushal Pode, Sweeper



8. Mr. Binod Kumar Shrestha, Office Assistant



9. Mr. Kul Bahadur Pahari, Office Assistant



Nepal Administrative Staff College
Jawalakhel, Lalitpur

Progress Report of Fiscal Year 2080/81

A	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
A	Public Service Training Department (PSTD): Regular Programs										
1	Secretary Colloquium	Secretaries and Special Class Officers of GoN	CisT	1	60	1	0	1	0	1	97
2	Senior Executive Development Programme (SEDP)	Class I Officers of GoN	CisT	2	50	40	1	3	0	40	74
3	Executive Development Programme (EDP)	Executives of Public Enterprises	CisT	1	25	5	0	0	1	5	0
4	Advanced Course on Management and Development (ACMD)	Class II Officers of GoN	CisT	6	150	35	0	4	2	35	97
5	Professional Course on Management and Development (PCMD)	Class III Officers of GoN	CisT	9	225	30	0	7	2	30	172
6	Administrative Excellence Programme (AEP)	Officers of GoN, Potentials CDOs	CisT	1	25	30	0	0	1	30	0
7	Leadership Development Programme (LDP)	Newly appointed Class I Officers of GoN	CIT	2	30	7	0	2	0	7	40
8	Management Development Programme (MDP)	Newly appointed Class II Officers of GoN	CIT	2	40	7	2	4	0	7	40
9	Basic Secretarial Efficacy Training (BSET)	Newly appointed Class-III Officers- Legal/Judicial Service	CIT	5	125	5	0	4	1	5	108
10	37th Basic Administration Training (BAT)	Newly appointed Class III Officers of GoN	CIT	9	225	120/180	0	9	0	120/180	193
11	Survey for Identifying Pool of Prospective Trainees	Officers of GoN	CisT/CIT	1	0	0	0	0	1	0	0
12	Learning Needs Assessment of Public Officials at Subnational Level	Officers of Subnational Governments	Cross FT	1	0	0	0	0	1	0	0
13	Refresher/Reflection Workshop	BAT Graduates	CIT	1	25	3	0	0	1	3	0
14	SEDP Course Review and Redesign		Cross FT	1	0		0	0	1	0	0
15	ACMD and PCMD Redesign		Cross FT	2	0		0	2	0	0	0

16	Designing Self-paced Learning Modules in PCMD	Officers of Public Organizations	Cross FT	1	25	0	0	0	0	1	0	0	0
17	38th Basic Administrative Training (BAT)	Newly appointed Class III Officers of GoN	CIT	0	0	0	5	0	120/180	0	0	117	
18	Management and Administrative Skills	Newly Appointed Class III Officers(Technical) of GON	CIT	0	0	0	1	0	3	0	0	20	
	Sub-Total (A)		45	1005								46	
A.1 Public Service Training Department (PSTD): Programs on Request													
S.N.	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants		
1	Professional Course on Management and Development (PCMD)	Class III Officers of GoN/ Public Organizations	CIST	2	50	30	0	1	1	30	21		
2	Advanced Course on Management and Development (ACMD)	Class II Officers of GoN/ Public Organizations	CIST	1	25	35	0	1	0	35	30		
B. Management Learning Group (MLG) : Regular Programs													
S.N.	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants		
1	Leadership and Management	Army Officers of Nepal and Friendly Countries	COD	2	74	12	0	2	0	12	62		
2	Leading Change: Organizational Development Interventions (ODI)	Chief Administrative Officers of Local Governments	COD	1	25	5	0	1	0	5	21		
3	Negotiation Skills Training	Government Officers	COD	1	25	3	0	1	0	3	26		
4	Training of Trainers (ToT)	Officers of Public Organizations	CHRM	1	20	15	0	1	0	15	21		
5	Training of Trainers (ToT) for Subnational Governments	Potential Trainers of Provincial Training Centers	CHRM	3	60	5	0	2	1	5	44		
6	Trainers' Meet Programme	Trainers of Public Training Institutions	CHRM	1	25	0	0	1	0	0	27		
7	Workshop on Contemporary Issues in Public Financial Management	Officers of GoN and Public Organizations	CFM	1	40	1	0	1	0	1	43		
8	Master Training of Trainers (MTotT)	Potential Trainers of GoN	CHRM	1	20	20	0	0	1	1	0		
9	Learning Needs Assessment of Public Enterprises (PEs)	Officers of Public Enterprises	COD	1	0		0	1	0	0	0		
10	Round Table on Issues and Imperatives of Public Enterprises (PEs)	Senior Officers of Public Enterprises	COD	1	25	1	0	1	0	1	53		
	Sub-Total (B)			13	314								

B.1 Management Learning Group (MLG): Programs on Request											
S.N.	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
1	Managerial Excellence	Officers of Public Organizations	COD	1	25	5	0	1	0	5	15
2	Leadership Excellence	Women Officers of Public Organizations	COD	4	100	3	0	3	1	3	68
3	Organizational Excellence: Organization Development Interventions (ODI)	Officers of Public Organizations	COD	2	50	3	0	1	1	3	10
4	Service Excellence	Officers of Public Organizations	CCCRM	2	50	3	0	0	2	3	0
5	Spiritual Intelligence	Officers of Public Organizations	CHRM	1	25	1	0	0	1	1	0
6	Learning Organizations and Knowledge Management	Senior Officers of Public Organizations	CKMIT	1	25	3	0	0	1	3	0
7	Training of Trainers (TOT)	Officers of Public Organizations	CHRM	6	120	3	4	10	0	3	170
8	Customer Care	Officers of Public Organizations	CHRM	0	0	0	1	1	0	3	18
9	Financial Management and Audit	Officers of NOC	CFM	0	0	0	1	1	0	7	29
10	Financial Management Training for Non-Financial Managers	Officers of Public Organizations	CFM	0	0	0	1	1	0	5	30
11	Managerial and Administrative Excellence	Officers of NATHM	CHRM	0	0	0	1	1	0	3	29
		Sub-Total (B1)		17	395						
C. Governance and Development Management Learning Group (GDMLG): Regular Programs											
S.N.	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
1	Evidence Based Policy Making (InnoPolE)	Officers of Public Organizations	CDPM	1	25	5	0	1	0	5	18
2	Service Innovation at Local Level	Elected Representatives and Public Officials	CDPM	1	25	5	0	0	1	5	0
3	Capacity Assessment of Federal and Provincial Training Centers	Public Training Institutions	CGSM	1	0	1	0	0	1	1	0

4	Parliamentarian Conclave	Members of Federal Parliament and Province Assembly	CFS	2		50	1	0	0	1	1	0	0
5	Learning Needs Assessment of Elected Representatives at Subnational Level	Elected Representatives	CFS	1		0		0	0	1	0	0	0
6	National Seminar on Federalism	Elected Representatives, Policy Makers/Officials, Academia	CFS	1		0		0	0	1	0	0	0
7	Policy Research Working Papers Publication		CDPM	1		0		0	0	1	0	0	0
	Sub-Total (C)			8		100							
C.1 Governance and Development Management Learning Group: Programs on Request													
S.N.	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants		
1	Project Management	Officers of Public Organizations	CPJM	2	50	5	0	0	1	5	0		
2	Technical Training on Road Infrastructure	Engineers of Department of Roads	CPJM	6	198	10	1	7	0	10	232		
3	Procurement Management	Officers of Public Organizations	CPM	2	50	5	0	1	1	5	29		
4	Training Programs- Capacity Development Resource Center (CDRC)	Officers of Public Organizations	CPM	15	375	5	1	16	0	5	430		
	Sub-Total (C1)			25	673								
D. Research and Consulting Service Department (RCSD)													
S.N.	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants		
1	Conference on Public Policy and Governance in South Asia	International Participants: Policy Makers/Officials, Academia	Cross FT	1	220	2	0	1	0	1	256		
2	Research/Case Studies	Faculties	CRD	10	0		0	10	0	0	0		
3	Case Writing/Teaching Workshop	Faculties	CRD	2	50	2	0	2	0	2	18		
4	Research Report Publication		CRD	1	0		0	0	1	0	0		
5	Journal Publication		CRD	1	0		0	0	1	0	0		
6	Consulting Workshop	Faculties/Staff	CMCS	1	25		0	0	1	0	0		
	Sub-Total (D)			16	295		0	1	0	0	18		

D.1 Research and Consulting Service Department (RCSD): Programs on Request					Target Program		Progress				
S.N.	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
1	Management Consulting	Public Organizations	Cross FT	4	0	0	0	4	0	0	0
2	Discourses on Contemporary Issues	International Participants: Policy Makers/Officials, Academia	Cross FT	1	25	5					
3	Nepal National Governance Survey		Cross FT	1	0		0	0	1	0	0
	Sub-Total (D1)			6	25						
E. Management Services Department (MSD)											
S.N.	Programs/Activities	Target Group	Responsibility	No. of Program	Total Participants	Duration Per Program	Additional Training	Complete	Incomplete	Duration (Days)	Total Participants
1	HR Acquisition and Promotion		Admin	1	0		0	1	0	0	0
2	Faculty Development Programme (FDP)	Faculties	Admin	5	5		0	2	0	0	22
3	Professional Excellence Programme	Faculties/Staff	Admin	2	20	7					
4	Sharpen the Saw Programme	Faculties/Staff	Depts.	10	250	1	0	6	4	0	233
5	Engaging with Local Governments (ELGF)	Faculties	Admin/CFS	7	14	10	0	7	0	0	14
6	Annual Planning and Review Workshops	Management Team/Staff	CPU	2	125	3	0	2	0	0	93
7	NASC Day Celebration	NASC Staff and Guests	Admin	1	150	1	0	1	0	0	130
8	Annual Report Publication		Cross FT	1	0		0	1	0	0	0
9	Purchase of Books and Subscription of Learning Resources (Journals, Cases etc.)		RC/PU	2	0		0	2	0	0	0
10	Digital Documentary of NASC		Admin	1	0		0	1	0	0	0
11	Medical Insurance Facilities for Staff		Admin	1	0		0	1	0	0	0
12	Workshop and Seminars, Discourses, NASC Discussion Series	NASC Faculties, Officials/ Trainees, Academia	Depts.	8	240	1	0	7	1	0	240
	Sub-Total (E)			41	804						
	Regular Programs Total			123	2518						
	Programs on Request Total			51	1168						
Total Programs and Activities for FY 2080/81				174	3686						

Nepal Administrative Staff College

Income Statement

For the period from Shrawan 1, 2080 to Ashadh 31, 2081
(17 July 2023 to 15 July, 2024)

*To Be Audited

Income	Current Year (Rs.)	Previous Year (Rs.)
Government Grant	183016982.85	150931856.49
Rent	5879200.00	2047595.00
Interest	4757681.04	8418758.96
Consultancy Programmes	50966030.24	61061998.87
Miscellaneous	15926150.94	22681265.68
Total Income	260546045.07	245141475.00
Expenditure	Current Year (Rs.)	Previous Year (Rs.)
Operating Expenditure	183016982.85	150931856.49
Consultancy Expenditure	41862963.53	39367218.37
Miscellaneous	740056.80	4949713.01
Depreciation	20825415.64	14713159.48
Capital Replacement Fund	1469800.00	511898.75
Income Carried Forward	5436333.59	898636.61
Profit Tax Provision	2498626.24	2084718.36
Employee Welfare Fund	1798623.17	7921068.48
Surplus	2897243.26	23763205.45
Total Expenditure	260546045.07	245141475.00

Nepal Administrative Staff College

Balance Sheet

As at Aashdh 31, 2081 (15 July, 2024)

Capital and Liabilities	Current Year (Rs.)	Previous Year (Rs.)
Main Fund	127371091.00	165243700.90
Capital Replacement Fund	2797526.64	26798594.26
Liability Funds	631207577.70	557234646.15
Amount Payable	25181164.33	28787502.91
Received in Advance	8570590.61	5979690.27
Deposit & Retention	2661394.69	3621267.49
Other Liabilities	11203383.00	11416322.20
Staff Development Fund	20009888.64	20009888.64
Deferred Income	182276797.04	189840919.49
Total	1011279413.64	1008932532.31
Assets	Current Year (Rs.)	Previous Year (Rs.)
Cash at Bank	56221361.99	90765708.77
Amount Receivables	8447651.06	3279297.38
Closing Stock	13501060.18	12559712.00
Loans, Advance & Deposit	22968711.65	20171033.95
Investment	20009888.64	45909985.43
Fixed Assets	258923162.42	277772036.54
Citizen Investment Trust	631207577.70	557234646.15
Fixed Assets in Progress	0.00	1240112.10
Total	1011279413.64	1008932532.32

[illegible]



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



Sampada Sadan as viewed from the Southern side

