



ANNUAL REPORT

2081/82 (2024/25)



Nepal Administrative Staff College

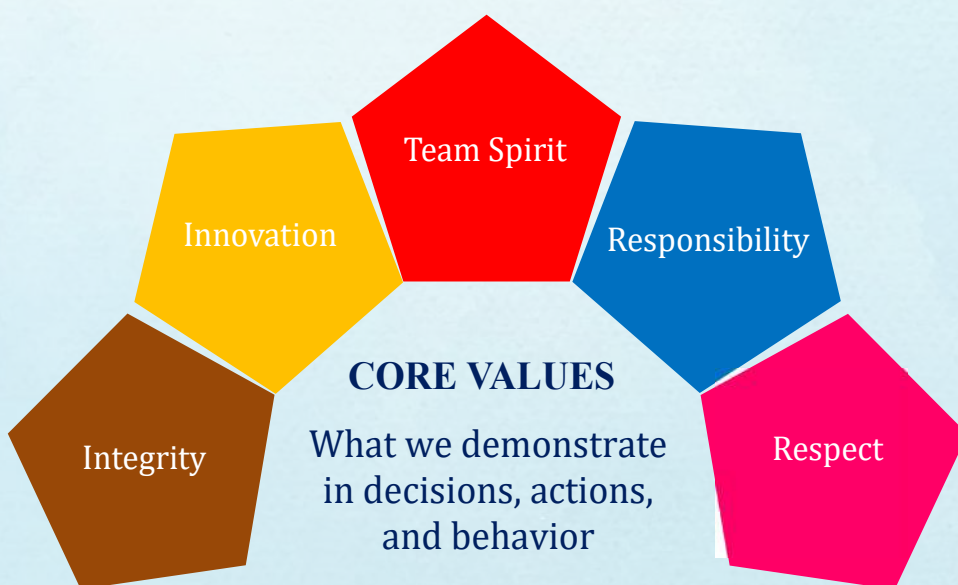
NASC ...devoted to making difference positively.



Nepal Administrative Staff College

VISION- We continuously aspire to sustain as:
Center of Excellence in Learning and Development

MISSION - Our core purpose is:
**Developing Leaders Who Will Take Initiative and
Make a Difference in Public Service**



STRATEGIC GOALS

ENHANCING
Individual
Competencies and
Institutional
Capabilities of NASC

EXPANDING
Quality Learning
Opportunities Across All
Spheres of Government
and Public Enterprises

ENGAGING
Internal Faculties,
Staffs and External
Experts/ Institutions
Effectively

Annual Report

2081/82 (2024/25)



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	Member-Secretary

Cultivating Performing Culture for Innovative Public Service



I feel privileged to present this Annual Report that reflects our unwavering commitment to transform Nepal's public sector through constant innovations in our approach to training, research and consulting services. Over the years, we have been on a continuous journey of transforming NASC into a Center of Excellence in Learning and Development. Guided by our second five-year strategic plan (2079/80 – 2083/84), we are anchored by our relentless commitment to build performing culture and to infuse innovation in our action, decision and behavior. For this, we continue to drive ourselves through a shared commitment to evolve into a dynamic institution that fosters good governance, leadership, and capacity development aligned with the priorities of the government and overarching long term goals of the nation.

As we step into the fourth year of our strategic plan, we have embraced a forward-looking approach. FY 2081/82 marks another milestone as we catered services to 3683 professionals across different service groups of civil service and the public sector at large. Our drive for innovation in learning has led to the adoption of new training tools, research-driven methodologies, and skill-oriented programs tailored to the learning needs of diverse groups. By aligning

our training with the government's programs and policies, we aim to deliver impactful capacity development programs that meet the expectations of public service providers and enable them to serve the citizens effectively. Our focus on consulting and research also continues to leave a mark on this unique blend. With 17 different consulting projects for institutional development of public organizations, 3 large scale research projects in the area of public administration and continued individual research initiatives from the faculties/staff members we have contributed in the knowledge economy with information and insights for evidence informed decision making at public sector.

Our journey towards excellence has been dynamic and challenging, yet rewarding. The rapid advancement of technology and rising expectations of public have presented us with unique opportunities to innovate and grow. Over the years, we have been continuously adapting our training approaches, upgrading our professional skills, and introducing timely refinements to stay ahead of the curve so that we remain relevant, impactful, and aligned with the aspirations of our valued stakeholders.

Our policy priorities and programs for FY 2082/83 embodies a bold commitment in leveraging new technologies and approaches to enhance quality of our capacity development programs. By enriching content and methodologies of training, aligning programs with reform initiatives of the government, and focusing on skill-oriented learning outcomes, we continuously strive to empower our clients, public servants, policymakers, and leaders to drive meaningful change in public service.

On the eve of 43rd Anniversary of NASC, I express heartfelt gratitude for the continued trust and support received from our service recipients and stakeholders, including the government of Nepal, external resource persons, academia and development partners. I admire commitment, dedication and excellent performance of NASC family. We expect continued trust and collaboration in this transformative journey in the days to come. With our collective commitment, we can build a public sector that holds integrity, promotes good governance and ensures results to serve the nation and its citizens.



Mr. Ram Sharan Pudasaini
Executive Director
2082/06/11

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MANAGEMENT TEAM



Front Row From Left: Director of Studies (Ms. Achala Dahal, Ms. Shital Moktan Tamang, Mr. Rajendra Adhikari), Senior Director of Studies Mr. Tulasi Sharan Sigdel, Executive Director Mr. Ram Sharan Pudasaini, Senior Director of Studies Mr. Binod Kumar Bista, Administrative and Finance Director Ms. Bhawani Paudyal, Director of Studies Ms. Anita Poudel

Back Row From Left: Director of Studies (Mr. Shiva Hari Adhikari, Mr. Sundar Shrestha, Mr. Trilochan Poudyal, Mr. Baldeb Prasad Joshi, Dr. Raghu Bista), Deputy Executive Director Mr. Basanta Raj Sigdel, Senior Director of Studies Mr. Trilochan Pokharel

The Annual Report for Fiscal Year 2081/82 opens with the first chapter of NASC's story grounded in its mandate, long-term strategies and governance framework. It sets the stage for a year defined by training, research, and consulting, not only as routine functions, but also as evolving processes shaped by national priorities, fresh ideas, and the people who drive them. The report highlights and captures moments where NASC embraced opportunities and ventured into new avenues. It moves with the rhythm of planning, delivery and reflection, illustrating how each service adds distinct value to public sector capacity building. Subsequent chapters detail induction trainings, in-service programs, knowledge platforms and leadership initiatives, each reflecting purpose and impact. The final sections weave these stories together with data, performance insights, and forward-looking reflections that chart future directions. In a nutshell, the report mirrors NASC's year; beginning with identity, advancing through action, pausing at milestones, and concluding with a clear journey ahead.

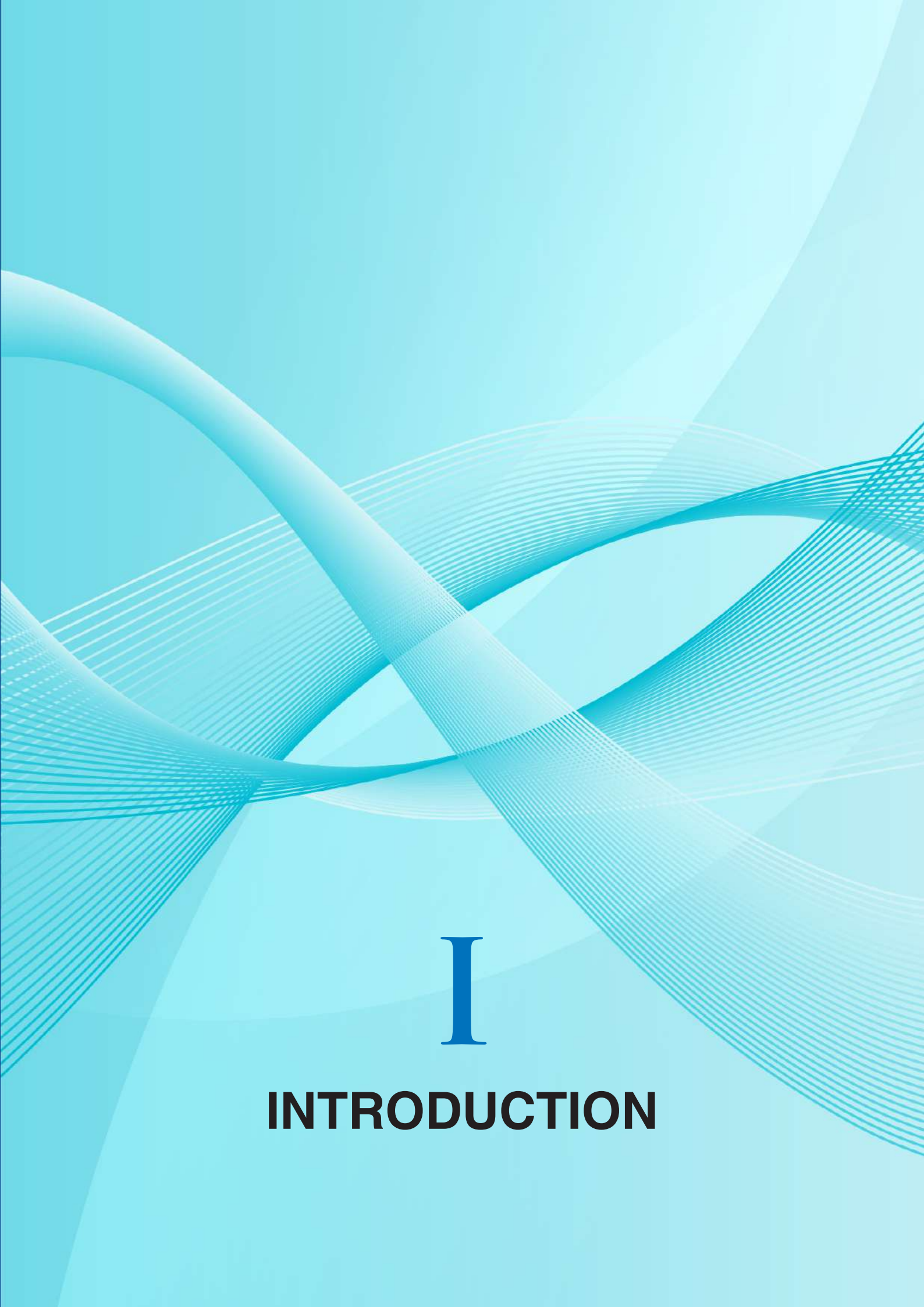
We extend sincere appreciation to NASC's senior management for their guidance and members of all departments for their valuable inputs for bringing this report into present shape.

Editorial Team



Front Row From Left: Anup Bhurtel, Sabik Neupane, Shashi Shekhar Acharya, Sebika Thapa, Ashma Bidari, Sahara Aryal, Bikalpa Pokhrel, Lila Nath Sapkota

Back Row From Left: Shiva Hari Adhikari, Ankit Bhandari, Pramod Niroula

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I

INTRODUCTION

NASC IN FRAMES



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 its 43rd 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 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 the 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 institution 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 a management committee comprising Departmental Heads and Center Chiefs. As academic authority of the institution, the Committee conducts periodic meetings to discuss and develop programs that ensures effective implementation of the annual programs.

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

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

Program Monitoring and Evaluation Committee (PMEC) is the dedicated wing headed by the Deputy Executive Director which is responsible for setting quality standards of training programs, conducting of learning assessment and monitoring and evaluating various programs. The committee is comprised of one center chief representing each department.

The Research Committee is headed by the Department Head of the 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 the research guidelines.

RESOURCES

NASC has a pool of total 86 staffs, comprising of Executive Director, training and research faculties; administrative and finance staffs; support and contract staffs. The institution recruits competent professionals with 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, eighteen training rooms, four conference halls, one auditorium, one knowledge resource center, three computer laboratories, two hostel with a capacity of 160 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 the institution 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). All the induction and

in-service training programs are designed based on a modular approach and covers different areas of management and development. In addition, senior executive development program is designed based on concomitaneous sequence of inter-modular breaks followed by action learning assignments.

NASC also provides a range of short and long courses as per the need of government agencies and public enterprises. Similarly, management consulting services are 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
- Late career management
- Public service innovation
- Federalism and governance

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 3683 officials were trained through a mix of 172 programs this year. Until now, over 70,375 officers have been trained through more than 3105 programs in forty-three years of service.

NASC IN FRAMES



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II

NEW INITIATIVES AND KEY HIGHLIGHTS

NASC IN FRAMES



CHAPTER- II

NEW INITIATIVES AND KEY HIGHLIGHTS

WELCOME PROGRAM OF THE NEWLY APPOINTED EXECUTIVE DIRECTOR

NASC welcomed newly appointed Executive Director Mr. Ram Sharan Pudasaini on 16 Ashad 2082 (30 June 2025), Monday. Former Deputy Executive Director, Mr. Bishnu Prasad Lamsal and NASC family witnessed the beginning of a new leadership era for NASC. Extending welcome remarks, Mr. Lamsal expressed that as a seasoned bureaucratic leader

with depth of professional experience, NASC will gain further height in the area of training, research, and consulting under his leadership in the days to come. He highlighted the proven spirit, proactiveness, and dedication of the entire NASC team that would support the new leadership in the journey to sustain NASC as a Center of Excellence. The insignia of the organization was presented to the Executive Director by Mr. Lamsal as a symbol of a hearty welcome to the NASC family.



Newly Appointed Executive Director Assuming Office

Delivering his first executive speech, Mr. Pudasaini thanked all NASC family members for such a warm welcome and highlighted that his intentions to continue his involvement in learning and facilitating have driven him to join NASC. Further, he expressed confidence that institutional values like teamwork and participatory decision-making would propel to the direction of NASC's vision and mission. He assured that his role as a leader, direction setter, coordinator, and facilitator will create a conducive environment for all the staff to achieve excellence in performance at all levels. He concluded his address by reinforcing the essence of team spirit, accompanied by the cordial support of staff members across all levels.

WELCOME PROGRAM OF THE HON'BLE MINISTER OF FEDERAL AFFAIRS AND GENERAL ADMINISTRATION

NASC welcomed newly appointed Minister of Federal Affairs and General Administration (MoFAGA), Hon'ble Bhagwati Neupane, who also serves as Chairperson of NASC's Governing Council, on a formal program held on 19 Shrawan 2082 (4 August 2025). The event was attended by Executive Director

Mr. Ram Sharan Pudasaini, MoFAGA Secretary Mr. Rabilal Panth, senior officials, and staff members.

Executive Director Mr. Pudasaini delivered a welcome address outlining key institutional activities, followed by a presentation from Mr. Basanta Raj Sigdel, who provided an overview of NASC's objectives, organizational structure, core functions, major training programs, physical infrastructure, and annual performance highlights.

Secretary Mr. Panth expressed appreciation for the opportunity to participate in the ceremony and emphasized the importance of innovating capacity development initiatives to align with evolving governance dynamics and public expectations.

Hon'ble Minister acknowledged NASC's pivotal role in strengthening the civil service and enhancing public sector performance. She encouraged the institution to intensify its focus on training innovation and policy research, and called for transformative approaches to equip officials with the competencies required for responsive, transparent, and citizen-oriented governance. During her visit, the Minister also observed ongoing training sessions conducted at NASC.



NASC Executive Director Welcoming Newly Appointed Minister

FORMER EXECUTIVE DIRECTOR DR. RAJAN KHANAL SHARED INSIGHTS WITH MANAGEMENT TEAM

In a meeting organized with the senior management, former Executive Director Dr. Rajan Khanal shared his insights gained in the journey of leading NASC for last five years. He briefly highlighted the key achievements in enhancing quality of training programs, infrastructure development, systems improvements and extending collaboration with capacity building institutions at domestic as well as international level. He also shared key imperatives for NASC in the journey towards excellence. The key imperatives include academic transformation with capacity building of staffs and supportive legislations; infrastructure development at Namo Buddha, Kavre; technology enabled learning innovations; and reform in training policies and standards as per changing needs of public sector. He also handed over the report of his five years' reflections and future avenues of reforms to the newly appointed Executive Director Mr. Ram Sharan Pudasaini.



Dr. Rajan Khanal Handing Over the Reflection Report to Executive Director Mr. Ram Sharan Pudasaini

Mr. Pudasaini expressed gratitude to Dr. Khanal for sharing such invaluable insights and imperatives that would guide future decisions, actions and behavior of NASC leadership and entire team. He regarded Dr. Khanal's report as an asset of NASC and extended sincere thanks for establishing a culture of sharing that fosters institutional memory. In the moment, he also recalled their shared professional journey in the Government of Nepal in different roles.



Dr. Rajan Khanal Sharing Invaluable Insights

INDUCTION TRAINING ON ADMINISTRATION AND MANAGEMENT (NEPAL JUDICIAL SERVICE)

A new initiative of a 30-day residential program for the newly appointed gazetted class III officers (Judicial Service) was organized with the aim to cater the officers with the essential knowledge, skills, and values required for effective public service. The program was designed to orient participants with the ethos of civil service, enhance managerial proficiency, and develop communication, decision-making, and governance capacities. The programme further aimed to strengthen competencies in public financial management, service delivery, and problem-solving in the federal context of Nepal. Through residential learning, co-curricular activities, and practical exercises, it fostered teamwork, discipline, leadership, and professionalism. Overall, the training comprised 68 trainee officers. The program conducted from 26 Kartik to 25 Mangsir 2081 (11 November to 10 December 2024).



1st Row From (Left to Right): Durga Paudyal, Urmila Koju, Samridhi K.C, Lila Nath Sapkota (Course Coordinator), Rajendra Adhikari (Center Head), Dr. Rajan Khanal (Executive Director), Trilochan Pokhrel (Department Head), Lasata Malla, Krishitina Yadav, Samikshya Pokhrel
 2nd Row From (Left to Right): Pradip Kulung, Susmita Amgain, Prekshya Niroula, Rejina Rai, Saraswati Karki, Kumari Ketu Chand, Leena Koirala, Urbashi Ghimire, Shweta Ranabhat, Pooja Ratoki, Dhan Maya Khatiwada, Soby Sapkota Jaisi, Bharat Prasad Baral
 3rd Row From (Left to Right): Rambinay Kumar Kushwaha, Ganga Ram Acharya, Dipesh Dhakal, Ghanshyam Joshi, Dhan Bahadur Thapa, Adarash Kumar Sahani, Ishwor kumar Agri, Roshan Sunar, Ramesh Paudel Upadhyay, Rajendra Rai, Dipak Kumar Mandal, Khim Prasad Aryal, Rojan Kaji Basnet



SUSMITA AMGAIN

Induction Training Graduate

Participating in the Nepal Administrative Staff College's (NASC) Induction Program on Administration and Management was a transformative milestone in my civil service journey. As one of 68 trainees, I found the month-long program exceptionally well-structured, covering four key modules: Self-Transformation and Managerial Proficiency, Governance and Service Delivery, Communication and Decision-Making, and Public Financial Management. These modules equipped me with vital skills in ethical leadership, effective communication, analytical thinking, and fiscal accountability. NASC's interactive approach through group discussions, case studies, and role-playing brought concepts to life, fostering teamwork and building lasting professional bonds among participants. Despite the intensive schedule, the program's impact was profound, igniting a deep sense of purpose and responsibility. It strengthened my ability to manage time, think critically under pressure, and uphold transparency in public service. I wholeheartedly recommend this program as it's an invaluable foundation for serving with integrity and dedication.

ADMINISTRATIVE LEADERSHIP FOR LOCAL GOVERNANCE

The Administrative Leadership for Local Governance is a 10-day program that aims to equip class III officers of the Government of Nepal with essential skills for effective governance. By focusing on practical and hands-on learning approach and covering critical areas of local administration and financial management, the course addressed the real-world challenges faced by the Chief Administrative Officers (CAOs). The emphasis on a practical approach in learning and peer exchange fostered interactive learning, while the involvement of experienced facilitators from diverse sectors ensured that the participants gained holistic insights. The program was held from 9 to 20 Ashadh 2082 (23 June to 4 July 2025), consisting of 113 participants.



RESOURCE PERSONS' MEET

On 10 Baishakh 2082 (23 April 2025), NASC convened its Resource Persons' Meet, bringing together a distinguished group of 36 contributors from diverse public sector training backgrounds. This one-day gathering provided a dynamic platform for participants to exchange experiences, share best practices, and explore innovative approaches to adult learning, instructional design, and training delivery. Through interactive discussions, peer learning sessions, and knowledge-sharing activities, the event facilitated the strengthening of professional competencies and fostered a cohesive network of trainers. Conducted as part of NASC's regular program, the meet underscored the NASC commitment to sustaining a collaborative learning ecosystem, enhancing the quality of public sector training, and reinforcing a culture of continuous professional development among its faculty and resource persons.



Group Photo of Resource Persons

INSTITUTIONAL PROFILE OF TRAINING INSTITUTIONS OF NEPAL

Nepal's public administration is undergoing a significant transformation to meet the demands of federal governance, national development objectives, and increasingly complex service delivery. The effectiveness and responsiveness of the public sector now depend critically on the capacity and quality of training institutions across all levels of government. Recognizing this, NASC undertook a comprehensive nationwide assessment of training institutions to evaluate institutional capacities, identify strengths and gaps, and promote greater coordination among training providers. The study provides a detailed profile of 37 training institutions across federal and provincial levels. Guided by the Civil Service Training Policy 2079, the report examines institutional status and capacities, identifies challenges related to training quality, infrastructure, human resources, and management, and evaluates the alignment of training programs with national

development priorities. Through systematic mapping and analysis, the study delivers actionable insights to strengthen training policies, enhance organizational effectiveness, and foster a coherent, adaptive, and high-performing training ecosystem. This effort of NASC is a testament to the strategic commitment to excellence, positioning the institution as a catalyst for professional development and transformative learning throughout Nepal's public sector.

TRAINING ON RIGHT TO INFORMATION

In line with national priorities for transparency and citizen engagement, Nepal Administrative Staff College held a specialized training program on the Right to Information (RTI) from 4 to 7 Mangsir 2081 (19 to 22 November 2024). The program aimed to improve the skills of designated information officers by providing them a solid understanding of RTI principles, legal frameworks, and their responsibilities. Key topics included the legal

foundations of RTI, the roles and duties of information officers, steps for filing and processing information requests, effective data management and record keeping, and ways to handle appeals and complaints. The training sought to boost institutional responsiveness and make sure public information requests were handled consistently and legally across government agencies.

MEETING OF THE GOVERNING COUNCIL

The 74th meeting of the Governing Council of NASC was held on 23 Shrawan 2082 (8 August 2025) under the headship of Hon'ble Bhagwati Neupane, Minister of Federal Affairs and General Administration and Chairperson of the Council. In the meeting, the progress review of the third year of NASC Strategic Plan (2079/80–2083/84) and the annual progress review of FY 2081/82 were discussed. Likewise, the annual programs and budget for the current fiscal year 2082/83 were approved.



Members of Governing Council of NASC

GOVERNANCE SYMPOSIUM

A two-day National Governance Symposium was organized at NASC on 4 to 5 Poush 2081 (19 and 20 December 2024) in collaboration with the Governance Lab at Daayitwa Abhiyaan, bringing together diverse stakeholders to advance governance dialogue in Nepal. The symposium was convened to address critical capacity gaps within Nepal's local and provincial governments. The event brought together a diverse group of stakeholders, including policymakers, practitioners, academics, media representatives, and civil society actors, to engage in collaborative dialogue on strengthening decentralized governance. Through interactive sessions and evidence-based discussions, participants identified key challenges impeding effective service delivery and explored innovative, context-specific solutions. Drawing on lessons from other federal systems, the symposium provided actionable strategies and a shared roadmap for enhancing institutional performance and fulfilling constitutional mandates across all levels of government.



Glimpse of Governance Symposium

INITIATION OF ELECTRONIC GOVERNMENT PROCUREMENT

NASC initiated the electronic procurement (e-GP) system from the inception of this fiscal year, thereby transitioning from its previous paper-based system. Previously, procurement processes relied heavily on physical documentation, resulting in excessive administrative paperwork. The adoption of e-GP represents a significant milestone in NASC's commitment to enhancing service delivery, as it has broadened access for bidders across Nepal to participate in NASC projects. This digital shift also aligns with NASC's strategic objective of becoming a center of excellence by modernizing and streamlining its back-office operations.

CAPACITY DEVELOPMENT PROGRAM FOR THE ELECTED REPRESENTATIVES

Nepal Administrative Staff College organized a two-day training program titled 'Capacity Development Program for Elected Representatives of Local Government of Madhesh Province' on 7 to 8 Chaitra 2081 (20 and 21 March 2025). The program aimed to enhance the leadership and governance capacities of elected officials by providing a platform for sharing success stories, addressing common challenges, and fostering practical solutions to improve local government performance in Madhesh Province. A total of 45 elected representatives participated in the program.

COMMENCEMENT OF DIGITAL INVOICE SYSTEM

The Nepal Administrative Staff College has successfully completed all procedural and regulatory requirements necessary for the implementation of

digital invoicing in its consultancy service operations. This milestone was achieved following the formal approval granted by the Inland Revenue Office on 3 Poush 2081 (18 December 2024), which came after a thorough review and verification of compliance with all applicable standards and documentation.

The introduction of digital invoices represents a strategic advancement in NASC's financial management practices. By transitioning to a digital system, NASC aims to strengthen institutional mechanisms for financial discipline, improve operational transparency, and reinforce accountability in the administration of consultancy services. This initiative aligns with broader national efforts to modernize public sector financial systems and reflects NASC's commitment to adopting innovative and efficient practices in service delivery.

ANNUAL OVERALL PERFORMANCE

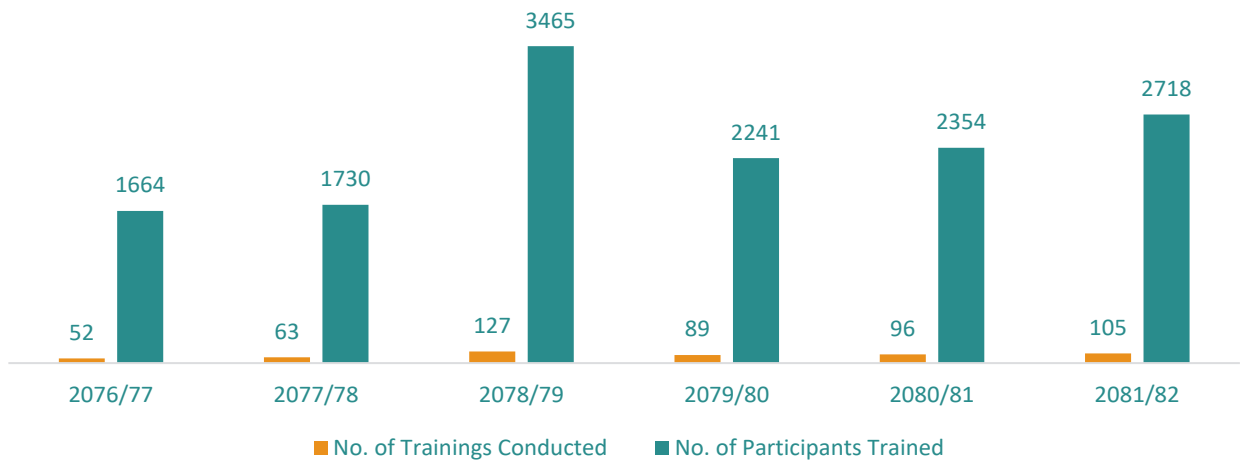
The overall performance shows that NASC has significantly surpassed its targets across all major areas. In training, both long and short programs exceeded expectations, with long trainings achieving 124% of the program and participant targets, while short trainings reached 121% of program and 151% of participant targets. Paid programs performed even better, attaining 135% of the planned programs and 171% of participants, reflecting strong demand and engagement. Research and consulting also slightly surpassed the target with 106% achievement. Altogether, against the target of 99 activities and 1,865 participants, NASC accomplished 122 activities with 2,718 participants - 123% of planned activities and 146% of the targeted reach - demonstrating robust institutional performance and growing impact.

Annual Targets and Achievements

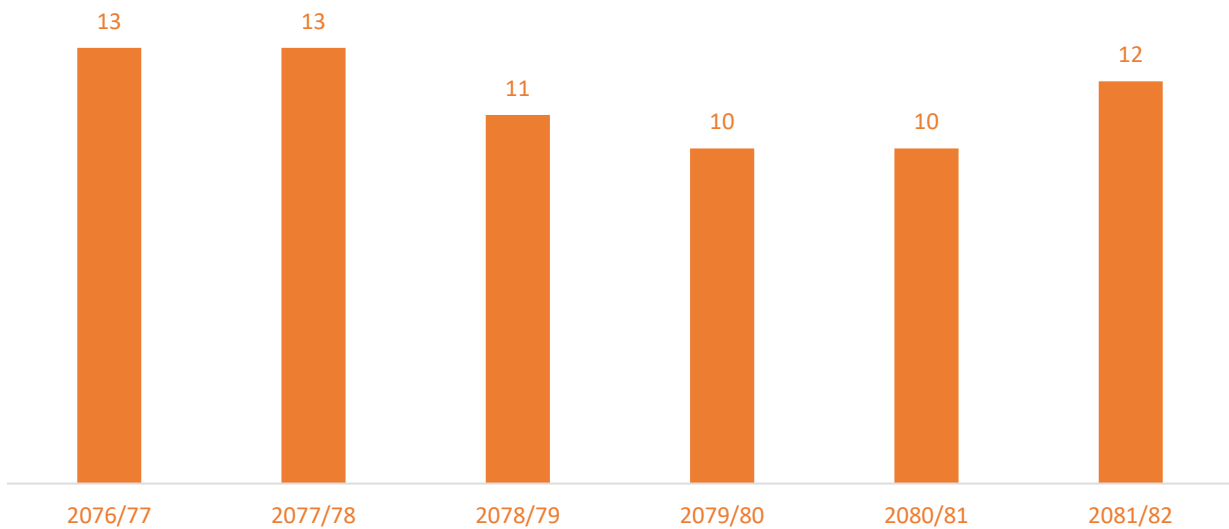
S.N	Activities	Target		Achievement	
		Programs	Participants	Programs	Participants
1	Training				
	Long Trainings (30 working days and above)	29	710	36	881
	Short Trainings(Less than 30 working days)	28	700	34	1059
2	Paid Programs	26	455	35	778
3	Research and Consulting Programs	16	-	17	-
	Total	99	1865	122	2718

PERFORMANCE HIGHLIGHTS OF NASC

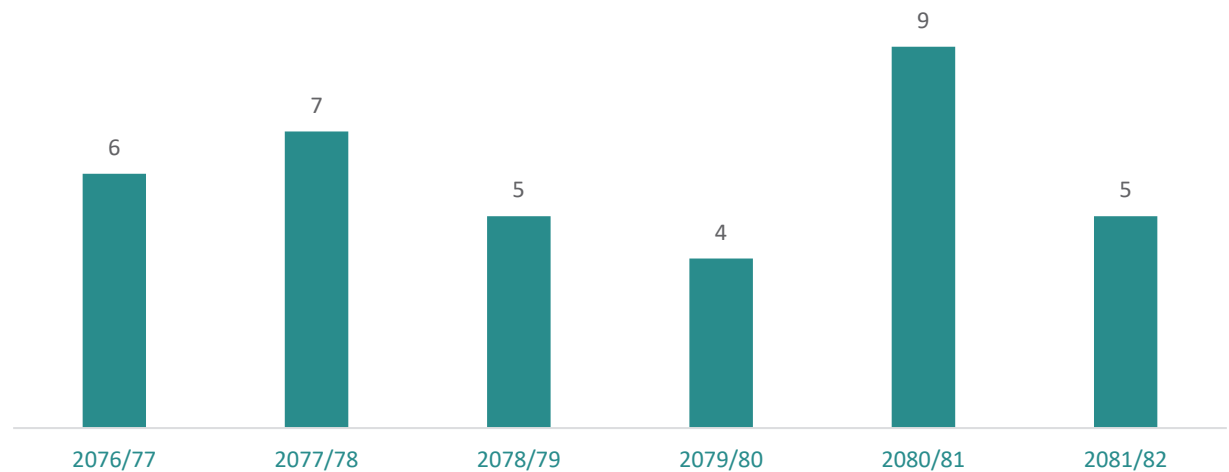
Training Programs and Participants in Last Six Years



Research Works in Last Six Years

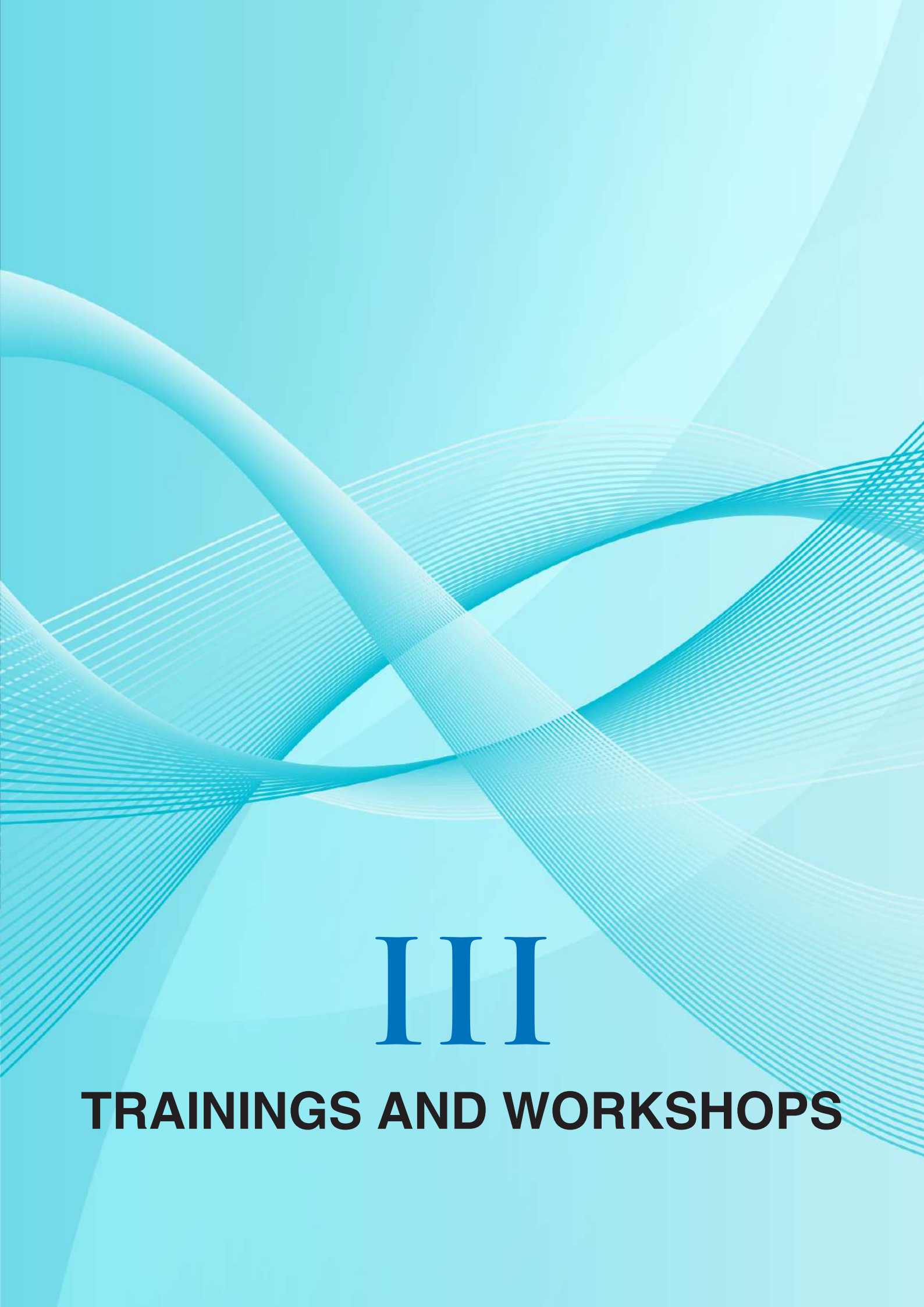


Consulting Projects in Last Six Years



NASC IN FRAMES



The background is a light blue gradient with several thick, flowing, wavy lines in a slightly darker shade of blue. These lines curve and overlap, creating a sense of movement and depth. The overall aesthetic is clean, modern, and professional.

III

TRAININGS AND WORKSHOPS

NASC IN FRAMES



CHAPTER- III

TRAININGS AND WORKSHOPS

SECRETARY COLLOQUIUM

NASC organizes a colloquium for Secretaries and Special-Class officers of the Government of Nepal to foster a collective forum for discourse, redefine bureaucracy's role, and promote transformational leadership for socio-economic change. NASC, in collaboration with the Office of the Prime Minister and Council of Ministers (OPMCM), organized the Secretary Colloquium on 31 Ashadh 2082 (15 July 2025) under the theme "Enhancing Development Performance and Government Efficiency." Chaired by Chief Secretary of the Government of Nepal,

Mr. Eaknarayan Aryal, the program brought together serving secretaries for high-level dialogue on governance, procurement, and service delivery. Papers were presented by Former Secretary of the Government of Nepal, Mr. Maniram Gelal, and former Executive Director of NASC, Dr. Rajan Khanal, who has also served as Secretary at the Government of Nepal. Their deliberations focused on procurement reforms, governance effectiveness, and smart service delivery. The colloquium also corroborated constructive discussions on reform strategies, accountability, and technology integration for serving the citizens effectively in the digital era.



Participants of the Secretary Colloquium

Based on the papers presented and deliberations held in the event, a report on public administration reform in Nepal was prepared and handed over by NASC's Executive Director, Mr. Ram Sharan Pudasaini, to the Chief Secretary.



Executive Director, Mr. Ram Sharan Pudasaini Handing Over the Report of Secretary Colloquium to the Chief Secretary

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 is an in-service executive development program designed for Class I (and equivalent) officers of the Government of Nepal. SEDP aims at enhancing the core competencies of trainee officers, thereby 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 five modules of the six-month-long training include Leadership, Integrity, Strategic Management, Governance, and Policy Management, incorporating action learning in the modules.

Two batches of SEDP were organized in this fiscal year. The 48th SEDP commenced on 21 Shrawan 2081 (5 August 2024) and ended on 2 Falgun 2081 (14 February 2025) with 25 participants. The 49th SEDP commenced on 24 Mangsir 2081 (9 December 2024) and ended on 23 Jestha 2082 (6 June 2025) with 25 participants graduating from the program.



DR. ANIP JOSHI

SEDP-49 Participant

The SEDP-49 was an invaluable learning experience for me at professional level. The learning which I gained from SEDP-49 has helped me develop executive mindset. It has demonstrated numerous ways for effective public service delivery to ensure public satisfaction through good leadership, governance and integrity. What I liked most about SEDP-49 was the opportunity to utilise different organisations as learning platform through visits, interactions, meetings and discussions. The opportunity to understand the steps of policy draft and get involved in policy formulation through capstone is of international standards. I could understand how a good strategy can build a good organisation through national and international models.

The lectures and discussions by the faculties and facilitators were very effective. The invited faculties like Ministers, Secretaries, Ambassadors, Experts, Analysts provided additional insight to our learning from dynamic perspective and opportunity full of networking and collaboration.

The training co-ordinator, module coordinators and all the facilitators did a commendable job with highest level of professionalism. My sincere gratitude to Nepal Administrative Staff College and SEDP-49 team members.

S.N.	SEDP Batch	Start Date	End Date	Graduates
1	First (48 th)	21 Shrawan 2081 (5 August 2024)	2 Falgun 2081 (14 February 2024)	25
2	Second (49 th)	24 Mangsir 2081 (9 December 2024)	23 Jestha 2082 (6 June 2025)	23



DR. KIRAN RUPAKHETI

SEDP-49 Graduate

I consider the Nepal Administrative Staff College (NASC) a true Centre of Excellence in good governance, management and development. Its ambience inspires learning, research and advocacy for national progress.

I feel fortunate to have been part of the 49th Senior Executive Development Program (SEDP). I eagerly joined because of the program's reputation and its potential to enhance my professional expertise beyond civil service. The SEDP's structure was balanced, dynamic and well-blended with theory and practice. Internal and external resource person delivered sessions with excellence and diverse styles. Field visits, home assignments and especially the China study tour offered invaluable insights, despite challenges in balancing work and study.

I carry forward the knowledge, skills and networks gained, particularly with high-level officials who will shape Nepal's future. The faculty members deserve special admiration for their expertise, humility and warmth in engaging participants. To sustain NASC's legacy as a Centre of Excellence, I believe greater investment in human resource development, inclusion of talented young professionals, and increased frequency of programs like SEDP for both public and private sector professionals is essential.



Top Row (Left to Right) : Dr. Ram Chandra Kandel, Shambhu Prasad Marasini, Dal Bahadur Adhikari, Birendra Kumar Yadav, Chhabindra Parajuli, Rajeev Pokharel, Dr. Ashok Shreepalli, Chandra Kanta Bhandari, Eak Ram Giri, Dr. Chandra Bhal Jha, Umesh Kumar Dhakal
Middle Row (Left to Right) : Ananda Saru, Shivalal Tiwari, Basanta Adhikari, Laxmi Prasad Gautam, Sushil Babu Dhakal, Nava Raj Pyakurel, Indra Prasad Acharya, Ram Prasad Bhattarai, Umesh Dhungana
Bottom Row (Left to Right): Humakala Pandey, Manamaya Bhattarai Pargeni, Mon Devi Shrestha, Dr. Raghu Bista (Director of Studies), Keshab Kumar Sharma (Secretary, GoN), Dr. Rajan Khanal (Executive Director), Trilochan Pokharel (Senior Director of Studies), Dr. Shyan Kirat Rai (Coordinator), Dr. Maya Lama, Dr. Pratibha Bista Roka

Ministerial Workshop on Public Administration for Nepal 2025.4.9



Participants of SEDP 49 during Ministerial Workshop Held in China

Advanced Course on Management and Development

ACMD is a 35-day in-service training designed for Class II (and equivalent) officers of the Government of Nepal. It aims at enhancing the core competencies of mid-level administrators and managers to develop them as performing leaders who can demonstrate integrity in their personal as well as professional lives 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. Furthermore, the participants get the opportunity to explore and present various domains of the national economy in the KYE module. The C2C module entails the understanding of the social realities of the rural communities across the country through a seven-day-long immersive field engagement with the community.

NASC has successfully organized 5 batches of ACMD training programs this fiscal year, in which 116 participants were graduated.

S.N.	ACMD Batch	Start Date	End Date	Graduates
1	ACMD 1	8 Shrawan 2081 (23 July 2024)	2 Ashwin 2081 (18 September 2024)	24
2	ACMD 2	16 Shrawan 2081 (31 July 2024)	11 Ashwin 2081 (27 September 2024)	25
3	ACMD 3	23 Magh 2081 (5 February 2025)	21 Chaitra 2081 (3 April 2025)	23
4	ACMD 4	23 Magh 2081 (5 February 2025)	21 Chaitra 2081 (3 April 2025)	23
5	ACMD 5	27 Chaitra 2081 (9 April 2025)	22 Jestha 2082 (5 June 2025)	21



SUPRABHA DHUNGEL KHANAL

ACMD-1 Graduate

The Advanced Course on Management and Development (ACMD), program conducted by the Nepal Administrative Staff College, incorporates thoughtfully structured modules. Being a part of the program helped me to redefine my perspective on self-management, integrity, strategic thinking, capacity building, understanding governance, resource management, innovation focused approaches to public service delivery, and thus, was a transformative experience for me. Each module opened new dimensions of leadership and innovation, creative thinking and problem solving in modern institution, rethinking service delivery, understanding economy through practical lens, helping to reconnect and bridging the gap between government institutions and the people we serve.

The course combined the theoretical insights with practical applications. The faculty members and resource persons brought deep expertise and real-world perspective and included feedback loops and needs assessments. The learning approach emphasized practical engagement through interactive presentations, case studies, fieldwork, role play, simulations, management games, yoga and meditation. Team learning and peer to peer knowledge exchange and sharing among the participants from the various sectors added immense value to the learning process. This strengthened my capacity to contribute and boosted my confidence. On this basis, I highly recommend this program to the public service executives for greater self awareness, a stronger sense of ethical responsibility and improvements in citizen centric public service delivery.



Participants of ACMD in the Classroom Session

Professional Course on Management and Development

PCMD is a 30-day in-service training program designed for Class III (or equivalent) officers of the Government of Nepal. It aims to develop high-performing managers who deliver exceptional service by upholding and promoting integrity in both their personal and professional lives.

The course aims to develop performing managers who would deliver effective service by maintaining and fostering integrity in personal relationship-building, and managing resources and relationships effectively to achieve organizational goals.

The course adopts a learner-centric approach as a training method and comprises four modules: Managing Self and Relationships, Governance and Development, Public Financial Management, and Engaging with Local Governments (ELG). The course methodology of the first three modules mainly consists of interactive learning sessions, field visits, case studies, and group discussions. During the ELG module, the participants are assigned to different local governments to study the issues and challenges of the local governments through interactive field visits.

This fiscal year, 13 batches of PCMD were organized, and 321 participants graduated from the training program.



SHILA SHRESTHA

PCMD-2 Graduate

My PCMD journey at Nepal Administrative Staff College didn't just train me, it transformed me. From the very first day, the intensity of the curriculum and the wisdom of our faculty ignited something profound within me. They didn't just make me learn management and leadership; they handed me tools that reshaped my daily work with immediate, tangible impact. I came to know integrity isn't just policy, it's the quiet pride in doing right when no one watches. I felt my perspective shift deeply toward truly client-centered service and purpose-driven time management.

The training module that truly changed my heart was the 'Engaging with Local Government (ELG)' fieldwork. Standing face to face with communities, translating theory into action, those weeks didn't just teach me qualitative public service; they made me feel its power. And beyond the skills, NASC gifted me a tribe, a community of passionate peers whose support and shared mission forged bonds I know will last a lifetime.

This program didn't just advance my career; it rekindled my purpose. Today, I carry its lessons not just in my mind, but in my heart. To everyone at NASC, thank you for seeing my potential, and for helping me rediscover why public service matters.

S.N.	PCMD Batch	Start Date	End Date	Graduates
1	PCMD 1	8 Shrawan 2081 (23 July 2024)	18 Bhadra 2081 (3 September 2024)	25
2	PCMD 2	16 Shrawan 2081 (31 July 2024)	31 Bhadra 2081 (16 September 2024)	25
3	PCMD 3	28 Shrawan 2081 (12 August 2024)	11 Ashwin 2081 (27 September 2024)	25
4	PCMD 4	28 Shrawan 2081 (12 August 2024)	11 Ashwin 2081 (27 September 2024)	23
5	PCMD 5	29 Shrawan 2081 (13 August 2024)	11 Ashwin 2081 (27 September 2024)	24

S.N.	PCMD Batch	Start Date	End Date	Graduates
6	Professional Course on Statistics and Management	18 Bhadra 2081 (3 September 2024)	9 Kartik 2081 (25 October 2024)	25
7	PCMD 6	4 Mangsir 2081 (19 November 2024)	17 Poush 2081 (1 January 2024)	25
8	PCMD 7	4 Mangsir 2081 (19 November 2024)	17 Poush 2081 (1 January 2025)	24
9	PCMD (DOR)	10 Mangsir 2081 (25 November 2024)	2 Magh 2081 (15 January 2025)	25
10	PCMD (EPF)	17 Poush 2081 (1 January 2025)	1 Falgun 2081 (13 February 2025)	24
11	PCMD 8	28 Magh 2081 (10 February 2025)	13 Chaitra 2081 (26 March 2025)	26
12	PCMD 9	25 Chaitra 2081 (7 April 2025)	7 Jestha 2082 (21 May 2025)	24
13	PCMD 10	25 Chaitra 2081 (7 April 2025)	7 Jestha 2082 (21 May 2025)	26



PRAMOD SIMKHADA

PCMD-4 Graduate

I feel truly honored to have participated in the PCMD, organized for Class III and equivalent officials from diverse organizations. This training provided an enriching platform to enhance both professional and personal capacities through a wide range of thoughtfully designed modules, including Managing Self and Relationships, Governance and Development, Public Finance Management, and Engaging with Local Government.

The course brilliantly connected theoretical foundations with real-world scenario-based learning, enabling us to strengthen practical skills in decision-making, leadership development, team building, and workplace diversity management. One of the valuable components was the integration of spiritual management and ethical aspects, reminding us of the importance of integrity and values in public service. The training was well managed, with a balanced curriculum that not only sharpened our professional abilities but also emphasized the significance of harmonizing career growth with personal well-being.

I extend my heartfelt gratitude to NASC, the Bagmati Province Government, and the Government of Nepal for providing this invaluable opportunity. I am equally thankful to the course coordinator and the Public Service Training Department for organizing the program so beautifully and effectively. The learnings from this journey will undoubtedly guide us in serving our nation more effectively and responsibly.

INDUCTION TRAINING PROGRAMS

Induction training programs are designed to orient newly appointed officers of the Government of Nepal as they step into their civil service roles. The primary goal of these programs is to strengthen both core and job-specific competencies, equipping the officers of different levels to deliver quality public services with confidence and efficiency. Under these programs, NASC primarily conducts the Basic Administration Training, Leadership Development Programs for class II and I officers, and other orientation programs as needed.

Basic Administration Training

Basic Administration Training is a flagship initiative of the NASC that has been organized since its inception in 2039 B.S. This program is designed to impart 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 various 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. The six-month-long training is divided into two categories, i.e., a foundational course and an internship. The foundational course is of four months, comprising six different thematic modules, and the Internship Program is only applicable to the General Administration Group. Participants from non-administration service groups complete the foundational course before proceeding to their respective training centers, where they further refine the skills specific to their service areas. This fiscal year marks the completion of two batches of BAT, i.e. 38th and 39th.



Group Photo After the Closing Ceremony of 38th BAT

The 39th BAT for newly appointed class III officers of Nepal Administration Service (General Administration, Revenue and Accounts), Nepal Foreign Service, and Nepal Audit Service was conducted this fiscal year. The 39th BAT started on 26 Mangsir 2081 (11 December 2024) and included 7 groups with 201 participants. The graduation of Nepal Foreign Service, Nepal Audit Service, Revenue Group, and Account Group was held on 25 Chaitra 2081 (7 April 2025). A graduation ceremony for the participants from the Nepal General Administration Group was held on 2 Ashadh 2082 (16 June 2025) after the completion of the internship.

Common Session

The 39th BAT program for newly appointed Section Officers of the Government of Nepal included a series of common sessions organized by NASC. 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 designed to create a shared forum for all trainees, addressing the limitation of regular

sessions conducted in separate groups. This approach enabled participants to interact with a wider range of peers, facilitating the exchange of ideas and experiences across diverse backgrounds and specializations. Two notable sessions in this series focused on key aspects of Nepal's economic and development landscape:



Mr. Sudheer Sharma Sharing His Insights during Common Session in BAT 39

On 25 Poush 2081 (9 January 2025), Mr. Sudheer Sharma (journalist and writer) engaged the newly appointed officers in a discussion on geopolitical economy, highlighting how economic resources, trade, and regional power dynamics shape Nepal's strategic position. He emphasized the importance of understanding global and neighboring economic and political forces to make informed decisions in public service.

Apart from this, a podcast featuring Gen-Z officers was carried out where the officers shared how they view civil service as a platform to serve the nation and uphold democratic values. It explores their impact on bureaucracy, the skills they seek through NASC's BAT, and their commitment to integrity, ethics, and professionalism.

On 25 Magh 2081 (7 February 2025), Mr. Ambika Prasad Paudel, Financial Expert, presented on Nepal's fiscal and economic situation. He highlighted revenue and expenditure context, deficits, debt management, and key macroeconomic indicators while also reviewing the financial sector, investment trends, FDI inflows, and capital market performance. The session stressed both challenges and opportunities, calling for prudent fiscal management and investment-friendly reforms.

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

The trainee officers of the 39th BAT engaged in a comprehensive week-long KYC program. During this period, the participants from seven groups visited fourteen districts of Nepal. The participant had the opportunity to gain insights into the country's cultural, socio-economic, and geographic landscapes, as well as the livelihoods of Nepali people. KYC aims at deepening the participants' understanding of the nation's socio-cultural diversity. The trainee officers prepared learning reflection reports, which were shared in plenary sessions upon their return.

Internship

The trainee officers from the General Administration Group of 39th BAT were immersed in a two-month internship program that provided hands-on learning opportunities before they undertook their full responsibilities. They were assigned to different districts in a group of four and were deputed to the municipal office, district

administration office, and land revenue office. Thirty districts were selected for the internship. 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 for their deputation. Upon the completion of their internship, the trainees prepared and presented comprehensive reports for evaluation.

Extra Co-curricular Activities

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 comprises various activities like *Yog*, physical training, sports, dance, music, and painting. These activities are 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.



Winning Moment

Physical Training

Trainee officers participated in early morning PT sessions on alternate days to *Yog*. 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.

Yog

The trainee officers attended daily *Yog* sessions in the early morning, alternating with PT sessions to promote 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.

Visit to Disaster Management Training School

Trainee officers had an opportunity to learn about the disaster management procedures and operational efficiency of the Armed Police Force (APF) stationed in Kurintar. This program aimed to acquaint them with the complexities and sensitivities of disaster-prone areas in Nepal and to demonstrate the capabilities of our authorities in effectively managing such calamities. The trainee officers gained valuable insights into the strategies, tools, and practices employed by the APF in disaster response and preparedness.



Participants with Officials of NASC and DMTS

Hiking

During their residential stay at NASC, the trainee officers participated in a one-day hike. The hike aimed to help them explore the geography, heritage, and social and cultural aspects of the places along the route. The hike also provided an opportunity to observe and reflect on rural life in a different setting, while interacting with the local community. Walking through the area also offered them a chance to get closer to nature and enjoy the region's unique surroundings.

Dance, Painting and Music

Integrated into their residential program at NASC, the trainee officers of BAT also engaged in a wide array of artistic activities like dance, painting, and music under the expert guidance of seasoned instructors. Through dance, they explored multiple styles and techniques, thereby enhancing physical coordination and expressive capacity. Painting sessions introduced various mediums and methods, fostering creativity and refining fine motor skills, while also enabling participants to uncover latent artistic potential and apply creative thinking across diverse contexts. Music instruction encompassed both instrumental and vocal techniques, contributing to the development of auditory sensitivity and collaborative aptitude. These artistic pursuits served as a vital complement to the officers' physical and academic training, enriching their overall learning experience with balance and depth.



An Exhibition Showcasing Artworks by Participants of 39th BAT

Sports

During residential stay at NASC, the trainee officers actively participated in a range of sports activities, including football, volleyball, badminton, basketball, chess, tug-of-war, and table tennis. These engagements were strategically designed to promote physical fitness and strengthen teamwork. In addition, the officers undertook structured indoor gym sessions under the supervision of a professional instructor, aimed at enhancing their physical strength and overall fitness. Collectively, these activities contributed to fostering well-being and friendships among the participants.

Cultural Event

Toward the end of residential period at NASC, each cohort organized a cultural event to showcase the dance and music skills developed during their stay. The program featured a diverse array of performances, including choreographed dance routines and musical presentations, highlighting the artistic growth and creative expression of the trainee officers. This event served not only as a platform for demonstrating individual and collective talents but also as a celebration of their sustained efforts and accomplishments. As a culmination of their artistic practice and dedication, the occasion offered a vibrant and engaging experience for both participants and attendees, underscoring the importance of integrating cultural and artistic development within the broader learning framework.



RUPA TAMANG

BAT 39 Graduate

I'm truly grateful for the transformative experience, I gained through the Basic Administration Training program. The practical skills and insights I acquired surpassed traditional academic learning, proving invaluable for my career.

The instructors and staff created a supportive environment that encouraged self-discovery and deep understanding. The well-structured modules, combined with group activities, enhanced the spirit of teamwork, conflict resolution, and confidence, elevating both my professional and personal growth.

This journey was exceptional, offering opportunities to learn, build friendships, and enjoy every moment.



SANDEEP REGMI

BAT 39 Graduate

Entering NASC for BAT had been a long time aspiration, and BAT-39 turned that dream into a deeply rewarding experience through its well-designed modules, which not only strengthened my foundation in administration but also contributed significantly to my personal and professional growth. Confidence and team spirit were inculcated through engaging sessions, group work, and presentations. Discipline and punctuality are habits that will guide me throughout my career. I would like to extend my thanks to NASC, all resource persons, group coordinators, and colleagues for making this journey meaningful and memorable for me. As I walked out of the NASC gates at the end of the training, it felt less like leaving an institution and more like leaving a home, a place whose learnings and memories I will carry with me forever.

ORIENTATION PROGRAM ON MANAGEMENT AND DEVELOPMENT

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.

A total of 224 newly appointed Under Secretaries participated in the training program which was conducted in several batches.

S.N.	OPMD Batch	Start Date	End Date	Graduates
1	OPMD 1	7 Shrawan 2081 (22 July 2024)	11 Shrawan 2081 (26 July 2024)	24
2	OPMD 2	28 Magh 2081 (10 February 2025)	2 Falgun 2081 (14 February 2025)	45
3	OPMD 3	13 Falgun 2081 (25 February 2025)	21 Falgun 2081 (5 March 2025)	47
4	OPMD 4	19 Falgun 2081 (3 March 2025)	23 Falgun 2081 (7 March 2025)	35
5	OPMD 5	5 Jestha 2082 (19 May 2025)	9 Jestha 2082 (23 May 2025)	48
6	OPMD 6	10 Ashadh 2082 (24 June 2025)	16 Ashadh 2082 (30 June 2025)	25



Training 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 7 to 11 Ashwin 2081 (23 to 27 September 2024) consisting of 14 participants.



1st row (Left to Right) : Rashmi Paneru, Lila Nath Sapkota (Course Coordinator), Trilochan Pokhrel (Senior Director of Studies), Dr. Rajan Khanal (Executive director), Rajendra Adhikari (Director of Studies), Sahara Aryal (Course Coordinator), Mukesh Kushwaha, Rashmee Paudel
2nd row (Left to Right): Santosh Kumar Sah, Prabin Chauhan, Milan Limbu, Prakash Khatri, Tank Awasthi, Swadesh Raj Chaudhary, Sandip Sunar, Asbin khana, Mukunda Shahi, Dev Narayan Chaudhary, Pradeep Tandan

Advancing the Roles: Leadership Development Programme

The program was organized for newly appointed Joint Secretaries of the Government of Nepal. The five-day training program aimed to deepen the understanding and insights of newly appointed Joint Secretaries of the Government of Nepal, helping them grow into high-performing leaders. It encourages reflection on their leadership journey, strengthens strategic thinking, and fosters collaboration, innovation, and socialized leadership to deliver development and organizational results and improve public service delivery. First program was held from 5 to 12 Falgun 2081 (17 to 24 February 2025) with 89 participants followed by the second from 19 to 22 Chaitra 2081 (1 to 4 April 2025) comprising 11 participants.

S.N.	ARoLeaD Batch	Start Date	End Date	Graduates
1	First	5 Falgun 2081 (17 February 2025)	12 Falgun 2081 (24 February 2025)	89
2	Second	19 Chaitra 2081 (1 April 2025)	22 Chaitra 2081 (4 April 2025)	11



OTHER TRAININGS AND WORKSHOPS

Training of Trainers

The capacity and effectiveness of Nepal's public sector institutions are closely tied to the quality and skills of their trainers and facilitators. Recognizing this, NASC has consistently prioritized Training of Trainers (ToT) programs as a strategic mechanism to build a sustainable pool of competent trainers across public and private institutions. These programs focus on enhancing facilitation skills, instructional design, learner-centered delivery methods, and curriculum development capabilities. By equipping trainers with advanced pedagogical competencies, NASC ensures that knowledge and best practices are effectively cascaded within organizations, contributing to stronger institutional performance, professional development, and excellence in public service delivery. During this fiscal year, NASC conducted a total of 10 Training of Trainers (ToT) programs, benefiting a total of 219 participants, reflecting NASC's commitment to building a diverse and skilled pool of professional trainers across public and private sector institutions.

SN	Date	Duration (Days)	Participants/Institution	Total Participants
1	30 to 32 Shrawan 2081 (14 to 16 August 2024)	3	Officials of Public Institutions	17
2	7 to 11 Ashwin 2081 (23 to 27 October 2024)	5	Officials of Public Institutions	19
3	27 to 29 Kartik 2081 (12 to 14 November 2024)	3	Officials of Public & Private Institutions	16
4	4 to 10 Mangsir 2081 (19 to 25 November 2024)	5	Officials of Public Institutions	25

SN	Date	Duration (Days)	Participants/Institution	Total Participants
5	24 to 28 Mangsir 2081 (9 to 13 December 2024)	5	Officials of Provincial Research & Training Center (PRTC, Janakpur)	28
6	9 to 11 Magh 2081 (22 to 24 January 2025)	3	Public & Private Institutions	24
7	13 to 15 Poush 2081 (28 to 30 December 2024)	3	Officials of Public Institutions	25
8	25 to 31 Falgun 2081 (9 to 15 March 2025)	7	Officials of Public Finance Management Training Center (PFMTC)	21
9	12 to 14 Chaitra 2081 (26 to 28 March 2025)	3	Public & Private Institutions	20
10	9 to 13 Ashadh 2082 (23 to 27 June 2025)	5	Officials of National Academy of Vocational Training (NAVT)	24



Participants of ToT in Classroom Session

Training on Financial Management for Non-Financial Managers

Effective financial management is a critical competency for professionals across all sectors, even for those without a formal finance background. Recognizing the growing need for financial literacy and informed decision-making, NASC has organized specialized training programs on Financial Management for Non-Financial Managers. These programs equip participants with essential financial concepts, practical budgeting

techniques, resource allocation tools, and expenditure monitoring strategies. By enhancing the financial acumen of managers, NASC contributes to more efficient organizational operations, responsible resource management, and informed decision-making across diverse institutions. During this fiscal year, a total of 51 participants attended the program, reflecting NASC's commitment to enhancing financial literacy among non-financial managers.

SN	Date	Duration (Days)	Participants/Institution	Total Participants
1	11 to 13 Bhadra 2081 (27 to 29 August 2024)	3	Officials of Public Institutions	30
2	12 to 14 Mangsir 2081 (27 to 29 November 2024)	3	Officials of Public Institutions	21



Leadership Excellence Program for Women Managers

Recognizing the strategic importance of fostering inclusive leadership in the public sector, NASC has been conducting the 'Leadership Excellence Program for Women Managers' for the past three years. This program aims to strengthen leadership competencies, enhance managerial effectiveness, build confidence, and create networking opportunities for women professionals aspiring to higher managerial and decision-making roles. By providing a structured platform for interactive learning, practical exercises, and exposure to contemporary leadership practices, the initiative promotes gender-responsive strategies and supports the advancement of women in public service. This program reflects NASC's sustained commitment to promoting gender equity, empowering women in leadership, and enhancing inclusive governance in Nepal's public sector. A total of three episodes of this program were conducted this fiscal year, benefitting a total of 70 women managers as mentioned below.



Participants during Group Exercise

SN	Date (BS / AD)	Duration (Days)	Total Participants
1	28 to 30 Bhadra 2081 (13 to 15 September 2024)	3	17
2	8 to 10 Poush 2081 (23 to 25 December 2024)	3	26
3	1 to 3 Ashadh 2082 (15 to 17 June 2025)	3	27



Executive Development Programme

The Executive Development Programme (EDP) was held at NASC from 11 to 17 Baisakh 2082 (24 to 30 April 2025) to equip senior executives of public enterprises and organizations with skills to turn strategies into results. The program focused on leadership development, strategic thinking and effective implementation of plans. Twenty-two senior officials from government institutions, banks, insurance, research bodies and public enterprises participated and shared their experiences.



Training on Managing Self and Relationships

On 12 Ashwin 2081 (28 September 2024), NASC conducted a one-day refresher training on Managing Self and Relationships tailored for the officials of Sanima Reliance Insurance. The session focused on self-awareness, interpersonal effectiveness, and team dynamics as key elements of professional success. The training brought together 90 participants and created a reflective environment that fostered enhanced workplace collaboration and resilience. This program also highlighted NASC's growing role as a trusted partner for capacity development in both public and private institutions.

Financial and Administrative Excellence Training

From 15 to 21 Ashwin 2081 (1 to 7 October 2024), NASC conducted a comprehensive Financial and Administrative Excellence Training for the officials of the Nepal Academy of Science and

Technology (NAST). The week-long program focused on strengthening competencies in financial management, administrative efficiency, and institutional governance. A total of 27 participants benefited from sessions, gaining practical insights into effective organizational practices. This initiative demonstrated NASC's responsiveness to specialized institutional needs in advancing administrative and financial professionalism.

Learning Organization and Knowledge Management Training

From 7 to 9 Kartik 2081 (23 to 25 October 2024), NASC organized a Learning Organization and Knowledge Management program targeted at officials from the provinces of Nepal. The training explored frameworks and practices that help organizations foster continuous learning, knowledge sharing, and innovation for improved governance. A total of 22 participants attended this three-day program, which underscored NASC's strategic commitment to promoting organizational learning across federal structures.

Managerial Excellence Training

From 24 to 26 Poush 2081 (8 to 10 January 2025), NASC organized a Managerial Excellence Training Program for the officials of the National Examinations Board (NEB). The program aimed to strengthen managerial competencies, decision-making capabilities, and organizational leadership skills essential for enhancing institutional performance. A total of 25 participants attended the three-day training, which highlighted NASC's commitment to tailoring capacity-building initiatives to the specific needs of national-level institutions.

Workshop on Financial Accountability and Compliance

On 5 Mangsir 2081 (20 November 2024), NASC organized a one-day Workshop on Financial Accountability and Compliance at the Local Level. The session emphasized legal provisions, accountability mechanisms, and compliance practices critical for strengthening local governance and transparency. Conducted as part of NASC's regular program series, the workshop served as a timely intervention to reinforce good governance practices at the subnational level.

Leadership and Management Training

From 5 to 6 Kartik 2081 (21 to 22 October 2024), NASC commenced a two-day Leadership and Management Training for the student officers of the Nepali Army War College. The program was designed to instill essential leadership skills, managerial acumen, and strategic thinking among future leaders of the national defense force. A total of 42 participants attended the training which is a testament to NASC's growing collaboration with security institutions in strengthening leadership capacity.

Similarly, from 24 Mangsir to 5 Poush 2081 (8 to 19 December 2024), NASC conducted a comprehensive Leadership and Management Training for the student officers of the Army Command & Staff College. The program was designed to sharpen leadership capabilities, strengthen managerial competencies, and foster strategic decision-making among mid-career officers. A total of 67 participants took part in this training. As a regular program, it reflected NASC's continuing collaboration with the security sector in nurturing capable and visionary leaders.



Financial and Administrative Excellence Training

From 17 to 22 Poush 2081 (1 to 6 January 2025), NASC conducted a Financial and Managerial Training Program for the Officials of NAST. The training focused on equipping participants with practical knowledge of financial management, resource utilization, and administrative excellence, integrating with modern managerial practices. A total of 30 participants benefited from this week-long program and it highlighted NASC's sustained partnership with NAST in fostering financial discipline and managerial effectiveness.



First Row (L to R) : Manita Thapa, Sirjana Pradhan, Sadiksha Aryal, Shailaja Upadhyaya (Course Coordinator), Baldeb Prasad Joshi (Director of Studies), Dr. Rajan Khanal (Executive Director), Binod Kumar Bista (Senior Director of Studies), Ganesh Kumar Sah (Course Coordinator), Anjali Verma (Course Coordinator), Sangita Ghimire, Deepa Dhital
Middle Row (L to R): Dipendra Ram Bhandari, Karina Shrestha, Alka Shrestha, Samjhana Chiluwal Thapa, Priya Giri Bhattarai, Purna Bahadur Budhathoki, Manoj Bhandari, Agni Dhakal, Kabita Pandey, Renu Yadav, Anita Shrestha, Bijaya Bhusal, Rachna Jha
Top Row (L to R) : Madan Somai, Ganga Ram Upadhyay, Bishwo Nath Bhattarai, Pradeep Dhodari, Shiva Prasad Upadhyaya, Bidur Prasad Paudel, Roshan Bhusal, Khuman Gaijre, Suwas Ghimire, Hari Ram Shrestha, Manoj Kumar Sah, Jay Ram B.K.

Training on Organizational Development Intervention

From 13 to 15 Poush 2081 (28 to 30 December 2024), NASC conducted a focused Organizational Development Intervention (ODI) Training for officials from various public institutions. The three-day program aimed to enhance organizational adaptability, strengthen change management capabilities, and foster innovation within public sector organizations. A total of 28 participants actively engaged in interactive sessions, case discussions, and practical exercises designed to address real-world challenges in organizational transformation and institutional renewal. This initiative exemplified NASC's expertise in facilitating strategic change processes and supporting public institutions in developing resilient, adaptive, and high-performing organizational development interventions.

Leading Change: Organizational Development Intervention Training

From 7 to 11 Magh 2081 (20 to 24 January 2025), NASC conducted a specialized Organizational Development Intervention (ODI) Training Program for the Chief Administrative Officers (CAOs) of Local Governments. This five-day program was designed to equip senior local government officials with advanced competencies in managing organizational change, enhancing institutional adaptability, and fostering leadership for improved service delivery within Nepal's federal governance framework. A total of 19 participants engaged in interactive sessions that combined theoretical frameworks with practical exercises, case discussions, and scenario-based learning to address real-world administrative challenges. This training underscored the NASC's strategic

focus on strengthening local governance capacity, promoting adaptive leadership, and ensuring effective organizational performance at the municipal level.



Managerial Excellence Training

From 7 to 22 Magh 2081 (20 January to 4 February 2025), NASC conducted a Managerial Excellence Training Program for the officials of UBA Solutions Pvt. Ltd., a software Company based on Lalitpur. The program was tailored to enhance leadership capabilities, managerial efficiency, and performance-driven practices in the corporate sector. A total of 17 participants benefited from this engagement. This program demonstrated NASC's growing partnership with private sector organizations in advancing management excellence.



1st Row From (Left to Right): Mr. Krishna Bahadur Thapa, Ms. Saroja Shaky (Coordinator), Ms. Smriti Pradhan (Coordinator), Dr. Rajan Khanal (Executive Director), Mr. Binod Kumar Bista (Senior Director of Studies), Ms. Anita Poudel (Director of Studies), Mr. Shailendra Prasad Bhatt
 2nd Row From (Left to Right): Ms. Poonam Shrestha, Mr. Sworup Shakya, Mr. Subash Kunwar, Mr. Sanjay Shah, Mr. Dharma Ratna Manandhar, Mr. Prabesh Lamichhane Magar, Ms. Serina Rajkarnikar, Ms. Manika Baniya
 3rd Row From (Left to Right): Mr. Kiran Mulmi, Mr. Bishnu Bhakta Maharjan, Mr. Pratik Manandhar, Mr. Roshan Shrestha, Mr. Jagat Bahadur Shrestha, Mr. Subash Timalsina, Mr. Ram Ghaju, Mr. Gokul Dahal, Mr. Amrit Thapaliya

Similarly, from 22 to 24 Magh 2081 (4 to 6 February 2025), NASC organized another Managerial Excellence Training Program, this time for officials of NEB. The training emphasized leadership, administrative skills, and modern management approaches for improving organizational performance. A total of 25 participants attended this program, which also reflects NASC's engagement with NEB in enhancing its institutional capacity.



Training on Negotiation Skills

Recognizing the critical role of negotiation and conflict management in public sector effectiveness, NASC has implemented two programs titled Training on Negotiation Skills targeted for the Officials of Public Organizations. The program is designed to enhance participants' capacity in negotiation strategies, conflict resolution, consensus building, and collaborative problem-solving, skills essential for administrative efficiency, policy implementation, and effective governance. By integrating practical exercises, case studies, and interactive discussions, the initiative equips officials with actionable tools to handle complex workplace and inter-organizational scenarios. This training reflects NASC's commitment to enhancing negotiation, conflict management, and collaborative problem-solving competencies among public sector professionals. A total of 40 participants benefitted from this training, as shown in the Table.

SN	Date	Duration (Days)	Participants / Institution	Total Participants
1	28 to 30 Magh 2081 (10 to 12 February 2025)	3	Officers of Public Organizations	23
2	21 to 23 Chaitra 2081 (3 to 5 April 2025)	3	Officers of Public Organizations	17



Management Development Program

From 19 to 23 Poush 2081 (3 to 7 January 2025), NASC conducted a Management Development Program for the officials of various public enterprises. The program was designed to strengthen managerial capabilities, improve organizational decision-making, and enhance leadership effectiveness in the public sector. A total of 20 participants benefited from this five-day training. Such programs underlined NASC's long-standing role in advancing the professionalism of public enterprises.



1st Row From (Left to Right): Rama Kumari Parajuli (Bhureti), Pratibha Dhungana (Coordinator), Binod Kumar Bista (Senior Director of Studies), Dr. Rajan Khanal (Executive Director), Anita Poudel (Director of Studies), Chandni Kayastha (Coordinator), Nirmala Humagain
 2nd Row From (Left to Right): Sheli Gautam, Bidisha Khadka, Ranjita Kumari Sapkota, Dinesh Gautam, Kamal Gnawali, Govind Raj Joshi, Keshab Subedi, Rita Pathak, Pallavi Mishra, Shanta Budhathoki
 3rd Row From (Left to Right): Pramod Nepal, Laxman Maharjan, Bholu Nath Ghimire, Navin Kishor Sharma, Sharan Raj Bhattarai, Rajesh Silwal, Bashudev Ojha, Shiva Raj Poudel

Training on Financial Management

From 22 to 26 Falgun 2081 (7 to 11 March 2025), NASC conducted a comprehensive Financial Management training program covering financial analysis, capital budgeting, and procurement practices. The program equipped participants with practical tools and insights to strengthen financial decision-making and resource optimization in organizational contexts. A total of 20 participants benefited from this program.



Leadership Excellence Training

From 9 to 13 Ashadh 2082 (23 to 27 June 2025), NASC conducted a Leadership Excellence Program for officials of Civil Service Hospital. The program emphasized modern leadership approaches, effective decision-making, and improved service delivery in hospital administration. A total of 21 participants attended this five-day training. This program was crucial in highlighting NASC's contribution to enhancing institutional leadership and administrative effectiveness of Nepali public sector.



Training on Knowledge Management

From 10 to 12 Ashadh 2082 (24 to 26 June 2025), NASC organized a Training Program on Knowledge Management for the 14 project staffs of Nepal Agricultural Development Program (NADMP), Sahaj. The program focused on documentation, sharing, and application of organizational knowledge to improve project outcomes and demonstrated NASC's support for knowledge-driven project management.



Administrative Excellence Training

From 16 to 20 Ashadh 2082 (30 June to 4 July 2025), NASC conducted Administrative Excellence Training for 25 officials of the Civil Service Hospital. The program emphasized office efficiency, administrative best practices, and effective organizational management and this program reflected NASC's commitment to strengthening administrative professionalism in public institutions.



Round Table on Post-Budget Dialogue

On 17 Ashadh 2082 (1 July 2025), NASC convened a Round Table on Post-Budget Dialogue: Assessing the Impact on Nepal's Public Enterprises, bringing together policymakers, senior officials, and sector experts for a focused one-day engagement. The session provided a platform to critically examine the implications of the recent national budget on the performance, governance, and strategic priorities of public enterprises. Participants engaged in evidence-based discussions on fiscal allocations, performance monitoring, and policy interventions, enabling a comprehensive understanding of budgetary outcomes and operational challenges. A total of 29 participants attended, representing a mix of government agencies, regulatory bodies, and public enterprises. This program reinforced NASC's commitment to facilitating informed policy dialogue, promoting data-driven decision-making, and enhancing institutional capacities for effective governance in Nepal's public sector.



Panelist of the Roundtable Discussion

Service Excellence and Office Management Training

From 19 to 23 Chaitra 2081 (1 to 5 April 2025), NASC conducted a specialized program on Service Excellence and Office Management for 15 officials of the Nepal Telecommunications Authority. The program emphasized customer-focused service delivery, office efficiency, and managerial best practices. This program reflected NASC's role in enhancing institutional service standards and administrative professionalism.

Training on Procurement of Goods and Contract Management

The Training Programme on Procurement of Goods and Contract Management, conducted under the Center for Procurement Management, was a paid initiative aimed at enhancing participants' understanding of public procurement principles, rules, and procedures specific to goods. Held over five working days from 17 to 21 Mangsir 2081 (2 to 6 December 2024), the program welcomed a total of 29 participants. The course provided a structured and practical learning environment, contributing to improved contract management capacity within the public sector.

Similarly, a four-day-long training program on Procurement of Goods and Contract Management was held from 21 to 24 Bhadra 2081 (5 to 8 August 2024), targeting Class II and III officers from public institutions. The training program featured interactive sessions and practical exercises on procurement methods, contract types, planning, technical specifications, Incoterms, bid preparation and evaluation, contract award, and contract management. It also introduced participants to Nepal's e-GP system, ensuring a balanced mix of theoretical and hands-on learning. The training was conducted to enhance participants' skills in the procurement of goods and contract management.



1st Row (From Left to Right): Ms. Pritha Paudyal (Coordinator), Ms. Priyanka Jha, Ms. Shulakshana Pandit, Ms. Krishna Kumari Adhikari, Mr. Tulasi Saran Sigdel (Senior Director of Studies), Dr. Rajan Khanal (Executive Director), Mr. Sundar Shrestha (Director of Studies), Ms. Kabita Kunwar, Ms. Anita Shrestha, Ms. Sushila Dhakal, Mr. Raju Pangel (Coordinator)
 2nd Row (From Left to Right): Mr. Anrit Kumar Dhital, Mr. Dhruba Raj Devkota, Mr. Anmol Chhetri, Mr. Anup Lamichhane, Mr. Milan Phuyal, Mr. Binod Nyoupane, Mr. Raju Bhurtel, Mr. Himkant Acharya, Mr. Shambhu Prakash Sharma, Mr. Om Prakash Mahato, Mr. Raj Bahadur Shari
 3rd Row (From Left to Right): Mr. Abhishek Chand, Mr. Himat Kafle, Mr. Kabish Tandukar, Mr. Amrit Tiwari, Mr. Resham Krishna Som Poudel, Mr. Prakash Shrestha, Mr. Rammani Dhakal, Mr. Raj Kishor Sah, Mr. Sanjeev Kumar Yadav, Mr. Govinda Prasad Adhikari, Mr. Umesh Kumar Chaudhary, Mr. Sishir Aryal, Mr. Jibraj Panthi, Mr. Sanjeev Gnawali

Training on Survey, Design, Construction, and Supervision of Motorable Bridge

Training on Survey, Design, Construction, and Supervision of Motorable Bridge for Engineers and Sub-Engineers of the Department of Local Infrastructure was held from 2 to 14 Bhadra 2081 (18 to 30 August 2024). The training program was designed to build the technical capacity of engineers from the Department of Local Infrastructure (DOLI) in the survey, design, and supervision of motorable bridges. The program is targeted for Civil Engineers, aiming to equip participants with the necessary skills and knowledge to carry out bridge-related tasks in accordance with established standards and checklists. There were altogether 25 participants in the training program. The training employed a range of participatory learning methodologies, including interactive lectures, group discussions, individual and team exercises, case studies, and field visits to ensure practical understanding and alignment with the program's objectives.

Likewise, another program was organized from 16 to 28 Bhadra 2081 (1 to 13 September 2024). This course also aimed to strengthen participants technical capacity in bridge design and supervision in accordance with established standards and checklists. A total of 25 engineers were enrolled in the training program.

These training programs provided hands-on knowledge and practical tools to support effective infrastructure delivery at the local level.



1st Row (From Left to Right) : Ms. Sila Khadka, Ms. Sirjana Pioneru, Ms. Chandrama Bista, Mr. Tara Prasad Kharel (Coordinator), Mr. Tulasi Saran Sigdel (Senior Director of Studies), Dr. Rajan Khanal (Executive Director), Mr. Sundar Shrestha (Director of Studies), Ms. Manisha Maharjan (Coordinator), Ms. Akanksha Kurwar, Ms. Usha Kumari Shahi
 2nd Row (From Left to Right): Mr. Parash Pandey, Mr. Niraj Sapkota, Mr. Sunil Kharbuja, Mr. Ram Prasad Khyaju, Mr. Subash Rai, Mr. Dhakaram Acharya, Mr. Rabin Panthi, Mr. Kamlesh Sharma, Mr. Ramesh Bhandari
 3rd Row (From Left to Right): Mr. Ramratan Sah, Mr. Rabin Khatri, Mr. Manoj Aryal, Mr. Paramananda Acharya, Mr. Niroj Mahat, Mr. Jagdish Bista, Mr. Min Bahadur Khadka, Mr. Rupesh Shrestha, Mr. Sabin Kasula, Mr. Ramashish Shah, Mr. Prasad Dahal

Technical Training on Road Infrastructure

A ten-day technical training on Road Infrastructure for Engineers of the Department of Roads was conducted from 24 Bhadra to 8 Ashwin 2081 (9 to 24 September 2024). The program aimed to enhance the professional competencies of engineers by equipping them with essential knowledge and skills required for advancing the nation's infrastructure. The training highlighted the growing importance of developing both technical expertise and managerial skills among engineers to meet the increasing demands of road construction and maintenance in Nepal. Participants were encouraged to apply the knowledge gained in their respective fields,

ensuring better planning, execution, and monitoring of infrastructure projects. The program also emphasized that well-trained engineers play a vital role in achieving quality outcomes and in strengthening the overall performance of the Department of Roads. A total of 14 engineers participated in the training.

Training on E-Governance and Cyber Security

A five-day training program with the aim of improving digital governance in Nepal's public sector was carried out for the officials of public Institutions from 10 to 14 Mangsir 2081 (25 to 29 November 2024). This training focused on three related modules: E-Governance, Cyber Security, and Cyber Security Integration in E-Governance Systems. The program aimed to provide public sector officials with clear concepts and practical tools for secure, inclusive, and effective digital transformation. Participants examined key E-Governance models (G2G, G2B, G2E, G2C), ICT infrastructure needs, and foundational supports such as digital literacy and accessibility. The Cyber Security module covered new threats, data protection laws, and good practices in cybersecurity hygiene. The integration module highlighted the importance of key security principles Confidentiality, Integrity, and Availability (CIA) within digital governance frameworks.



1st Row (from Left to Right) : Gayatri Sharma, Sabita Dahal, Shashi Shekhar Acharya (Coordinator), Tulasi Sharan Sigdel (Senior Director of Studies), Dr. Rajan Khanal (Executive Director), Trilochan Poudyal (Director of Studies), Anil Kumar Gupta (Coordinator), Menuka Maharjan, Sudha Adhikari
2nd Row (from Left to Right): Ritu Ratnam, Bidur Karki, Bisho Rajbanshi, Nishant Shrestha, Sushil Rawal, Saroj Acharya, Rabindra Maharjan, Bhuwan Acharya, Birendra Gharti, Naval Kishor Sah, Pratibha Phaiju
3rd row (from Left to Right) : Krishna Hari Prajapati, Jagadish Khadka, Rajeev Kumar Sah, Dinesh Dangol, Bhupendra Singh Bohora, Abhash Swar, Sanjay Thapa, Niraj Thagunna, Diwas Karki, Gautam Aryal, Naresh Prasad Das

Basic Engineering Training

The Basic Training for New Engineers of the General Sub-group of the Department of Local Infrastructure Development (DoLI) was conducted from 16 to 29 Poush 2081 (31 December 2024 to 13 January 2025) to equip newly appointed engineers with essential theoretical and practical knowledge required to effectively carry out their responsibilities across various government institutions, including the District Coordination Committees, DoLI, the Commission for Investigation of Abuse of Authority (CIAA), and the National Vigilance Center (NVC). A total of 52 engineers participated in two groups, i.e., Swoyambhu Group with 26 participants and Lumbini Group with 26 participants.



1st Row From (Left to Right): Laxmi Adhikari, Sadhana Tiwari, Sarita Baduwal, Tara Prasad Kharel (Course Coordinator), Tulasi Sharan Sigdel (Senior Director of Studies), Dr. Rajan Khanal (Executive Director), Sundar Shrestha (Director of Studies), Manisha Maharjan (Course Coordinator), Sapana Bhattarai, Bibhuti Pokharel, Puja Byanju
 2nd Row From (Left to Right): Roshan Sah, Suraj Shrestha, Lokesh Raj Chaudhary, Srijan Rana Magar, Sabin Paudel, Dilip Yadav, Vivek Jha, Bishal Adhikari
 3rd Row From (Left to Right): Ramchandra Yadav, Suyog Bhattarai, Bishal Tamang, Bibek Kafle, Saurav Thapa Magar, Saubhagya B.C., Bijay Regmi, Roshan Bahadur Shrestha, Shushan Bhujel, Suman Chandra Subedi, Prakash Basyal, Saphal Chapagain

Training on Project Identification, Selection and Development

The Centre for Project Management launched a specialized training program for the officials of Koshi Province aimed at enhancing the capacity of public officials in project planning and development from 22 to 27 Magh

2081 (4 to 9 February 2025). This initiative equips participants with essential tools, conceptual frameworks, and technical skills to effectively initiate, design, and manage projects that support institutional goals and respond to community needs. Emphasizing strategic project formulation, feasibility analysis, and proposal development, the program enables officials to better navigate change and improve service delivery. By the end of the course, participants are expected to understand the project lifecycle, identify and assess potential projects, evaluate feasibility, and prepare structured project proposals.

Training on GESI Mainstreaming

In alignment with Nepal's constitutional vision of promoting equality, prosperity, and social justice and in support of the country's international commitments to social inclusion and gender equality, Gender Focal Persons have been designated across various ministries, divisions, and government offices. Recognizing the importance of GESI integration in public administration, a four-day training on GESI mainstreaming and Gender Responsive Budgeting (GRB) was organized from 20 to 23 Falgun 2081 (4 to 7 March 2025) to strengthen the capacity of Class II and Class III officers serving as Gender Focal Persons or working in related areas. The training aimed to enhance their ability to develop and implement GESI-responsive policies, plans, budgets, and programs across government institutions.



Top Row (Left to Right) : Mr. Dipendra Panday, Ms. Bina Dahal, Ms. Komal Parajuli, Ms. Tejmla Thapa Magar, Ms. Anjana Regmi, Ms. Agya Regmi, Ms. Pramila Kharel, Ms. Sharada Bhandari, Mr. Tara Bahadur Tamang
 Second Row (Left to Right): Ms. Sabita Adhikari, Ms. Sharmila Lamichhane, Ms. Ranjita Pokhrel, Ms. Mamata Bastola, Ms. Ramila Bhandari, Ms. Sangita Thapa, Ms. Kripa Thapa Magar, Ms. Usha Thapaliya (Pandey),
 Ms. Rachana Pradhan, Ms. Sarita Bishwokarma
 First Row (Left to Right) : Ms. Subhadra Sharma Gautam, Ms. Sabita Aryal, Ms. Manju Sharma, Ms. Gyan Laxmi Shrestha (Deputy Director of Studies), Mr. Tulasi Sharan Sigdel (Sr. Director of Studies),
 Dr. Rajan Khanal (Executive Director), Mr. Trilochan Poudyal (Director of Studies), Ms. Pritha Paudyal (Course Coordinator), Ms. Muna Raut, Ms. Hanta Shrestha, and Ms. Madhu Sunam

Innovating Public Policy: Use of Evidence

The fourth iteration of Innovating Public Policy: Use of Evidence (InnoPoLE) training program was organized from 14 to 22 Chaitra 2081 (27 March to 4 April 2081). The training program emphasizes innovation through engagement, research, and iterative learning. The training is designed for mid-level officers from government agencies who are directly involved in policymaking or provide technical support for policy decisions. Through this initiative, NASC aims to strengthen the analytical and design capabilities of public officials, enabling them to contribute more effectively to evidence-based policy formulation and implementation.



Awareness Training on ISO 9001:2015 and ISO 17025:2017

An awareness training on ISO 9001:2015 (Quality Management System) and ISO 17025:2017 (General Requirements for the Competence of Testing and Calibration Laboratories) was conducted for officials of the Department of Roads (DoR) from 19 to 22 Chaitra 2081 (1 to 4 April 2025). This four-day training program aimed to strengthen participants' understanding of international standards and their practical application in public infrastructure and laboratory settings. A total of 10 officials participated in the training program.



1st Row From (Left to Right): Ms. Manisha Maharjan (Course Coordinator), Mr. Tara Prasad Kharel (Course Coordinator), Mr. Tulasi Sharan Sigdel (Senior Director of Studies), Dr. Rajan Khanal (Executive Director), Mr. Sundar Shrestha (Director of Studies), Mr. Arun Kumar Katuwal, Ms. Sarala Neupane
2nd Row From (Left to Right): Mr. Pujan Giri, Mr. Himel Kafle, Mr. Amrit Tiwari, Mr. Saroj Dhakal, Mr. Purushottam Bhandari, Mr. Tejaswi Sharma, Mr. Sanjay Kumar Mishra, Mr. Dipak Sharma

Training on Procurement of Goods and Contract Management

The Training Programme on Procurement of Goods and Contract Management, conducted under the Center for Procurement Management, was a paid initiative aimed at strengthening participants' understanding of the principles, rules, and procedures governing public procurement of goods. Held over five working days from 19 to 25 Chaitra 2081 (1 to 7 April 2025), the program engaged a total of 16 participants. The course provided a focused and practical learning experience, contributing to improved procurement and contract management capacity within the public sector.

Procurement and Contract Management Training

A training program on Public Procurement and Contract Management was conducted from 22 to 31 Baishakh 2082 (5 to 14 May 2025) over seven working days, targeting officers from federal, provincial, and local government institutions, including Metropolitan Municipalities. Participants represented the General Administration and Nepal Engineering Service, with a total of 31 officers. The training program was conducted with the aim of providing a clear understanding of the principles, rules, and procedures governing public procurement. It also focused on enhancing participants' ability to plan, implement, and evaluate the value and risks associated with procuring goods, works, and consulting services.

Project Identification, Selection and Development Training

The training program on Project Identification, Selection and Development for Officers of Public Organizations was organized from 22 to 26 Baishakh 2082 (5 to 9 May 2025). The program aimed to strengthen the capacity of public sector officers in project identification, design, and development. Its primary aim was to equip participants with foundational knowledge and practical skills in project management, enabling them to select viable projects, prepare logical frameworks, and develop comprehensive project proposals. A range of participatory methodologies, including interactive lectures, group discussions, case studies, and collaborative exercises were employed to ensure an engaging and effective learning experience. The program also provided ample opportunities for participants to share their professional experiences and contextual insights. The target audience comprised officers currently serving in various public sector institutions with responsibilities related to planning, implementation, and project oversight.



Training of Trainers

NASC, in collaboration with the United Nations Department of Economic and Social Affairs (UN DESA), through its Project Office on Governance (UNPOG) under the Division for Public Institutions and Digital Government (DPIDG) and with support from the UN Resident Coordinator Office and UNDP Nepal, successfully organized a two-and-a-half-day Training of Trainers (TOT) Workshop on Effective National to Local Governance for Sustainable Development Goals (SDGs) Implementation from 30 Baishakh to 1 Jestha 2082 (13 to 15 May 2025). The workshop was initiated in response to NASC's request for targeted capacity development to strengthen governance systems aligned with the SDGs. It was based on UN DESA's curriculum on Governance for Sustainable Development, which aimed to deepen participants' understanding of sustainable development, enhance institutional capacity, and empower public servants to actively contribute to SDG achievement. The program was conducted in a hybrid format; the workshop featured in-person participation from Nepali institutions and virtual contributions from international experts via Zoom. Participants included trainers from NASC, the Province Research and Training Center, Provincial Center for Good Governance, Local Development Training Academy, Public Finance Management Training Center, National Planning Commission, UN officials, and invited experts from various countries.

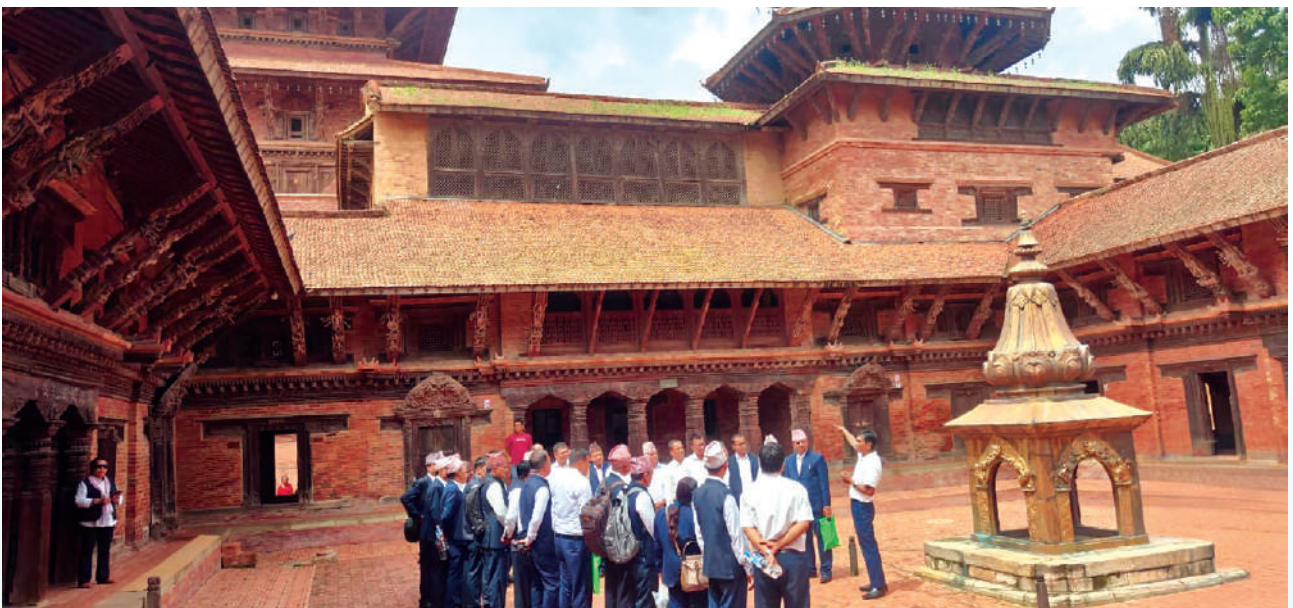


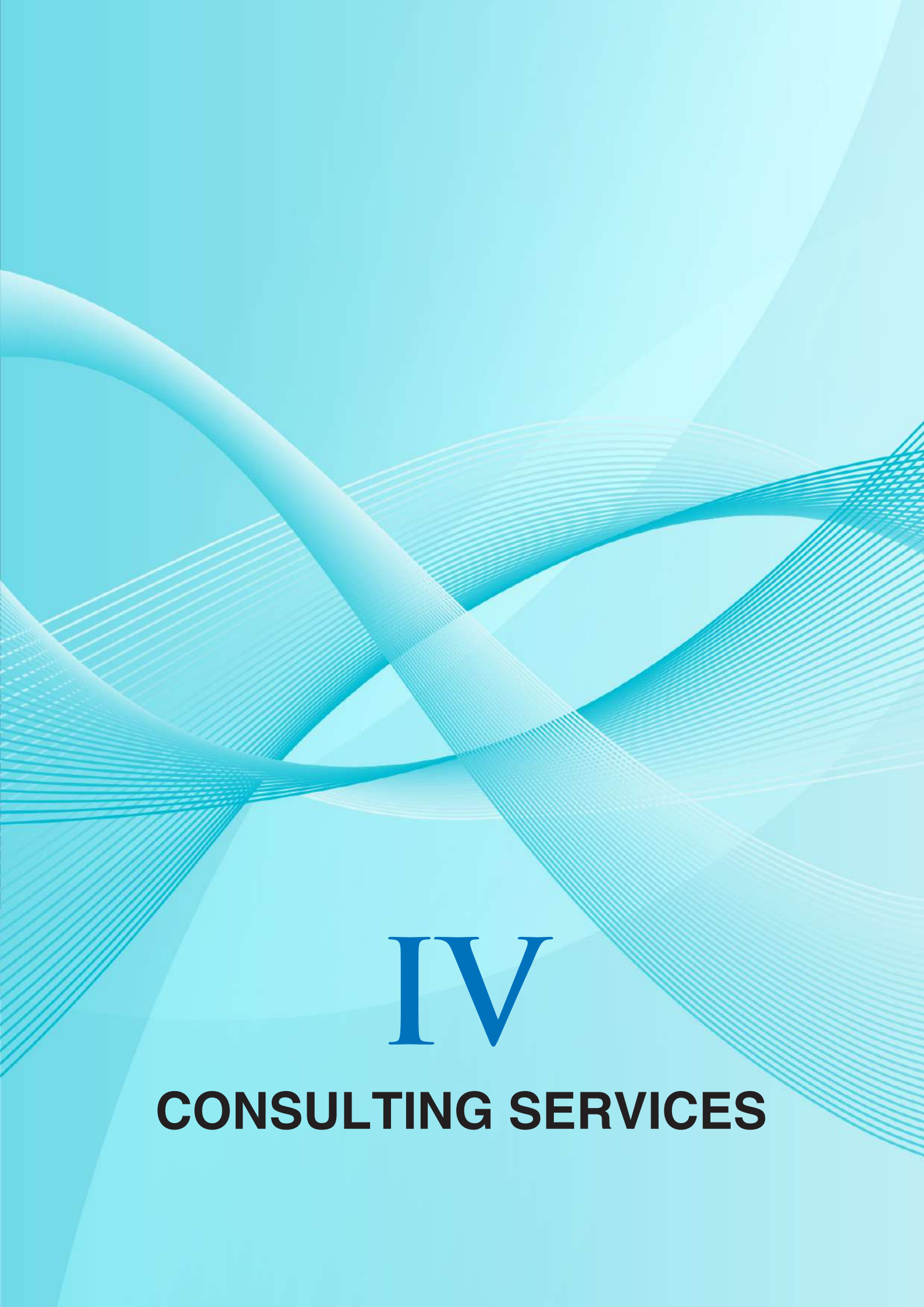
1st Row From (Left to Right): Anil Kumar Gupta, Shiva Hari Adhikari, Jin Seong Choi, Tulasi Sharan Sigdel, Prabin Maharjan, Dr. Rajan Khanal, Stine Heiselberg, Barsia Kumari Jha, Pooja Neupane, Radhika Gautam, Anita Poudel, Pratiba A.C., Pushpa Ghimire, Yashoda Aryal
 2nd Row From (Left to Right): Chandrika Pandit, Ashok Pandey, Dewa Raj Paudel, Sanjib Rai, Kashi Nath Poudel, Keshav Raj Mishra, Kedar Ghimire, Bhim Raj Upreti, Tara Prasad Sapkota, Bipul Gautam, Indra Bahadur Chhetri, Bikalpa Pokhrel
 3rd Row From (Left to Right): Bhanu Bhakta Bhatt, Yadav Bhandari, Giri Raj Sharma, Hari Bhakta Acharya, Ganesh Gautam, Arjun Poudel, Shalik Ram Basyal, Deepak Thapa, Jit Bahadur Rana, Prajwal Acharya, Mukesh Raj Dahal, Prakash Ghimire, Nitesh Kumar Shah

Interaction on e-Governance and Use of ICT

Recognizing the growing importance of electronic governance (e-governance) in enhancing transparency, operational efficiency, and citizen-centered service delivery, the half-day interaction program with the partnership between NASC and E-Governance board was initiated to build institutional capacity for digital transformation on 5 Baishakh 2082 (18 April 2025). As public institutions increasingly integrate digital tools into their operations, it has become essential for training providers to strengthen the competencies of their trainers and staff in areas such as information technology, data management, and online service delivery. Conducted in coordination with E-Governance Board Nepal, the program convened trainers from various institutions to engage in dialogue on e-governance concepts, review standardized training materials developed by the Board, and explore digital platforms that support effective and inclusive training delivery.

NASC IN FRAMES



The background is a light blue gradient with several thick, flowing, wavy lines in a slightly darker shade of blue. These lines create a sense of movement and depth, resembling stylized waves or abstract architectural forms. The lines are layered, with some appearing in front of others, creating a three-dimensional effect.

IV

CONSULTING SERVICES

NASC IN FRAMES



CHAPTER- IV

CONSULTING SERVICES

Consulting Services has remained a cornerstone of NASC's institutional mandate, enabling organizations to strengthen their governance, improve service delivery, and adapt to evolving challenges in the federal context of Nepal. In line with its mission of enhancing public service excellence, NASC continued to collaborate with national and international partners this year, undertaking consulting assignments of strategic importance across diverse sectors. Through evidence-based approaches and contextualized methodologies, NASC provided research, advisory, and facilitation services to address organizational needs, inform policy, and foster institutional development.

MANAGEMENT CONSULTING

Formulating Strategic Plan of Nepal Telecommunications Authority (NTA)

In response to the rapidly changing VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment in the telecommunications sector, NASC was entrusted by the Nepal Telecommunications Authority (NTA) to provide technical assistance in developing its strategic plan. As the sole regulatory body under the Telecommunications Act, 1997, NTA plays a pivotal role in regulating competition, safeguarding consumer rights, and ensuring quality, affordable telecommunication services across Nepal. Given the sector's dynamic challenges, ranging from technological disruption to digital inclusion, formulating a long-term strategic plan was essential.

NASC facilitated a participatory process, drawing on principles of strategic management, organizational development, and learning organization to guide NTA through its strategy formulation journey. The assignment included orientation and capacity-building workshops, diagnostic analysis of strategic issues, and facilitation in crafting vision, mission, and core values. The major objectives of this technical assistance were to:

1. Orient and sensitize NTA management and staff on the strategic planning process.
2. Facilitate the identification and analysis of strategic issues, vision, mission, and values.
3. Provide technical support in drafting and finalizing the strategic plan.
4. Assist NTA in devising a strategic action plan for effective implementation.

Organization and Management Surveys of Truth and Reconciliation Commission and Commission of Investigation on Enforced Disappeared Persons

In line with the constitutional and legal mandates for transitional justice in Nepal, NASC has undertaken organization and management (O&M) surveys of the Truth and Reconciliation Commission (TRC) and the Commission of Investigation on Enforced Disappeared Persons (CIEDP). These commissions were established under the Enforced Disappearances Enquiry, Truth and Reconciliation Commission Act, 2014, to investigate grave violations of human rights and crimes against humanity committed during the decade-long armed conflict, and to contribute to peace, reconciliation, and justice.

NASC was entrusted by the Ministry of Law, Justice, and Parliamentary Affairs to assess both the commissions' existing organizational structures, human resources, and management systems. This assignment is being implemented in phases and continues to support the commissions in strengthening their institutional capacity to effectively deliver on their mandates.

The survey adopted a comprehensive methodology that included legal and policy reviews, examination of organizational frameworks, stakeholder consultations, and field interactions. The major objectives of this assignment are to:

1. Review and analyze the existing organizational structure and human resources of the Commissions.
2. Assess alignment between the Commissions' mandates, workload, and existing structure.
3. Recommend a revised organizational and human resource framework suited to the constitutional and operational needs of the Commissions.

Organization and Management Survey of Industrial Zone Management Limited

In response to the evolving industrial and economic landscape of Nepal, NASC has undertaken the Organization and Management Survey of Industrial Zone Management Limited (IZML). Established under the Company Act 2021, IZML is mandated to oversee and manage Nepal's industrial zones, ensuring efficient infrastructure, service delivery, and facilitation for industries operating within these zones. With growing demands of industrial competitiveness, globalization, and inclusive economic growth, the need for an updated organizational structure and management system has become imperative.

NASC was commissioned to undertake this study to review IZML's existing organizational framework, human resource capacity, and management practices, and to propose reforms suited to a dynamic business environment. The assignment is being implemented in phases and continues to support IZML in strengthening its institutional framework to effectively achieve its strategic objectives and improve service delivery to industries.

The survey has been using a comprehensive methodology that combines organizational analysis, document reviews, stakeholder consultations, including with IZML leadership, employees, and trade unions, and comparative assessments of similar institutions in other contexts. The major objectives of this assignment are to:

1. Review and analyze the existing organizational structure, management systems, and human resources of IZML.
2. Identify gaps and misalignments between IZML's mandates, workload, and existing capacity.
3. Recommend an improved organizational and human resource framework aligned with contemporary needs.

Organization and Management Survey of Employees Provident Fund (EPF)

Responding to the need to align the organizational needs of EPF, NASC was entrusted with the responsibility of conducting an Organization and Management (O&M) Survey. The assignment sought to assess the existing organizational framework, human resource capacity, and service delivery mechanisms of the Fund, and to recommend reforms that would strengthen its institutional efficiency and sustainability.

The survey was conducted using a comprehensive methodology that combined document and policy reviews, structured consultations with EPF leadership, staff, and trade unions, as well as comparative analysis of similar provident fund institutions. The major objectives of this assignment were to:

1. Review and analyze the existing organizational structure in relation to EPF's strategies, goals, and objectives.
2. Assess the gaps between EPF's mandates, organizational structure, management practices, and human resources.
3. Recommend a revised organizational structure and human resource framework suited to contemporary governance and service delivery needs.

RESEARCH CONSULTING

Collaboration on Local and Provincial Government Surveys in Nepal

NASC entered into a service agreement with the Governance Lab (GovLab) at Daayitwa, Lalitpur to collaborate on the sixth round of the Local Government Survey (LGS). The survey is part of an ongoing research collaboration led by Yale University and the London School of Economics, in partnership with GovLab and NASC. This initiative builds on the shared vision of both organizations to advance evidence-informed public policy in Nepal.

The sixth round of the LGS focused on documenting planned and ongoing infrastructure projects, related expenditures, and assessing the implementation capacity of local governments. Additionally, this round introduced an innovative module examining the beliefs of locally elected representatives regarding institutional structures and state

effectiveness in Nepal. The survey encompassed Mayors/Chairpersons, Deputy Mayors/Vice Chairpersons, Chief Administrative Officers of all local governments, and around 50 percent of Ward Chairpersons nationwide.

In this assignment, NASC worked closely with GovLab to facilitate survey implementation by appointing focal points for communication, assisting with stakeholder engagement, supporting literature reviews, and aiding in dissemination of findings. This collaboration strengthened NASC's role in advancing rigorous, large-scale evidence generation for public policy and governance in Nepal.

The major objectives of this collaboration were to:

1. Support the design and implementation of the sixth round of the Local Government Survey in Nepal.
2. Facilitate stakeholder engagement, communication, and outreach with local government officials.
3. Contribute to data analysis, reporting, and dissemination of findings to inform governance and policy actions.

Research Study on Representation of Indigenous Nationalities in Public Organizations of Nepal

Recognizing the constitutional mandate of inclusion and social justice, NASC undertook a research study on the representation of Indigenous Nationalities (*Adivasi Janajati*) in public organizations of Nepal. The study, aligning with the provisions of the Constitution of Nepal (2015), examined the extent to which reservation and affirmative action policies have translated into equitable access and representation in state institutions.

The research focused on key public sectors, including the civil service, health, education, security forces, financial institutions, and other state entities. It explored historical exclusion, the effectiveness of constitutional guarantees and quota policies, and the lived experiences of public sector employees from Indigenous Nationalities in government institutions. By adopting both quantitative and qualitative approaches ranging from data analysis of employment records to stakeholder interviews, the

study generated a holistic understanding of existing gaps between policy design and practice.

The outcomes of this study are expected to contribute significantly to evidence-based policymaking for enhancing inclusivity in Nepal's governance system.

The major objectives of the study were to:

1. Assess the current status of Indigenous Nationalities representation across key public organizations.
2. Analyze the effectiveness of legal and policy frameworks governing inclusion, including quotas and reservation laws.
3. Identify gaps between policy and practice in promoting equitable access for Indigenous Nationalities.
4. Recommend policy measures to strengthen inclusivity and representation in public institutions.

Study on the Implementation Status of Gender Responsive Budget (GRB) in Federal Ministries

In line with its constitutional mandate of promoting equality across all spheres, the National Women Commission requested NASC to conduct a comprehensive study on the implementation status of GRB across all federal ministries. Gender Responsive Budgeting (GRB) is a governance approach that integrates gender perspectives into budget formulation and implementation to promote equality through targeted allocation of resources. The study was designed to review the institutional arrangements, allocation trends, and actual implementation practices with a view to assessing their effectiveness in advancing gender equality and women's empowerment. The major objectives of this consulting assignment were to:

1. Examine the current status of GRB within the federal institutions of Nepal.
2. Analyze the allocation and implementation of GRB over the past three fiscal years.
3. Prepare and submit a comprehensive study report with findings and recommendations.

Study on the Status, Impact and Challenges of Women at the Managerial Level

In alignment with Nepal's constitutional guarantees of gender equality and its commitments under the Sustainable Development Goals (SDGs), NASC undertook a comprehensive study on the status, opportunities, and challenges faced by women in managerial positions across public and private institutions. This assignment was commissioned by the National Women Commission, recognizing the constitutional mandate to ensure proportional and inclusive participation of women in all state organs, and the global commitment under SDG Goal 5 to achieve gender equality and empower all women and girls.

Despite notable progress in women's participation in civil service, judiciary, security agencies, education, and financial institutions, women remain significantly underrepresented in managerial and decision-making positions. While positive trends have been observed in recent decades, marginalized groups of women continue to face limited access to leadership roles.

Against this backdrop, the study aimed to generate evidence on the representation of women in managerial positions, identify enabling opportunities as well as systemic barriers, and provide actionable recommendations to enhance their participation in leadership and decision-making. The research employed both quantitative and qualitative approaches, including desk reviews of constitutional and legal frameworks, policy and program analysis, surveys with 90 women managers across diverse sectors, and interviews with selected respondents. Statistical analysis was complemented with qualitative insights to capture the lived experiences of women in leadership roles. The major objectives of this study were to:

1. Analyze the participation of women in managerial positions in policy-making and decision-making processes within their respective institutions.
2. Identify the opportunities available to women in managerial positions.
3. Identify the barriers and challenges faced by women in managerial positions.



NASC in Frame

The background is a light blue gradient with several thick, flowing, wavy lines in a slightly darker shade of blue. These lines create a sense of movement and depth, resembling liquid or smoke. The lines are layered, with some appearing in front of others, creating a three-dimensional effect.

V

RESEARCH AND PUBLICATIONS

NASC IN FRAMES



CHAPTER- V

RESEARCH AND PUBLICATIONS

NASC, a prominent institution in Nepal, has spent over four decades building capacity in the public sector. Its work is primarily centered on creating and sharing knowledge through problem-oriented research, which not only strengthens its academic efforts but also plays a crucial role in improving the effectiveness and efficiency of public administration. This commitment to being a research-centric institution is seen in its strategic focus on management, governance, and policy development.

INSTITUTIONAL RESEARCH

Public Service Delivery: A Survey Report on Transport Management Offices

Recognising the NASC's mandate in public service reform, NASC has continuously carried out studies that generate knowledge on the status of public service delivery at the diverse milieus of public administration. In this connection, a research study on Public Service Delivery: A Survey Report on Transport Management Offices was completed. The study report was submitted to the Executive Director on 2 Ashadh 2082 (16 June 2025). The key objectives were to examine the effectiveness of public service delivery in selected Transport Management Offices (TMOs) of Bagmati Province, capture the experiences of both service users and providers, and suggest ways to enhance accessibility, efficiency, and accountability in transport-related services.



Study Team Handing Over the Study Report to the Executive Director

The study applied a convergent mixed methods approach. A quantitative survey of 138 service users across four TMOs in Kathmandu Valley (Ekantakuna, Gurjudhara, Sallaghari, and Sano Bharyang) was combined with in-depth interviews with 12 officials. Findings showed that most users visited TMOs for tax payment, renewal, ownership transfer, or inspection services. The study found that staff behaviour in TMOs was generally satisfactory. However, service delivery was often found to be disrupted by repeated visits caused by incomplete documents, IT failures, or procedural errors. Overall, the study highlights the need for modern

infrastructure, full digitalization, inclusive facilities, and improved accountability measures to align institutional capacity with public service users' expectations and to strengthen public trust in TMOs.

INDIVIDUAL RESEARCH ABSTRACTS

Research at NASC is designed to produce actionable insights that inform policy decisions and boost public sector performance. To ensure the quality of this work, NASC has established a dedicated Research Committee. Chaired by the Head of the Research and Consulting Services Department (RCSD) and including external experts, this committee oversees the research process, maintains high standards, and supports NASC employees in their research projects. Its work ensures that the research remains relevant and aligned with the evolving needs of public sector capacity building.

Government Expenditure and Economic Growth Nexus in Nepal: An Empirical Analysis from 1975 to 2023

Author: Anil Kumar Gupta

The study aimed to examine the long and short run effects of government expenditure on economic growth in Nepal from 1975 to 2023, using the autoregressive distributive lag (ARDL) bounds testing approach and the error correction model (ECM). The results of the bounds test and ECM indicate the presence of cointegration among the variables included in the model. The findings show that government expenditure and capital investment have a significant positive impact on economic growth in Nepal in the long run, although their short run impacts are insignificant. However, trade has a significant positive impact on economic growth in the short run but does not contribute significantly in the long run. Inflation has a weak positive effect on long term growth but does not influence short term growth. This study provides evidence of the long and short run dynamics of the relationship between government expenditure and economic growth in Nepal, informing policy decisions to enhance public spending efficiency, trade policies, and investment strategies for sustainable economic development.

Keywords: Government Expenditure, Economic Growth, Capital Investment, Trade, Inflation, Nepal, ARDL

Enhancing Training Transfer with Generative AI: A Quasi-Experimental Approach

Author: Anup Bhurtel

This study investigates the effect of post-training intervention utilizing generative Artificial Intelligence (AI) on learning and training transfer among public sector employees in Nepal. The primary purposes were to assess learning differences between pre- and post-training phases and to determine if AI-assisted post-training intervention increases training transfer compared to traditional methods. This study employed a quasi-experimental design in which two groups (Control $n=21$, Experimental $n=20$) from a training program named Advanced Course on Management and Development program (ACMD) participated. Data on knowledge acquisition were collected using multiple-choice tests at pre-training phase (T1) and post-training phase (T2), while training transfer was measured after four month's post-training phase (T3) through individual inquiries made to both participants and their subordinates independently at different time interval. The experimental group received a post-training intervention involving structured prompts for generative AI tools. Key findings indicate that participants made higher learning in the post-training phase, and incorporating post-training interventions, particularly with distributed practice and goal setting, significantly enhances training transfer, and that generative AI serves as an effective tool in facilitating this process.

Keywords: Training Transfer, Post-Training Intervention, Generative AI, Quasi-Experiment

Participatory Decision-Making in Nepal's Local Governments: Practices, Challenges, and Prospects

Author: Bikalpa Pokhrel and Sebika Thapa

Nepal's 2015 shift to federalism empowered 753 local governments, positioning participatory decision-making as vital to inclusive governance. This study explores how such participation unfolds in practice, focusing on three municipalities in Sudurpaschim Province. Using a qualitative, multiple-case study approach, data were gathered through interviews with elected officials, administrators, and citizens, and analyzed via inductive content analysis. Findings reveal that formal mechanisms like the Seven-Step Planning Process and ward-level mobilization have

institutionalized participation, especially in annual planning. However, engagement often remains symbolic, with marginalized groups present but rarely influential. Barriers include elite capture, low civic awareness, migration, and logistical challenges in remote areas. Participation in policy formulation and service delivery is notably limited. Despite these constraints, the study identifies promising strategies: targeted capacity-building, stronger civil society collaboration, and locally adapted legal frameworks. Innovative practices, such as integrating cultural leaders (e.g., Bhanmansa) with digital tools, show potential for enhancing inclusivity. The research concludes that meaningful participation demands more than procedural compliance. Systemic reform, institutional commitment, and deliberate inclusion strategies are essential to strengthen local democracy and inform broader debates on participatory governance in federal systems.

Keywords: *Participatory Governance, Federalism in Nepal, Local Planning*

A Thematic Analysis on Glass Ceiling Phenomenon and Career Development of Women in the Bureaucracy of Nepal

Authors: Chandni Kayastha & Aashma Adhikari

Glass ceiling has been the emerging issue from the past in the organizations of Nepal. The purpose of this study is to identify the factors that contribute to the glass ceiling phenomenon in the existing bureaucracy of Nepal. This study also attempts to explore how this phenomenon affects women to reach in leadership position and identify the contributor that has been helping to the break this phenomenon. Explorative qualitative study was conducted via semi-structured interviews and focus group discussions with the female employees of civil service and public institutions. We interviewed 13 employees and had focus group discussion with 2 groups. The analysis of this study indicates that casual sexism, informal relationships, societal perception and judgement, family responsibilities and age are the factors that generates glass ceiling in bureaucracy of Nepal. These factors limit the career growth as well as the mobility of a working women. The study found out that the supportive spouse and the inclusive policy of an organization has played a vital role in breaking the glass ceiling in present context in Nepalese bureaucracy. The respondents agreed that the glass ceiling exists in their organization in either way, however, the situation is being improved.

Keywords: *Glass Ceiling, Women Leadership, Career Development, Civil Servants of Nepal, Bureaucracy*

Assessing the Impact of Capital Expenditure, Export, Money Supply and Inflation on Economic Growth in Nepal: An ARDL Approach

Author: Krishna Bahadur Thapa

This study investigates the impact of capital expenditure, exports, money supply, and inflation on economic growth in Nepal using the Autoregressive Distributed Lag (ARDL) approach. Utilizing annual time series data from 1974 to 2023, the research explores both short-run and long-run relationships among the key macroeconomic variables and real GDP growth. The findings reveal a significant long-run cointegration among the variables, although individual long-run coefficients are statistically insignificant. In the short run, exports exhibit a significant positive effect on economic growth, while capital expenditure, money supply, and inflation show positive but statistically insignificant relationships. Granger causality tests indicate that inflation Granger-causes economic growth, and economic growth Granger-causes money supply, suggesting unidirectional causality. Additionally, bi-directional causality exists between money supply and inflation. The model passes all diagnostic tests, confirming its robustness and stability. The study concludes that while exports are a key driver of short-term growth, structural reforms are necessary to enhance the long-term effectiveness of capital expenditure and monetary policy. These insights provide valuable guidance for policymakers aiming to foster sustainable economic development in Nepal.

Keywords: *Economic Growth, Capital Expenditure, Export, Money Supply, Inflation, ARDL Model, Granger Causality*

Voluntary Turnover Decision from Nepali Civil Service: Unravelling the Experiences of Joint Secretaries

Authors: Pramod Niroula and Shailendra Prasad Bhatta

This study is an endeavor to explore the reasons behind the voluntary turnover decisions of Joint Secretaries while still having their service tenures remaining in the Nepali civil service. Informed by

an interpretivist research paradigm, this study adopted a case study method as a strategy of inquiry in which purposively selected 7 ex-Joint Secretaries were approached to explore their lived experiences regarding their decisions to leave the civil service before reaching their mandatory retirement age and service tenure. Semi-structured interviews were conducted to capture the personal and professional factors influencing their turnover decisions and the insights were analyzed using Descriptive Phenomenological Analysis (DPA) method. The study revealed that personal issues, such as health concerns and family responsibilities, combined with systemic challenges, like political interference in transfer decisions, career stagnation, and a lack of upward mobility was the determining factor for turnover decisions of Joint Secretaries. This study underscores the importance of addressing these issues within the Nepali civil service to retain experienced human resources for enhancing overall effectiveness of Nepali public administration. Key recommendations include promoting merit-based career progression, reducing political interference, and improving the work environment to ensure the retention of experienced personnel within the Nepali civil service.

Keywords: *Joint Secretaries, Nepali Civil Service, Voluntary Turnover*

Assessing the Healthcare Quality Gap: Public Service Delivery at Civil Service Hospital

Authors: Sabik Neupane and Roshani Bhujel

Hospitals exhibit considerable variation in their specialties, services, and resource capacities, with their performance frequently assessed through scales reflecting patient perspectives. This diversity highlights the need for a standardized instrument to assess service quality across public hospitals, regardless of their ownership or operational nature. To address this imperative, the study adapted the SERVQUAL framework to develop a bespoke service quality measurement scale, drawing upon the experiences of inpatients and outpatients at Civil Service Hospital in Kathmandu, Nepal. Through a rigorous process involving structural equation modeling and confirmatory factor analysis, the scale was meticulously constructed and validated. The findings revealed that all five SERVQUAL dimensions, Assurance, Tangibles, Reliability, Responsiveness, and Empathy, hold substantial relevance in this

context, yet notable deficiencies mark each. Empathy emerged as the most pronounced shortfall, with a gap of -2.85, indicating a significant lack of personalized care. Tangibles followed at -2.75, suggesting deficiencies in physical infrastructure and equipment. Assurance and Reliability, with gaps of -2.47 and -2.46, respectively, pointed to challenges in fostering trust and consistency, while Responsiveness, at -2.28, highlighted delays in service delivery. Further examination through multiple linear regression illuminated a pervasive baseline dissatisfaction across all dimensions, with constants ranging from -1.640 to -2.381 ($p < 0.001$). Notably, male patients perceived Reliability as significantly weaker (-0.575, $p = 0.022$) compared to their female counterparts, whereas educational attainment exerted no discernible influence on perceptions. These statistically significant disparities ($p \leq 0.05$) serve as a loud and clear call for hospital administrators, healthcare authorities, and policymakers. They must direct concerted efforts toward enhancing empathetic engagement, upgrading tangible assets, and bolstering the reliability and responsiveness of services. By addressing these critical areas, stakeholders can effect transformative improvements in service delivery, ultimately elevating patient satisfaction and trust within the healthcare system.

Keywords: *SERVQUAL Model, Patient Perceptions, Service Quality Gaps, Public Healthcare, Resource Limitations, Patient Expectation, Staff Training*

Assessment of Climate-Induced Disaster in Kathmandu Valley

Author: Sahara Aryal

Kathmandu Valley faces escalating vulnerability to climate-induced hazards, notably flood and urban flash floods, driven by rapid urban expansion, topographic complexity, and shifting climatic trends. This study employs a GIS-based Multi-Criteria Decision Analysis (MCDA) integrated with the Analytic Hierarchy Process (AHP) to spatially assess flood vulnerability across the valley. Key biophysical and socio-environmental indicators, including precipitation, proximity to watercourses, topographic wetness, elevation, land use/land cover (LULC), and population density, were weighted and analyzed to generate a comprehensive flood risk map. Results reveal precipitation as the dominant driver of flood risk, followed by river proximity and built-up land concentration. The LULC map underscores the

surge in impervious surfaces in core urban zones, amplifying surface runoff and flood susceptibility. Conversely, forested and elevated peripheral areas exhibit natural resilience. The findings provide critical spatial intelligence for urban planners, disaster risk managers, and policymakers, offering a robust framework for fostering climate-resilient urban development and targeted flood mitigation strategies.

Keywords: *Climate Change, Analytic Hierarchy Process, Disaster, Land Use Land Cover*

Grievance Handling in the Nepali Civil Service: Insights from Employee Experiences

Authors: Saroja Shakya and Nabina Malekar

This study analyzes grievance-handling practices in the Nepali civil service, focusing on the experiences and perceptions of civil servants. Using a qualitative approach, the findings reveal that grievances are mostly submitted informally through verbal communication. While this fosters immediacy, it undermines accountability and systematic resolution due to the lack of formal documentation. Common grievances revolve around transfers, training opportunities, and access to foreign programs. Civil servants often express dissatisfaction over delays and perceived inequities in addressing these concerns. Organizational challenges, including resource constraints, bureaucratic inefficiencies, and biases in decision-making, further complicate grievance handling. Despite these challenges, civil servants remain optimistic about improvements through timely responses, transparent processes, supportive leadership, and conducive organizational environment. This study highlights the need for systemic reforms, such as formal grievance mechanisms and fair processes, to ensure effective grievance handling in the Nepali civil service.

Keywords: *Grievance Handling, Civil Service, Informal Communication, Systemic Reforms, Nepal*

Digital leadership in practice: How online trainers navigate hierarchy to lead in government training institutes

Author: Shital Moktan Tamang

Nepal's government training institutions transitioned to online training due to pandemic caused by Covid-19. This research explored digital

leadership at all levels of the hierarchy, aiming to determine transformational leadership. The study conducted narrative study to gather experiences through in-depth interview from five respondents representing different levels in the hierarchy from two different organizations. The findings revealed that Nepali government training institutions' trainers display digital leadership traits, adapting to new technological learning environments. However, there are differences in enthusiasm and engagement with online training, suggesting consistent use of online tools. Strong digital governance is needed for long-term consistency and ethical application of online tools. Online trainers' showcased digital leadership attributes which can be viewed through the lens of transformational leadership theory. The online trainers exhibited digital leadership attributes such as: visionary leadership, digital competence, technology usage, systemic improvement, digital culture, collaboration and shared values, digital advocacy, leadership engagement, digital citizenship, future readiness, adaptability, flexibility, and innovation, thereby establishing themselves as digital leaders.

Keywords: *Digital Leadership, Online Training, Transformational Leadership Theory*

How are Government Expenditure and Complaint Lodged About the Abuse of Authority Entangled: Evidence from Nepal's Federal Ministries

Author: Shiva Hari Adhikari

Effective investment of government expenditure has long been a hot topic for government, policy makers, civil society, scholars, and researches working in this area. In Nepal, there is a constant increase in the amount of government expenditure as well as complaint lodged about the abuse of authority. The connection between government expenditure and complaint lodged about the abuse of authority entails many facets to explore because their relationship is not straightforward. This study attempts to analyze the possibility that government expenditure positively contributes to corruption, considering recurrent and capital expenditure as the proxies of government expenditure and complaint lodged about the abuse of authority as a proxy of corruption. Based on federal level ministerial data of government (i.e. recurrent and capital) expenditure and complaint lodged about the abuse of authority for the latest available year that is from 2019 to 2024,

this study used panel data and Least-Square Dummy Variable (LSDV) technique, Fixed Effect Model (FEM) to examine the relationship between recurrent expenditure, capital expenditure and complaint lodged about the abuse of authority. It was assumed that recurrent expenditure and capital expenditure increases complaint lodged about the abuse of authority. The results show significant relationship between recurrent expenditure and complaint lodged about the abuse of authority whereas, insignificant between capital expenditure and complaint lodged about the abuse of authority. This indicates that recurrent expenditure may serve as a contributing factor in increased abuse of authority.

Keywords: *Abuse of Authority, Complaint Lodged, Recurrent Expenditure, Capital Expenditure, Government Expenditure*

Politics of Transfer: Patronage and the Interplay of Law in Nepali Bureaucracy

Author: Tulasi Sharan Sigdel

This research examines power relations, political partition and patronage practices in Nepal's civil service focusing on the transfer of civil servants. The political complexities and dynamics have been analyzed through the ethnographic approach using three different cases to reveal how the practices of transfer in civil service are managed and manipulated by those having power connections to the political and administrative leaderships. Bureaucracy, as one of the major actors in overall governance, the everyday practices of bureaucrats has not only facilitated understanding the everyday political and social complexities but also served to analyze the ways they consolidate administrative privilege and political patronage. Mainly, focusing on three different scenarios, this study has provided a glimpse of the complexities of managing everyday administration and making systemic arrangements of bureaucracy. It has highlighted the ways power and politics are associated with transfer mechanisms in Nepal's bureaucracy and informs a political struggle, partition and patronage practices reflected in the everyday administration within the bureaucracy are not usual phenomena however such practices are being more common these days. Adopting the interpretative and descriptive approach to the ethnography of the transfer of civil servants, this study has revealed the contradictory and contested processes along with the widely variation of experiences and outcomes in relation to power and political relations which exist, operate and

manipulate the process through which conjunctural formations in Nepal's bureaucracy is taking place. Due to such practices, professionalization of Nepali civil service has witnessed tremendous challenges with low morale, trust, persisting nepotism and gradually being politicized. It is shaping and reshaping because the civil servants have experienced political power relations and patronage have been powerful instruments to be transferred in an office they desire to be in, for which they are being engaged in trade unions, making connection with political and higher administrative leadership to strengthen themselves to manipulate the transfer system. The lived experiences of civil servants suggest that the civil service is characterized by hegemonic power relations, power influence and manipulation (where some people are enjoying more benefits to others who do not have power connection to political and administrative leadership) which reflect deep rooted power and politics in, at least theoretically imagined apolitical, state machinery.

Keywords: *Bureaucracy, Transfer, Politics, Power Relation and Patronage*

PUBLICATIONS

Journal of Management and Development Studies

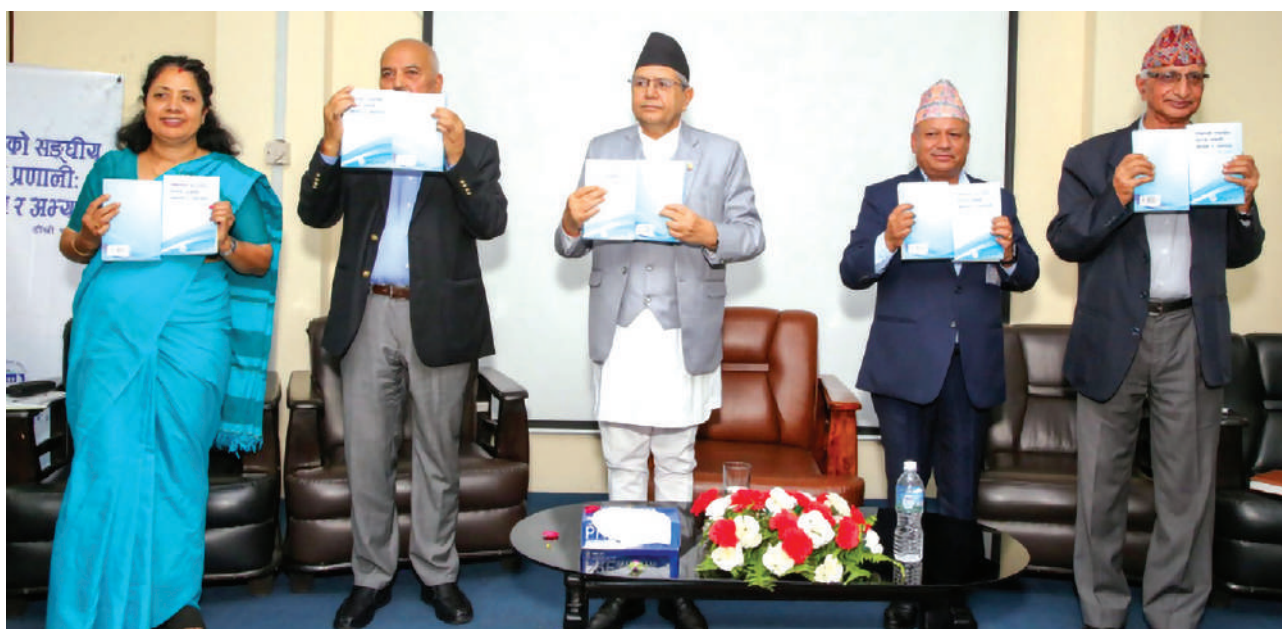
The Journal of Management and Development Studies (JMDS) is a peer-reviewed, open-access academic journal published by NASC. It serves as a platform for research-based, analytical, and thought-provoking articles on issues related to management, administration, governance, and development. The journal seeks to contribute to the advancement of scholarly debate and evidence-based practice by providing an academic forum for researchers, practitioners, policy makers, and development professionals.

In the fiscal year 2081/82, Journal of Management and Development Studies (Vol. 33, 2024) was published with five manuscripts covering diverse themes of governance, organizational performance, leadership, and development practices. All articles are also published online and are accessible through the Nepal Journals Online (NepJOL) platform, ensuring wider visibility, dissemination, and accessibility to both national and international readers. The journal continues to uphold rigorous peer-review standards and remains committed to advancing scholarly research in the fields of public administration, management, and development.

नेपालको सङ्घीय शासन प्रणाली: आयाम र अभ्यास (दोश्रो शृङ्खला)

Nepal Administrative Staff College (NASC) launched the second series of the edited book “नेपालको सङ्घीय शासन प्रणाली: आयाम र अभ्यास” on 6 Bhadra 2082 (22 August 2025) at its premises. The book consisted of 14 book chapters and 2 interview articles on various dimensions of federalism. The book launch program was chaired by NASC Executive Director Mr. Ram Sharan Pudasaini and graced by the Right Honorable Speaker of the House of Representatives, Mr. Devraj Ghimire, as the chief guest. Dr. Bimala Rai Poudyal, Mr. Radhe Shyam Adhikari, and Hon’ble Mr. Ganga Dutta Awasthi attended as special guests, along with more than 150 participants including senior government officials, academicians, practitioners, and media representatives.

During the event, Dr. Poudyal provided a detailed review of the book, while Hon’ble Adhikari highlighted the editorial features and offered constructive suggestions for future editions. Hon’ble Awasthi shared his remarks and good wishes. The chief guest, Speaker Ghimire, appreciated NASC’s research and publication efforts, emphasizing the need for practical, solution-oriented works that serve both academia and policymakers. In his closing remarks, Mr. Pudasaini expressed gratitude to all contributors and reaffirmed NASC’s commitment to continue impactful publications in the days to come.



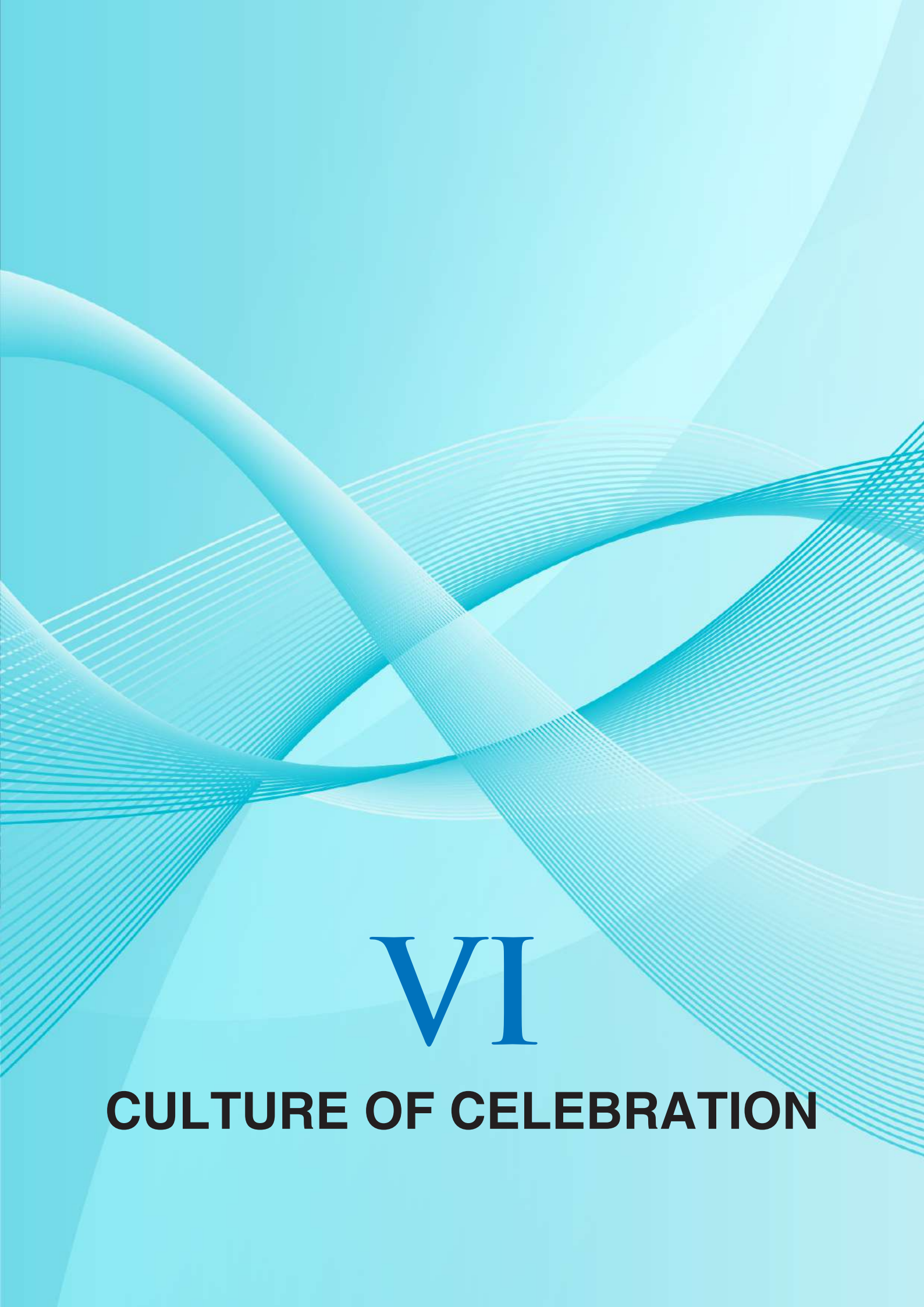
Right Honorable Speaker of the House of Representatives, Mr. Devraj Ghimire Launching the Second Series of the Edited Book



Dr. Bimala Rai Poudel Sharing Her Observation During the Book Launch

NASC IN FRAME



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VI

CULTURE OF CELEBRATION

NASC IN FRAMES



CHAPTER- VI

CULTURE OF CELEBRATION

NASC embraces a vibrant culture of celebrating achievements, milestones, and shared successes, fostering employee morale, engagement, and a strong sense of belonging. These celebrations bring together the NASC family and stakeholders, strengthening unity and promoting a positive working environment.

NASC DAY CELEBRATION

NASC's Annual Day is a significant occasion where the entire NASC family and key stakeholders gather

to reflect on the year's achievements, honor outstanding contributions, and reinforce institutional pride. NASC celebrated its 42nd Anniversary on 11 Ashwin 2081 (27 September 2024). The celebration featured a variety of activities, including a Futsal Tournament that promoted fun and teamwork, a Literary Event that showcased the creative talents of staff members, and a Cultural Program- the highlight of the day- with enthusiastic participation from all staff.



42nd NASC Day Celebration

BLOOD DONATION PROGRAM

On 26 Bhadra 2081 (11 September 2024), NASC organized a Blood Donation Program to encourage social responsibility and community service, with active participation from staff members and well-wishers.



NASC Officials during Blood Donation Program

PLANTATION AND CLEANING PROGRAM

On 7 Ashwin 2081 (23 September 2024), NASC conducted a Tree Plantation and Cleaning Program within its premises. The initiative aimed to promote environmental sustainability, enhance greenery, contribute to local biodiversity, and create awareness about ecological conservation among NASC members.



Deputy Executive Director, Mr. Basanta Raj Sigdel during Plantation Program

DASHAIN GREETINGS PROGRAM

On 23 Ashwin 2081 (9 October 2024), NASC held its Dashain Greetings Program, where the NASC family gathered to share festive greetings, strengthen bonds, and spread joy ahead of the major festival.

ANNUAL REVIEW MEETING

The Annual Review Meeting serves as an important platform for NASC to celebrate the dedication and achievements of the past year, outline goals for the coming year, and foster team unity. The review meeting for the year 2081/82 was successfully conducted on 13 Bhadra 2082 (29 August 2025). The gathering provided an opportunity for the NASC family to reflect on the milestones of 2081/82 and reaffirm its shared commitment to achieving excellence in 2082/83.

TEEJ CELEBRATION

NASC family celebrated Teej on 9 Bhadra 2082 (25 August 2025) with a spirit of unity and cultural harmony. The occasion was marked by a combined gathering of NASC family members, fostering togetherness and festive cheer. A special *Teej* meal was served to everyone, making the celebration meaningful and enjoyable for all.



NASC Officials during Teej Celebration

RECOGNITION OF BEST PERFORMERS

Every year, NASC honors its best-performing employees based on predefined criteria to recognize exceptional contributions, inspire others, and reinforce its culture of excellence. In 2081/82, Mr. Govinda Maharjan received the Best Performance Award for his remarkable work in Administration and Finance; Mr. Pritha Paudel was recognized for her contribution in Training, Research, and Consulting; and Mr. Pusparaj Duwal along with Ms. Sharmila Poda were honored for their dedication and valuable contributions to support services.

Best Performers Testimonials



Best Performers of Fiscal Year 2081/82

Govinda Maharjan

I feel truly honored to receive the recognition as one of the Best Employees of the Fiscal Year at Nepal Administrative Staff College. With over 20 years of experience in the Administrative and Finance section, this journey has been both rewarding and full of learning. NASC has given me the opportunity to serve with dedication and contribute to its institutional growth. This recognition strengthens my commitment to continue working with sincerity and professionalism. I am deeply grateful to my colleagues and the organization for their constant support and encouragement.

Pritha Paudyal

My journey at Nepal Administrative Staff College over the past seven years has shaped me far beyond my professional growth. It has deepened my passion for contributing to the success of this organization. Being recognized as one of the best employees for FY 2080/81 has been both humbling and immensely rewarding.

Every challenge I encountered became an opportunity to grow, and every success reaffirmed the value of the work we do at NASC. Yet, this achievement is not mine alone. In fact, it reflects the unwavering support of my incredible colleagues and mentors who believed in me and encouraged me at every step. Their trust empowered me to innovate, take initiatives, and witness the tangible impact of my efforts.

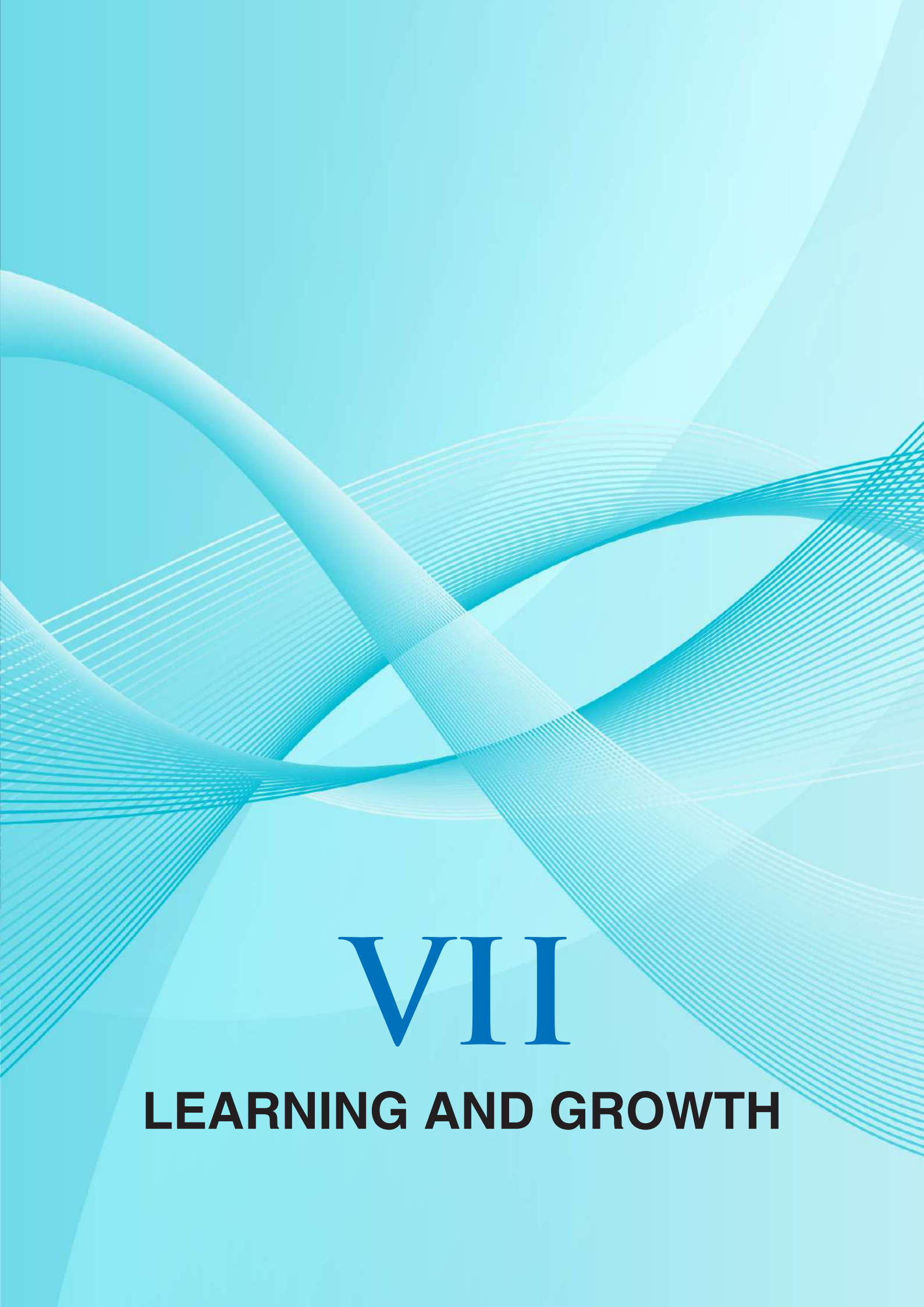
This honor has strengthened my commitment to NASC's mission and values. As I move forward, I'm inspired to keep growing, creating meaningful change, and encouraging those around me.

Pusparaj Duwal

I am truly honored and thankful to receive the Best Performer Award. It feels great to be recognized for my work. For the past 28 years, I have had the privilege of serving at NASC as a member of the support staff. This role has allowed me to contribute to the smooth functioning of the institution and to support our team in achieving their goals. I feel fortunate to be part of the NASC environment, and this recognition inspires me to continue giving my best and contributing to the organization's ongoing success.

Sharmila Poda

I am deeply honored and grateful to receive the Best Performer Award. Over the past 35 years, I have had the privilege of serving at NASC, dedicating my efforts to ensuring the smooth operation of our institution and supporting my colleagues in their work. Being part of NASC has been both a rewarding and inspiring journey, allowing me to contribute to its growth and success. This recognition motivates me to continue working with dedication and to uphold the values and excellence that NASC stands for.

The background is a light blue gradient with several thick, flowing, wavy lines in a slightly darker shade of blue. These lines create a sense of movement and depth, resembling liquid or smoke. The lines are layered, with some appearing in front of others, creating a three-dimensional effect.

VII

LEARNING AND GROWTH

NASC IN FRAMES



CHAPTER- VII

LEARNING AND GROWTH

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

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

NASC TEAM VISITED NIDA AND AIT, THAILAND

A high-level delegation from the Nepal Administrative Staff College (NASC), led by the Executive Director visited the National Institute of Development Administration (NIDA) and the Asian Institute of Technology (AIT) in Thailand from 3 to 5 September 2025. The visit was part of NASC's continuous efforts to strengthen international collaboration, foster academic exchange, and explore avenues for joint initiatives in the areas of training, research, and institutional development.

During the visit, the delegation held fruitful discussions with senior officials and faculty members of both institutions on enhancing cooperation in public administration, leadership development, policy research, and knowledge sharing. The engagements paved the way for mutual understanding and opened prospects for collaborative programs, exchange of expertise, and joint research opportunities. The official visit reflects NASC's commitment to broaden its global partnership network and to learn from international best practices, further reinforcing its role as a premier national institution dedicated to capacity development and governance excellence in Nepal.



NASC Delegates during the Visit of AIT



NASC Delegates during the Visit of NIDA

NASC TEAM VISITED SLIDA, SRI LANKA

A 10-member delegation led by then Deputy Executive Director Mr. Bishnu Prasad Lamsal visited Sri Lanka from 7 to 14 Baishakh 2082 (20 to 26 April 2025) to observe the public sector reforms, capacity-building strategies, and institutional innovations. During the visit, the team explored best practices at key institutions such as the Sri Lanka Institute of Development Administration (SLIDA), the Ministry of Public Administration, the District Secretariat in Colombo, the National Police Commission, the SAARC Cultural Centre, and the Embassy of Nepal in Colombo.



NASC Delegates during the Visit to Sri Lanka

SLIDA's implementation of digital platforms like the Central Academic Management System (CAMS) and the Credit-Based Qualification System (CBQS) stood out for improving transparency and promoting continuous learning, alongside its use of blended learning methodologies, including simulations and mobile-based tools. The visit provided valuable lessons on digital transformation, innovative training methods, and regional collaboration, offering NASC practical insights to modernize its training programs, improve governance, and build partnerships to support Nepal's public sector reform agenda.

PROFESSIONAL REPRESENTATION OF NASC OFFICIALS ON INSTITUTIONAL REQUESTS

S.No	Name of Employee	Requesting Organization	Purpose/Agenda	Date
1	Tara Prasad Kharel	Forest Research and Training Centre	Training Preparation and Evaluation Committee	4/2/2081
2	Pramod Niroula	Nepal Red Cross Society	Meeting of Human Resource Development Institution Committee	4/4/2081
3	Shailaja Upadhyaya	Department of National Parks and Wildlife Conservation	Preparation of Gender and Social Inclusion Action Plan for Protected Areas	4/25/2081
4	Rajendra Adhikari	Judicial Service Training Center	Board of Directors Meeting	5/24/2081
5	Trilochan Poudyal	Ministry of Urban Development	Affiliation Determination Committee	7/27/2081
6	Binod Kumar Bista	Hydroelectricity Investment and Development Company Ltd	Chief Executive Officer Selection Committee	11/15/2081
7	Rajendra Adhikari	Federal Parliament Secretariat	Feasibility Study Committee for Establishment and Operation of Parliamentary Study and Training Center	11/23/2081
8	Gobinda Bhandari	National Water Supply And Sanitation Training Center	"Elevating Capacity Building through Coordination" Meeting	12/25/2081
9	Sundar Shrestha	Center for Education and Human Resource Development	Training Evaluation and Certification Committee	1/5/2082
10	Basanta Raj Sigdel	Public Service Broadcasting Nepal	Position Review and Restructuring Committee	1/16/2082
11	Shiva Hari Adhikari	Department for Parliamentary Research and Studies	Feasibility Study Committee for Establishment and Operation of Parliamentary Study and Training Center	1/24/2082
12	Trilochan Poudyal	National Ayurvedic Research Center	Meeting on Panchakarma-related Curriculum Development	3/16/2081
13	Bishnu Prasad Lamsal	Office of the Prime Minister & Council of Ministers	Discussion Program on Drafts of Various Policies	3/8/2082

CAPACITY BUILDING OPPORTUNITIES WITHIN THE COUNTRY

S.No	Name of Employee	Name of Training	Start Date	End Date
1	Gyan Laxmi Shrestha, Anil Kumar Gupta, Roshani Bhujel, Ganesh Kumar Sah	Policy Research Bootcamp	4/20/2081	4/22/2081
2	Sabik Neupane	School on Migration Studies	5/9/2081	5/18/2081
3	Bishnu Prasad Lamsal	Training Program on Assessment Center Methodology	5/9/2081	5/16/2081
4	Chandni Kayastha	Road to Excellence-Ultra Empowering Leadership Excellence and Motivational Training	5/13/2081	5/13/2081
5	Pratap Aryal, Ashutosh Neupane	GIOMS Training	5/27/2081	5/27/2081
6	Raju Pangen, Smriti Bhattarai	Learning Organisation and Knowledge Management	7/7/2081	7/9/2081
7	Shiva Hari Adhikari, Pratap Aryal	Right to Information	8/3/2081	8/6/2081
8	Aashma Adhikari, Sahara Aryal	Training of Trainers	8/3/2081	8/7/2081
9	Antovna Gyawali, Sebika Thapa	Agile for all	8/29/2081	8/30/2081
10	Aashma Adhikari	ISO 9001:2015 Lead Auditor	9/3/2081	9/7/2081
11	Anup Bhurtel	R Software Training	11/16/2081	11/29/2081
12	Smriti Bhattarai	HR Meet 2025	12/13/2081	12/14/2081
13	Sabin Bishankhe	LMBIS Training	12/14/2081	12/16/2081
14	Jhabindra Prasad Bhandari, Tulasa Kumari Hamal, Govinda Maharjan, Pritha Paudyal, Lila Nath Sapkota, Saroja Shakya, Anup Bhurtel, Chandni Kayastha, Bikash Neupane, Manisha Maharjan, Seejan Paudel, Krishna Bahadur Thapa, Nabina Malekar, Shashi Shekhar Acharya, Smriti Pradhan, Rhicha Karn, Ichhya Shrestha, Ganesh Kumar Sah, Ashrita Dhital, Sebika Thapa, Sabik Neupane, Aashma Adhikari, Shreeniwah Poudel, Sahara Aryal	Professional Course on Training Management	1/15/2082	2/30/2082
15	Anita Poudel, Anil Gupta, Roshani Bhujel, Ganesh Kumar Sah	Effective National to Local Governance for SDG Implementation in Nepal	1/30/2082	2/1/2082

S.No	Name of Employee	Name of Training	Start Date	End Date
16	Tulasi Sharan Sigdel, Shiva Hari Adhikari, Shital Moktan Tamang, Anil Kumar Gupta, Bikalpa Pokhrel, Pramod Niroula, Roshani Bhujel, Shalendra Prasad Bhatta, Pritha Paudyal, Saroja Shakya, Chandni Kayastha, Antovna Gyawali, Anup Bhurtel, Krishna Bahadur Thapa, Nabina Malekar, Ganesh Kumar Sah, Ichhya Shrestha, Sebika Thapa, Sabik Neupane, Aashma Adhikari, Sahara Aryal, Raju Pangen, Ashma Bidari, Ankit Bhandari, Sushil Pokhrel, Ashma Ghimire, Geetanjali Upadhyaya	Experiential Workshop on Qualitative Data Analysis	3/5/2082	3/6/2082
17	Geetanjali Upadhyaya, Shyan Kirat Rai, Gobinda Bhandari, Gyan Laxmi Shrestha, Anil Kumar Gupta, Shailaja Upadhyaya, Tara Prasad Kharel, Pratibha Dhungana, Pramod Niroula, Roshani Bhujel, Shalendra Prasad Bhatta, Pritha Paudyal, Lila Nath Sapkota, Saroja Shakya, Antovna Gyawali, Anup Bhurtel, Chandni Kayastha, Manisha Maharjan, Nabina Malekar, Krishna Bahadur Thapa, Shashi Shekhar Acharya, Smriti Pradhan, Ganesh Kumar Sah, Sebika Thapa, Sabik Neupane, Shreeniwash Poudel, Sahara Aryal, Raju Pangen, Ashma Bidari, Ankit Bhandari	Half Day Workshop on "Idea Preaching and Selling"	3/18/2082	3/18/2082
18	Tara Prasad Kharel	National Consultation Workshop	4/27/2081	4/27/2081
19	Trilochan Paudyal	Program on the Impact of Environmental Degradation on National Security and Measures for Sustainable Development	5/13/2081	5/13/2081
20	Achala Dahal	Program on Inclusive Practices in Nepal's Federalism: Current Situation and Future Framework	5/25/2081	5/25/2081
21	Shiva Hari Adhikari	Workshop on Mainstreaming the Right to Information in the Public Sector	6/12/2081	6/12/2081
22	Tulasi Sharan Sigdel	Program on Issues to be Incorporated in the Revision of Responsibilities of the Three Levels of Government	6/14/2081	6/14/2081

S.No	Name of Employee	Name of Training	Start Date	End Date
23	Rajendra Adhikari	Mechanisms of Good Governance in State Operations and Current Situation of Nepal	12/13/2081	12/13/2081
24	Bikalpa Pokhrel	Financial Discussion Program	1/26/2082	1/26/2082
25	Anil Kumar Gupta	Program on the Status of Law Making and Implementation at Local Levels	2/23/2082	2/23/2082
26	Bikalpa Pokhrel	Nepal Public Sector Accounting	3/10/2082	3/10/2082

CAPACITY BUILDING OPPORTUNITIES OUTSIDE THE COUNTRY

S.No	Name of Training	Participant's Name	Date
1	GRO Gender Equality Studies and Training (GRO GEST) Fellowship	Antovna Gyawali	9/24/2081 to 2/6/2082
2	International Conference on Sustainable Development in South Asia, Bangladesh	Rajendra Adhikari	7/9/2081 to 7/11/2081
3	WTO National Workshop on SPS and TBT Agreements	Anil Kumar Gupta	8/19/2081 to 8/21/2081
4	Ministerial Workshop – China	Basanta Raj Sigdel Shyan Kirat Rai	12/26/2081 to 1/2/2082
5	Knowledge Exchange Program for Delegation of Government of Nepal - India	Shiva Hari Adhikari	5/19/2081 to 5/24/2081
6	Advanced Training on International Trade and Trade Policy	Bikalpa Pokhrel	5/3/2081 to 5/7/2081
7	Faculty Development Program in Pedagogy and Research Methodology	Trilochan Paudyal, Rajendra Adhikari, Achala Dahal	12/26/2081 to 1/27/2082
8	Sri Lanka Institute of Development Administration (SLIDA) Visit	Bishnu Prasad Lamsal, Bhawani Paudel, Gyan Laxmi Shrestha, Pramod Niroula, Pratap Aryal, Shailendra Prasad Bhatta, Jhabindra Bhandari, Tulasa Kumari Hamal, Lila Nath Sapkota, Sabik Neupane	1/8/2082 to 1/12/2082
9	Visit to NIDA and AIT, Thailand	Ram Sharan Pudasaini Basanta Raj Sigdel Binod Kumar Bista Sundar Shrestha Shiva Hari Adhikari Shital Moktan Tamang	17/5/2082 to 22/5/2082

EFFECTIVENESS STUDY OF BASIC ADMINISTRATION TRAINING

NASC has been continuously ameliorating the BAT course, one of its flagship programs, in terms of content, methodology and delivery. The existing BAT course was redesigned in 2076 BS with the aim to make the BAT course more effective, immersive, skill- based and result oriented, in the context of federalism. This course has been implemented with certain distinct features: a) four-months residential training for all the service groups including regular extra-curricular activities, b) trainee groups other than administration would return to their respective sectoral training center for specific competency, and c) allocated two months for internship for administration group.

NASC conducted a comprehensive study on the effectiveness of BAT during fiscal year 2081/82 to ensure that the training achieves its intended purpose of preparing newly recruited civil servants with the necessary knowledge, skills, and attitudes for effective public service. The final report of the study entitled 'BAT Effectiveness' was submitted to the Executive Director on 2 Ashadh 2082 (16 June 2025). The study was carried out by a team comprising fourteen members of NASC. The main purpose of the study was to assess how the BAT program has contributed to strengthening the capacity of the trainee officers in their day-to-day office functions.

To address the study objectives, the study combined quantitative and qualitative tools. A structured survey was carried out with the participants from the 36th, 37th, and 38th BAT. By integrating a mixed-methods research design - combining quantitative metrics such as pre- and post-training assessments with qualitative insights from interviews and focus group discussions - the study aligned with globally recognized evaluation frameworks, including the Kirkpatrick Model (reaction, learning, behaviour, results).

Respondents appreciated the program's flexibility, the opportunity to learn from peers, and the professional support offered by experts. Respondents reported clearer role clarity, better teamwork, and enhanced problem-solving abilities as a result of their participation. At the same time, the study also surfaced areas where improvements are needed. It has also revealed some sort of discrepancies between desired competencies and the set of the competences offered by the existing course.



Study Team Handing over the Report to the Executive Director

PROFESSIONAL COURSE ON TRAINING MANAGEMENT

NASC organized the Professional Course on Training Management (PCTM), a new capacity development initiative for Class III officers of NASC. The 32 working day training commenced on 15 Baishakh 2081(28 April 2025) and a total of 24 participants graduated on 30 Jestha 2082 (14 June 2025). This program was designed to equip the participants with advanced competencies in training program design, delivery, monitoring, and evaluation, thereby strengthening their professional capabilities. PCTM reflects NASC's long-

term commitment to nurturing skilled training professionals and enhancing institutional capacity for effective learning and development across Nepal's public sector.



FACILITY ENHANCEMENT OF NASC

Nepal Administrative Staff College has completed several infrastructural developments in the last fiscal year.

Prashant Sadan (Hostel)

The Prashant Sadan, residential facility at NASC, underwent substantial renovation this year as part of a broader initiative to modernize its facilities and enhance the living conditions for residential trainee officers. The renovation included a complete overhaul of the hostel bathrooms, which were upgraded with contemporary designs and modern amenities to improve hygiene and comfort. Additionally, a heat pump system was installed to address the heating requirements during colder months, ensuring a more comfortable environment throughout the year. These improvements are expected to significantly enhance the residential experience of trainees, thereby contributing to a more effective and enriching training environment.



Renovation of Rest Rooms at Prashant Sadan

Ananda Sadan (Hostel)

NASC also undertook the renovation of Ananda Sadan this year as part of its ongoing infrastructure enhancement efforts to improve the residential functionality and capacity. The renovation work included the refurbishment of bathrooms and toilets, as well as the furnishing of rooms with beds, mattresses, carpets, and curtains to ensure a comfortable living environment. Following the renovation, Ananda Sadan has been designated for use as a hostel, comprising 22 rooms with a total capacity to accommodate 42 residents. This additional residential capacity is expected to support the smooth conduct of training programs by facilitating adequate accommodation for participants.



Renovation of Bed Rooms at Ananda Sadan

Brihashpati Sadan (Auditorium)

The auditorium hall, Brihashpati Sadan, was also upgraded this year through the renovation of its bathroom facilities, contributing to an improved infrastructure for large-scale events. With a seating capacity of around 300, the hall serves as the primary venue for large-scale programs organized by NASC, especially those involving a high number of participants. In addition to internal use, the hall is made available for rental to external organizations, subject to availability. The recent renovation is expected to enhance the overall experience of events conducted in the facility, ensuring greater comfort and convenience for attendees.

Sahara Sadan

Sahara Sadan also underwent renovation this year to restore its functionality and improve its condition. The scope of work included the refurbishment of bathroom facilities, electrical rewiring, and interior painting. The building had not been in active official use in recent times; however, following the renovation, it will be utilized as needed to support institutional requirements.

Relocation of the Executive Director's Office

The new office for the Executive Director was constructed this year on the first floor of the southern wing of Sampada Sadan. The new office space comprises a spacious room equipped with appropriate furnishings to facilitate meetings and discussions. As part of the same project, adjoining spaces were also developed to include an office for the personal assistant and a dedicated waiting lounge for the visitors. Upon completion of the project, the office was formally relocated on 23 Jestha 2082 (6 June 2025).



A Meeting After Relocation of Office of the Executive Director

Meeting Room and Staff Room Construction

Following the construction of the new office for the Executive Director, additional facilities, including a meeting room and staff offices, were developed adjacent to the same area. The meeting room offers ample space to accommodate internal meetings and collaborative discussions. Furthermore, five spacious staff rooms were constructed to support administrative functions. Staff members from the Administration Section and the Corporate Planning Unit have since been relocated to these newly established offices, thereby enhancing operational efficiency and workspace organization.



Newly Constructed Meeting Room at Sampada Sadan

REVIEW AND REFLECTION WORKSHOP

On 24 Asadh 2082 (8 July 2025), the Public Service Training Department organized a half-day workshop to review and reflect on the in-service training programs. The event brought together all the departments to assess achievements, share innovations, and align future programs with NASC's mission. Presentations by respective center chiefs highlighted the successful completion of different in-service trainings, innovative training practices, participant feedback, and module-wise assessments. Departmental reflections focused on strengthening curricula, adopting digital tools, and fostering inter-departmental collaboration. Executive Director Mr. Ram Sharan Pudasaini concluded the workshop by reaffirming the importance of continuous improvement, innovation, and collective commitment to building a competent and professional public service.

Likewise, a comprehensive two-day review and planning workshop was conducted on 2 and 3 Shrawan 2082 (18 and 19 July 2025) with specific focus to the SEDP. The event brought together members from the training management team, module coordinators, and coordinators from Nepal Administrative Staff College to reflect on past sessions and plan for upcoming batches. The members engaged in modular exercises on refining content, delivery techniques and proposed improvements for the upcoming batches considering 52nd SEDP as a mission.



Glimpse of Review and Reflection Workshop

SHARPENING THE SAW

The Sharpening the Saw series is one of the flagship knowledge-sharing platforms and initiatives of NASC, designed to enhance both personal and professional effectiveness of NASC employees. Each episode serves as a learning and sharing forum, providing a dynamic and intellectually engaging platform that combines practical knowledge, innovative strategies, and reflective learning to foster continuous professional growth and lifelong learning. Covering diverse themes, the series reflects NASC's commitment to a holistic capacity-building approach, nurturing and strengthening the professional competencies of NASC employees. This year, NASC conducted four episodes of the Sharpening the Saw Series under the following details.

SN	Date	Topic	Presenter	Major Theme / Focus
1	18 Shrawan 2081 (2 August 2024)	Personal Financial Management: The Symphony of Saving and Spending	Mr. Shreeniwash Paudel	Enhancing personal financial literacy, prudent saving, and mindful spending for professional sustainability
2	27 Bhadra 2081 (12 September 2024)	Sustainable Urban Water Management: Leveraging Rainwater Harvesting to Adapt to Climate Change Impact in Urban Settings	Ms. Sahara Aryal	Integrating climate-resilient urban water management and rainwater harvesting for sustainable urban planning
3	12 Kartik 2081 (28 October 2024)	Colors of Madhesh: Embracing Vibrant Traditions and Culture	Mr. Ganesh Kumar Sah	Promoting cultural awareness, diversity, inclusion, and appreciation of Madheshi traditions in governance
4	29 Chaitra 2081 (11 April 2025)	Legacy Leadership: Mastering Late Career Management	Mr. Shiva Hari Adhikari	Supporting late-career professionals in leadership, career transition, and designing meaningful late-career trajectories

WORKSHOP ON SELLING BY SERVING

The “Selling by Serving: The Inbound Sales Mindset” workshop was organized on 18 Ashadh 2082 (3 July 2025) for strengthening the management consulting skills of NASC officials. The workshop enhanced officials' ability to diagnose organizational challenges, communicate solutions persuasively, and build trust-based, long-term client relationships.

WORKSHOP ON PROPOSAL WRITING

NASC organized a two-day Workshop on Proposal Writing on 31 to 32 Shrawan 2081 (15 to 16 August 2024) for NASC officials. A total of 21 employees participated in the program. The workshop was designed to strengthen the proposal writing skills of employees, particularly those engaged in internal research projects and other research-related activities of NASC. The sessions focused on the essential components of a research proposal, covering both quantitative and qualitative approaches.

The sessions were conducted by experienced faculty members of NASC, using interactive lectures, group discussions, and guided exercises to ensure active participation. At the end of the workshop, all 21 participants successfully completed the training and were awarded certificates. The program was well received, and participants expressed that the knowledge and skills gained would be directly useful in improving the quality of their future research proposals.



WORKSHOP ON RESEARCH DATA COLLECTION AND ANALYSIS

NASC organized a two-day Workshop on Research Data Collection and Analysis from 8 to 9 Kartik 2081 (24 to 25 October 2024) for NASC officials. A total of 24 employees participated in the program. The workshop was designed to enhance the skills of NASC employees in both qualitative and quantitative data collection and analysis, which are critical for undertaking high-quality research projects.

The sessions were facilitated by resource persons from Kathmandu University School of Management, who adopted interactive methods such as lectures, group work, demonstrations, and role-play to ensure active engagement. At the conclusion of the program, all 24 participants were awarded certificates of completion. Participants shared that the workshop enriched their practical skills and would help them conduct research more effectively in the future.

EXPERIENTIAL WORKSHOP ON QUALITATIVE DATA ANALYSIS

NASC organized a two-day Experiential Workshop on Qualitative Data Analysis on 5 to 6 Ashadh 2082 (19 to 20 June 2025) for NASC officials. A total of 26 employees participated in the program. The workshop was designed to strengthen the capacity of NASC employees in analyzing qualitative data, with a particular focus on thematic analysis, coding, and interpretation of findings. Unlike conventional lecture-based training, the program adopted an experiential and practice-based approach, enabling participants to learn by directly engaging with real or simulated qualitative data.

The sessions were facilitated by an experienced academic resource person, who combined theoretical inputs with demonstrations, group discussions, and guided practice. Participants actively worked on coding exercises, theme development, and interpretation tasks, making the workshop highly interactive. At the conclusion, all 26 participants were certified, and feedback indicated that the experiential design significantly enhanced their confidence and skills in qualitative data analysis. Many expressed that such practice-oriented sessions would directly improve the quality of research projects at NASC and suggested future workshops also include exposure to qualitative data analysis software.

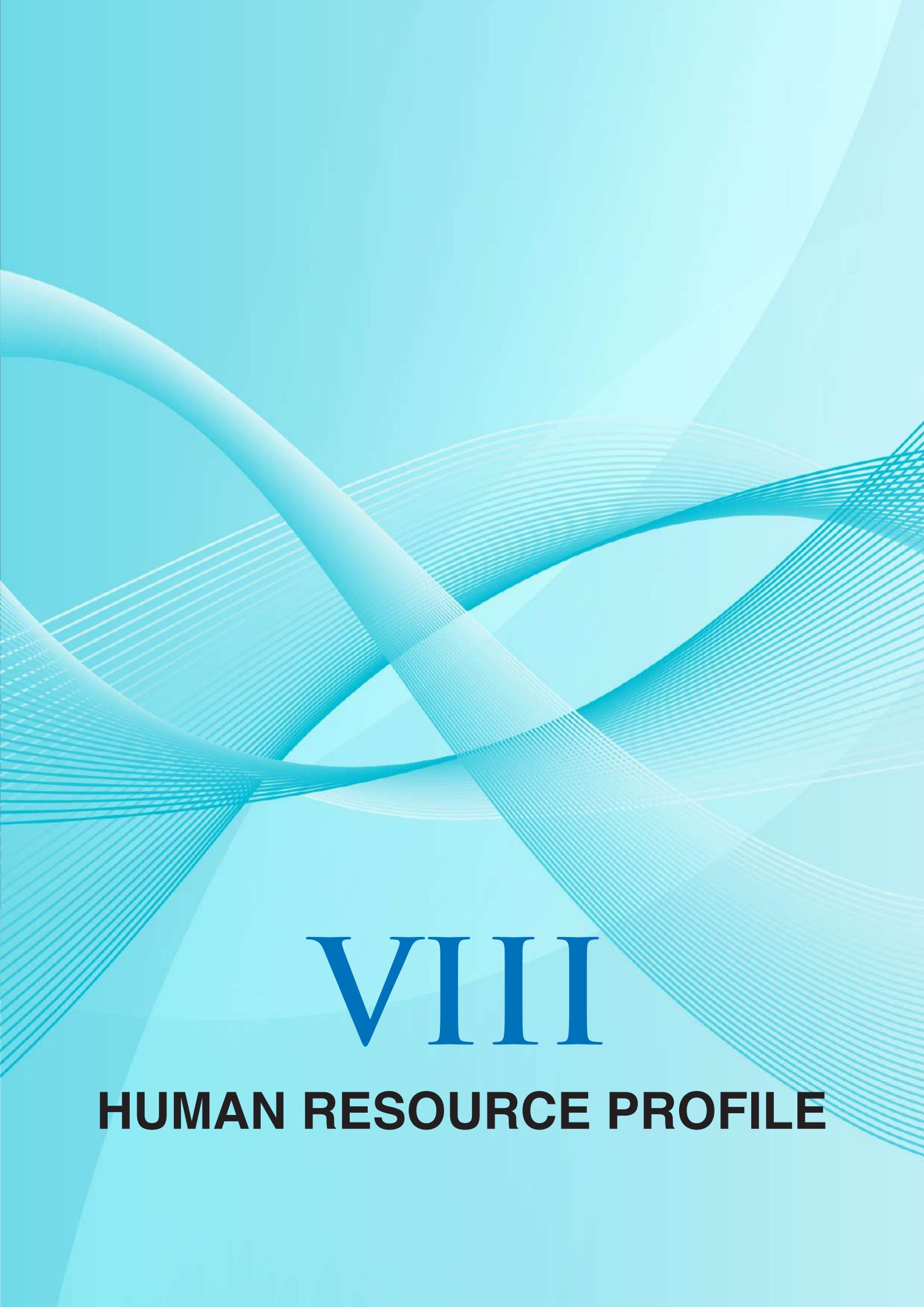


NASC DISCUSSION SERIES

The NASC Discussion Series is a flagship initiative of the College aimed at fostering knowledge sharing and dialogue on contemporary issues of public administration, governance, and development. Serving as a vibrant platform, the series brings together experts, practitioners, and academics to exchange insights, experiences, and innovative ideas that can inform public policy and enhance public sector performance in Nepal.

Each episode is carefully curated to address pressing themes in governance, public management, and development. Sessions typically feature keynote presentations by distinguished speakers, including senior administrators, scholars, and policy experts, followed by moderated discussions that engage multiple perspectives. This format not only deepens professional discourse but also allows participants to actively interact through question-and-answer sessions. In the FY 2081/82, NASC organized six episodes of the Discussion Series covering a wide range of themes, from geopolitics and human rights to public administration, social security, and Nepal's negotiation dimensions in international relations. The series brought together senior public administrators, policy experts, and scholars, engaging participants in lively dialogue and collective learning.

SN	Episode	Date	Title	Speaker(s)	Moderator
1	83	4 Shrawan 2081 (20 July 2024)	Nepal: Geopolitics and World Order	Prof. Dr. Upendra Dev Acharya	—
2	84	9 Ashwin 2081 (25 September 2024)	NASC: Elevating the Excellence for Future Growth and Direction	Mr. Krishna Hari Baskota; Dr. Kedar Bahadur Rayamajhi	—
3	85	23 Kartik 2081 (08 November 2024)	Human Rights in Nepal: Current Context and Issues	Mr. Murari Prasad Kharel	Ms. Achala Dahal
4	86	7 Mangsir 2081 (22 November 2024)	Conflict in West Asia	Dr. Rajan Khanal	—
5	87	9 Falgun 2081 (21 February 2025)	Geopolitical Relation and Nepal's Negotiation: Dimensions and Dynamics	Mr. Semanta Dahal	—
6	88	16 Jestha 2082 (30 May 2025)	Social Security Allowances: Challenges and Way Forward	Mr. Krishna Hari Baskota	—

The background of the entire page is a light blue gradient. Overlaid on this are several abstract, flowing lines in various shades of blue. These lines curve and sweep across the page, creating a sense of movement and depth. Some lines are thick and solid, while others are composed of many thin, parallel lines, giving a textured or 'ribbed' appearance. The overall effect is modern and dynamic.

VIII

HUMAN RESOURCE PROFILE

NASC IN FRAMES



CHAPTER- VIII

HUMAN RESOURCE PROFILE

PROMOTION, APPOINTMENTS AND RETIREMENTS

Promotion

A total of two staff members received promotions this year, reflecting NASC's continued recognition of sustained performance, institutional contribution, and leadership potential. Mr. Shiva Hari Adhikari, previously serving as Deputy Director of Studies, was promoted to the position of Director of Studies. Similarly, Mr. Shailendra Prasad Bhatt, formerly Training and Research Officer, was promoted to the role of Deputy Director of Studies. These promotions were approved by the Executive Committee and officially came into effect on 16 Falgun 2081 (28 February 2025). Their promotion to higher responsibilities not only acknowledges their individual merit but also aligns with NASC's broader objective of strengthening institutional leadership and service delivery.



Mr. Shiva Hari Adhikari and Mr. Shailendra Prasad Bhatt Receiving Promotion Letter from Executive Director

Appointments

As per the decision of the Executive Committee meeting held on 22 Shrawan 2082, Mr. Basanta Raj Sigdel, Senior Director of Studies was appointed as the Deputy Executive Director of Nepal Administrative Staff College.

Similarly, a total of six staff members were appointed this year through open and internal competitive examinations conducted by the Public Service Commission, reflecting NASC's commitment to merit-



Mr. Basanta Raj Sigdel Receiving Appointment Letter from Executive Director

based recruitment and institutional strengthening. Based on the recommendations of the Recruitment Committee, the Executive Committee approved the nomination of these individuals to various positions.

Ms. Shital Moktan Tamang, formerly Deputy Director of Studies, was appointed as Director of Studies, and Mr. Raju Pangeni, previously working as Senior Assistant, was appointed as Training and Research Officer through internal competition. Through open competition, Mr. Sushil Pokhrel was appointed as Administrative and Finance Officer, while Ms. Ashma Bidari and Mr. Ankit Bhandari were selected as Training and Research Officers. Additionally, Ms. Ashma Ghimire was appointed as Senior Assistant.

All newly appointed staff formally joined NASC on 28 Jestha 2082 (12 June 2025), bringing diverse experiences and renewed energy to the institution. These timely recruitments reinforce NASC's ongoing efforts to enhance its institutional capacity and operational effectiveness.



Ms. Shital Moktan Tamang Receiving Appointment Letter from Executive Director



Newly Appointed Staffs After Receiving Appointment Letter from Executive Director

Retirement and Farewell

NASC bid farewell to a total of five esteemed staff members during the reporting year, marking significant transitions within the institution's human resource landscape.

Farewell to Mr. Uttam Acharya

Mr. Uttam Acharya, Director of Studies, formally retired on 4 Poush 2081 (19 December 2024) after an exemplary career spanning over 34 years at NASC. Mr. Acharya played a pivotal role in shaping the institution's academic and training programs. His tenure witnessed transformative changes both within NASC and across the broader landscape of



Farewell to Mr. Uttam Acharya, Director of Studies

public administration in Nepal. NASC gratefully acknowledges his enduring contributions to the capacity development of countless public officials and his unwavering commitment to institutional excellence.

Farewell to Dr. Rajan Khanal

Dr. Rajan Khanal, Executive Director of NASC, formally completed his five-year tenure on 4 Ashadh 2082 (18 June 2025), marking the conclusion of a distinguished leadership period characterized by strategic vision, institutional growth, and academic advancement. Prior to joining NASC, Dr. Khanal served as Secretary of Finance in the Government of Nepal, bringing with him a wealth of experience in public financial management and governance reform. His transition to NASC signaled a pivotal phase in the organization's evolution, during which he steered key reforms and strengthened institutional capacity.

To honor his contributions, NASC organized a formal farewell program on the same day. Deputy Executive Director Mr. Bishnu Prasad Lamsal felicitated Dr. Khanal, acknowledging his invaluable role in enhancing both the academic rigor and organizational development of NASC over the past years. During the ceremony, Dr. Khanal reflected on his leadership journey, sharing insights and experiences that shaped his tenure. He also outlined strategic imperatives for NASC's future, emphasizing innovation, inclusivity, and excellence in public administration training and research.

The farewell event was attended by all members of the NASC family, who extended their heartfelt appreciation and best wishes to Dr. Khanal for continued success, good health, and fulfillment in the next chapter of his professional and personal life.

Farewell to Mr. Bishnu Prasad Lamsal

Mr. Bishnu Prasad Lamsal, Deputy Executive Director, tendered his resignation effective from 17 Ashadh 2081 (1 July 2025). Mr. Lamsal joined NASC six years ago through *Kaaj* as Senior Director of Studies, following an illustrious career in the Nepal Government where he served as Secretary in various Ministries and Offices. His extensive experience in civil service and deep understanding of governance significantly enriched NASC's faculty development initiatives and strategic growth. He was later appointed as Deputy Executive Director. A formal farewell ceremony was held on 16 Ashadh 2081 (30 June 2025) to honor his valuable contributions and legacy at NASC.

These departures represent not only the end of individual journeys but also the beginning of new chapters for NASC, as it continues to evolve with renewed leadership and institutional vigor.

In addition, two other staff members Mr. Nabin Chapagain, Director of Studies, and Mr. Sushil Thapa, Senior Assistant also resigned from service this year.



Deputy Executive Director Felicitating and Bidding Farewell to Executive Director Dr. Rajan Khanal



Executive Director Felicitating and Bidding Farewell to Deputy Executive Director Mr. Bishnu Prasad Lamsal

STAFF PROFILE

NASC has a qualified and dedicated pool of human resources. A team of 86 staffs comprising of Executive Director, 42 administrative staffs and 43 training and research staff have been working at NASC.

Mr. Ram Sharan Pudasaini, Executive Director

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Mr. Pudasaini holds a Master's Degree in Business Administration (Finance) from Tribhuvan University and a Bachelor of Commerce in Accounting, Auditing and Taxation. He served under the Ministry of Finance, Government of Nepal for more than three decades in the areas of financial administration, budget, revenue management, public expenditure management, international economic cooperation, tax administration and public enterprises management. He worked as Secretary (Revenue) at the Ministry of Finance. He also worked as Alternate Executive Director at the Asian Development Bank, Manila and with the World Bank, Washington DC as Voice Seconded. His leadership roles include Chairperson of Agriculture Development Bank, Rastriya Banijya Bank, Deposit and Credit Guarantee Fund and Employee Provident Fund. He also served as Board of Director at the Nepal Bank Limited, Nepal Infrastructure Development Bank, Nepal Electricity Authority, Civil Service Hospital and Radio Nepal. He received the *Utkrista Nijamati Sewa Puraskar* 2068 BS and *Suprabal Janasewa Shree Medal* 2074 for his contribution to public service.



TRAINING AND RESEARCH STAFFS

1. Mr. Basanta Raj Sigdel, Deputy Executive Director

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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 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.



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

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Mr. Sigdel holds Master of Arts in Rural Development. He has been working at NASC for about one and half 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.



3. Mr. Trilochan Pokharel, Senior Director of Studies

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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 one and a half decades. 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.



4. Mr. Binod Kumar Bista, Senior Director of Studies

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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.



5. Ms. Achala Dahal, Director of Studies

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Ms. Dahal holds a Master of Philosophy in Public Administration and a 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.



6. Mr. Rajendra Adhikari, Director of Studies

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Mr. Adhikari holds a Master of Public Policy and Governance (MPPG) from North South University, Bangladesh, with Magna-cum-Laude grades. He joined the NASC in 2012 and continuously contributed to policy management, applied research, and executive mentoring. Prior to NASC, he worked in HEIs under Tribhuvan University as a faculty of development studies and as a trade-policy researcher at SAWTEE. A graduate of the Faculty Development Programme at IIM Indore- a triple-crown management school of global repute- he excels in case teaching, qualitative research, and analysis. His expertise spans public policy management, governance reforms, and institutional design in Nepal's federal context.



7. 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 about a decade. 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.



8. Dr. Raghu Bista, Director of Studies

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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.



9. Mr. Sundar Shrestha, Director of Studiessundar.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.

**10. Ms. Anita Poudel, Director of Studies**anita.poudel@nasc.org.np

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

**11. 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.

**12. Mr. Shiva Hari Adhikari, 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 one and a half decades. 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.

**13. Ms. Shital Moktan Tamang, 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.



14. Ms. Geetanjali Upadhyaya, Deputy Director of Studies

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Ms. Upadhyaya holds a Master of Arts in Economics from Tribhuvan University and a Master's degree in Public Policy and Governance from North South University, Bangladesh. She has completed two advanced international training programs in Japan: the International Development Professional Training Program at the National Graduate Institute of Policy Studies (GRIPS) and a specialized program on Climate, Energy, and Food Security at the United Nations University, Tokyo. Before joining the Nepal Administrative Staff College (NASC), Ms. Upadhyaya served as a Quality Assurance and Accreditation Officer at the University Grants Commission and worked as a Lecturer of Economics in Nepal. Her key areas of interest include public service innovation, organizational development, policy management, gender equality and social inclusion (GESI), and leadership.

**15. 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.

**16. Mr. Gobinda Bhandari, Deputy Director of Studies**

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

**17. Ms. Gyan Laxmi Shrestha, Deputy Director of Studies**

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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.

**18. Mr. Anil Kumar Gupta, Deputy Director of Studies**

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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.



19. Ms. Shailaja Upadhyaya, Deputy Director of Studies

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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.

**20. Mr. Tara Prasad Kharel, Deputy Director of Studies**

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Advocate Kharel, an LLM 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.

**21. Ms. Pratibha Dhungana, Deputy Director of Studies**

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

**22. Mr. Pramod Niroula, Deputy Director of Studies**

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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.

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

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Ms. Bhujel has completed an 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.



24. Mr. Shailendra Prasad Bhatt, Deputy Director of Studies

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Mr. Bhatt is pursuing M Phil in Development Studies at Kathmandu University. He holds Master of Business Administration in Finance from School of Management, Tribhuvan University. Before joining NASC, he worked in Nepal Bank Limited and also worked as a Lecturer in various academic institutions. His areas of interest are strategic management, development management, international relation and research methodology.

**25. Ms. Pritha Paudyal, Training and Research Officer**

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

**26. 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 Bachelor's Degree in Information Management from Tribhuvan University. He has been working at NASC for more than a decade. His areas of interest are public policy, ICT and e-governance, governance and service delivery, and professional etiquette .

**27. Ms. Saroja Shakya, Training and Research Officer**

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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.

**28. Ms. Antovna Gyawali, Training and Research Officer**

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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.

**29. Mr. Anup Bhurtel, Training and Research Officer**

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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.



30. Ms. Chandni Kayastha, Training and Research Officer

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Ms. Kayastha holds a M.Phil. in Development Studies at Kathmandu University, School of Education. Additionally, she also holds a Master of Business Administration from Ace Institute of Management, Pokhara University. 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.

**31. Ms. Manisha Maharjan, Training and Research Officer**

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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.

**32. Ms. Nabina Malekar, Training and Research Officer**

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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.

**33. Mr. Krishna Bahadur Thapa, Training and Research Officer**

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

**34. Mr. Shashi Shekhar Acharya, Training and Research Officer**

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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.

**35. Ms. Smriti Pradhan, Training and Research Officer**

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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.



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

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

**37. Ms. Sebika Thapa, Training and Research Officer**

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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.

**38. Mr. Sabik Neupane, Training and Research Officer**

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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.

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

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Mr. Paudel is a Training and Research Officer with a 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.

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

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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.

**41. Mr. Raju Pangeni, Training and Research Officer**

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Mr. Pangeni holds Master in Business Studies 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.



42. Mr. Ankit Bhandari , Training and Research Officer

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Mr. Bhandari holds Master in Business Administration in Finance from Kathmandu University School Management. He brings diverse professional experience across corporate and banking sectors. He has worked with Unilever Nepal as a Financial Planning and Analysis (FP&A) Associate, where he contributed to management reporting, forecasting, and Innovation analysis. He also served as an SME Product Manager in a leading commercial bank, overseeing product development and portfolio management for small and medium enterprises. His professional interests lie in financial planning, economic research, and investment analysis, with a focus on integrating data-driven insights into strategic decision-making.

**43. Mr. Ashma Bidari, Training and Research Officer**

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Ms. Bidari holds a Master of Business Administration (MBA) from Apex College, Pokhara University. She has notable professional experience in the field of training and development, contributing to organizations such as the Management Association of Nepal and National Training and Research Academy. She has also worked as a consultant for the Developing Capacity for Enhancing Large Scale Investment in Nepal (DCEL) project—a joint initiative of the Investment Board Nepal and UNDP Nepal. Her key areas of interest include communication, team building, human resource management and organizational behavior.

**ADMINISTRATIVE STAFFS****1. Ms. Bhawani Paudyal, 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**

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



4. Mr. 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**

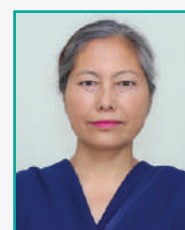
jhabindra.bhandari@nasc.org.np

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**

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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**

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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**

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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**

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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 and a Master's in Economics from Tribhuvan University, along with a Postgraduate Diploma in Counseling Psychology. With over five years of experience at NASC, her professional interests encompass human resource management, and psychology, contributing significantly to the organization's administrative and financial operations.

**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. Sushil Pokhrel, Administrative and Finance Officer**sushil.pokhrel@nasc.org.np

Mr. Pokhrel holds an MBA with a specialization in Finance and a minor in Marketing from Kathmandu University School of Management (2024). His professional interests include public finance, accounting, brand management, research, e-governance, and economics.

**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 and learning.

**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 holds 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 Khwopring English Academy. Her areas of interest are financial and accounting management, human resource management, training and development.

**25. Mr. Madhura Singh Dangol, Plumber**

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

**SUPPORT STAFFS**

1. Mr. Raja Ram Machamasi, Light Driver



2. Mr. Sahila Maharjan, Office Support



3. Mr. Ranta Poda, Sweeper



4. Mr. Ratna Prakash Poda, Sweeper



5. Ms. Sharmila Poda, Sweeper



SUPPORT STAFFS UNDER CONTRACT

1. Mr. Bishnu Hari Baskota, Light Driver



7. Ms. Sanumaya Shrestha, Office Assistant



2. Mr. Resham Bahadur Basnet, Light Driver



8. Mr. Binod Kumar Shrestha, Office Assistant



3. Mr. Puspa Raj Duwal, Office Assistant



9. Mr. Kul Bahadur Pahari, Office Assistant



4. Mr. Sadhu Ram Subedi, Office Assistant



10. Mr. Dhan Krishna Maharjan, Office Assistant



5. Mr. Kumar KC, Office Assistant



11. Ms. Jamuna Pujari, Sweeper



6. Mr. Laxman Karki, Office Assistant



12. Mr. Kushal Poda, Sweeper



ANNEXES

Nepal Administrative Staff College
Jawalakhel, Lalitpur

Annual Progress Review FY 2081/82

S. N.	Programs/Activities	Target Group	Duration Per program	Target			Achievement	
				No. of Program	Participants per Program	Total Participants	No. of Programs	No. of Participants
A	Public Service Training Department (PSTD): Regular Programs							
1	Secretary Colloquium	Secretaries and Special Class Officers of GoN	1	1	60	60	1	55
2	Senior Executive Development Programme (SEDP)	Class I Officers of GoN	40	2	25	50	2	48
3	Executive Development Programme (EDP)	Executives of Public Enterprises	5	1	25	25	1	22
4	Advanced Course on Management and Development (ACMD)	Class II Officers of GoN	35	5	25	125	5	116
5	Professional Course on Management and Development (PCMD)	Class III Officers of GoN	30	10	25	250	10	248
6	Administrative Excellence Programme (AEP)	Personal Assistants (PA) of Ministries	3	1	30	30	0	0
7	Leadership Development Programme (LDP)	Newly appointed Class I Officers of GoN	7	1	30	30	3	99
8	Management Development Programme (MDP)	Newly appointed Class II Officers of GoN	5	1	25	25	6	224
9	Basic Managerial Skills	Newly appointed Class-III Officers- Law/Judicial Service	5	3	25	75	2	68
10	38th Basic Administration Training (BAT)	Newly appointed Class-III Officers- General Admin	180	0	0	0	6	104
11	39th Basic Administration Training (BAT)	Newly appointed Class III Officers of GoN	120/180	8	25	200	8	200
12	Refresher/Reflection Workshop	BAT Graduates	3	1	30	30	5	119
13	Certificate Course on Management and Development	Potential Trainers of Public Sector	30	1	25	25	0	0
14	Designing Self-Pace Learning Modules in PCMD	Officers of Public Organizations	0	1	0	0	0	0
15	Round Table Discussion on Previous SEDP Assignment Reports	Assignment of Policy and Strategy Report	0	1	0	0	1	42
16	Administrative and Managerial Skills	Newly Appointed Class-III Officers (Technical)	5	0	0	0	1	14

S. N.	Programs/Activities	Target Group	Duration Per program	Target			Achievement	
				No. of Program	Participants per Program	Total Participants	No. of Programs	No. of Participants
17	Advancing Leadership for Local Government (ALLGov)	BAT Graduates	10	0	0	0	4	111
	Sub-Total (A)			37		925	55	1470
A.1	Public Service Training Department (PSTD): Programs on Request							
1	Professional Course on Management and Development (PCMD)	Officials of Public Organizations	30	2	20	40	3	73
2	Advanced Course on Management and Development (ACMD)	Officials of Public Organizations	35	1	20	20	0	0
	Sub-Total (A1)			3		60	3	73
B	Management Learning Group (MLG): Regular Programs							
1	Leadership and Management	Army Officers of Nepal and Friendly Countries	10	2	30	60	2	67
2	Leading Change: Organizational Development Interventions (ODI)	Chief Administrative Officers of Local Governments	5	1	25	25	1	19
3	Negotiation Skills Training	Government Officers	3	1	25	25	1	23
4	Training of Trainers (ToT)	Officers of Public Organizations	5	2	25	50	3	44
5	Training of Trainers (ToT) for Subnational Governments	Potential Trainers of Provincial Training Centers	5	1	25	25	1	28
6	Trainers' Meet Programme	Trainers of Public Training Institutions	1	1	25	25	1	40
7	Late Career Management	Officers of Public Organizations	5	1	25	25	1	16
8	Sharpening the Saw Programme	Faculty/Staff	0	4	0	0	4	0
9	Workshop on Contemporary Issues in Public Financial Management	Officers of GoN and Public Organizations	1	1	40	40	1	50
10	Learning Organizations and Knowledge Management	Officials of Sub National Government	3	1	25	25	1	21
11	Round Table on Issues and Imperatives of Public Enterprises (PEs)	Officers of Public Organizations	1	1	30	30	1	38
12	Management Development Programme of Public Enterprises Officials	Officers of Public Organizations	5	1	25	25	1	20
13	Strengthening the Training Institutions of Public Sector in Nepal	Training Institutions of Provinces	0	1	0	0	1	0

S. N.	Programs/Activities	Target Group	Duration Per program	Target			Achievement	
				No. of Program	Participants per Program	Total Participants	No. of Programs	No. of Participants
14	Leadership Excellence	Women Officers of GON	3	1	25	25	1	27
15	Professional Course on Training Management (PCTM)	NASC Officials	30	0	0	0	1	24
	Sub-Total (B)			19		380	21	417
B.1	Management Learning Group (MLG): Programs on Request							
1	Managerial Excellence	Officers of Public Organizations	5	1	20	20	4	92
2	Leadership Excellence	Women Officers of Public Organizations	3	2	20	40	2	33
3	Organization Development Interventions (ODI)	Officers of Public Organizations	3	1	20	20	1	28
4	Negotiation Skills Training	Officers of Public Organizations	3	1	20	20	1	17
5	Service Excellence	Officers of Public Organizations	3	1	20	20	1	15
6	Financial Management for Non-Financial Managers	Officers of Public Organizations	3	2	20	40	2	51
7	Financial Analysis and Decision Modelling	Officers of Public Organizations	3	1	20	20	1	20
8	Training of Trainers (TOT)	Officers of Public Organizations	3	6	20	120	7	145
9	Leadership Excellence	Officers of Public Organizations	5	0	0	0	1	21
10	Leadership and Management	Army Officers	5	0	0	0	1	42
11	Knowledge Management	Officers of Agriculture Sector	3	0	0	0	1	14
12	Administrative and Financial Excellence	Officers of NAST	5	0	0	0	2	57
	Sub-Total (B1)			15		300	24	535
C	Governance and Development Management Learning Group (GDMLG): Regular Programs							
1	Evidence Based Policy Making	Officers of Public Organizations	5	1	25	25	1	29
2	Service Innovation at Local Level in Coordination with PCGG at Provinces	Elected Representatives and Public Officials	3	2	25	50	2	45
3	E-governance and Cyber Security in the Context of Federal Nepal	Officers of Public Organizations	5	1	25	25	1	26

S. N.	Programs/Activities	Target Group	Duration Per program	Target			Achievement	
				No. of Program	Participants per Program	Total Participants	No. of Programs	No. of Participants
4	National Seminar on Federalism	Elected Representatives, Policy Makers/Officials, Academia	1	1	40	40	1	45
5	Gender Focal Person	GFP of Ministries	3	1	25	25	1	25
6	Information Officers	IO of Ministries	3	1	25	25	1	19
7	Engaging with Local Governments for Faculties (ELGF)	NASC Faculties and Officials	10	1	14	14	0	0
8	Training on Project Management	Officers of Public Organizations	5	1	25	25	1	21
9	Training on Procurement and Contract management	Officers of Public Organizations	5	1	25	25	1	29
10	SDG Training	Officers of Public Organizations	3	1	25	25	1	31
11	Course Design of Public Officials at Subnational Level on the Basis of LNA	Officers of Subnational Governments	0	1	0	0	1	0
	Sub-Total (C)			12		279	11	270
C.1	Governance and Development Management Learning Group: Programs on Request							
1	Training on Project Management	Officers of Public Organizations	5	5	20	100	1	23
2	Training on Procurement and Contract Management	Officers of Public Organizations	5	3	20	60	8	189
3	Awareness Training on ISO	Officials of Department of Roads	3	0	0	0	1	10
	Sub-Total (C1)			8		160	10	222
D	Research and Consulting Service Department (RCSD)							
1	Internal Research/Case Studies	NASC Employees		10		0	12	0
2	Journal Publication	NASC Employees		1		0	1	0
3	Publication of Book on Federalism in Nepal	Public Sector		1		0	0	0
4	Research/Case Report Publication	NASC Employees		1		0	1	0
5	NASC Discussion Series	Public and NASC Officials		6	30	180	6	176
6	Consulting Training	NASC Employees	1	1	25	25	1	25

S. N.	Programs/Activities	Target Group	Duration Per program	Target			Achievement	
				No. of Program	Participants per Program	Total Participants	No. of Programs	No. of Participants
7	Case Teaching Training	NASC Employees	1	1	25	25	1	24
8	Service Delivery Survey	Public Service Receivers		1		0	1	0
9	Research Capacity Building Training	NASC Employees		2	25	50	2	47
10	Training Effectiveness Study for BAT	BAT Participants		1		0	1	0
	Sub-Total (D)			25		280	26	272
D.1	Research and Consulting Service Department (RCSD): Programs on Request							
1	Consulting Service		0	4		0	5	0
	Sub-Total (D1)			4		0	5	0
E	Management Services Department (MSD)							
1	HR Acquisition and Promotion			1		0	1	0
2	Faculty Development Programme (FDP)	Faculties		5	1	5	4	4
3	Professional Excellence Programme	Faculties/Staff	7	2	10	20	1	10
4	Annual Planning and Review Workshops	Management Team/Staff	3	2		125	2	119
5	NASC Day Celebration	NASC Staffs and Guests	1	1		150	1	142
6	Annual Report Publication			1		0	1	0
7	Learning Resource Purchase and Subscription			2		0	2	0
8	Digital Documentary of NASC			1		0	1	0
9	Medical Insurance Facilities for Staffs			1		0	0	0
10	Workshop, Seminars and Discourses		1	4	40	160	4	149
11	SEDP Redesign: Learning Workshops			2	5	10	0	0
	Sub-Total (E)			22		470	17	424
	Regular Programs Total			115		2334	130	2853
	Programs on Request Total			30		520	42	830
	Total Programs and Activities for FY 2080/81			145		2854	172	3683

RESEARCH CONDUCTED IN FY 2081/82

SN	Research Title	Lead Author	Co-Author/s
1	Government Expenditure and Economic Growth Nexus in Nepal: An Empirical Analysis from 1975 to 2023	Anil Kumar Gupta	-
2	Innovating for Tomorrow: A Longitudinal Quasi-Experiment on the Effects of Integrating Generative AI as the Post-Training Intervention	Anup Bhurtel	-
3	Empowering Local Voices: Analyzing Participatory Decision-Making Practices in Nepal's Local Government	Bikalpa Pokhrel	Sebika Thapa
4	Glass Ceiling Phenomenon and Career Development of Women in Bureaucracy of Nepal	Chandni Kayastha	Aashma Adhikari
5	Assessing the Impacts of Capital Expenditure, FDI, Export, Money Supply and Inflation on Economic Growth in Nepal: An ARDL Approach	Krishna Bahadur Thapa	-
6	Early Turnover Decision in Nepali Civil Service: Unravelling the Experiences of Joint Secretaries	Pramod Niroula	Shailendra Prasad Bhatt
7	Assessing the Healthcare Quality Gap: Public Service Delivery in Urban Nepal's Public-Private Hospital Divide	Sabik Neupane	Roshani Bhujel
8	Assessment of Climate Induced Disaster and Adaptation Strategies in Kathmandu Valley	Sahara Aryal	-
9	Exploring digital leadership perspectives of online trainers from government training institutes: A narrative study	Shital Moktan Tamang	-
10	How are Government Expenditure and Corruption Entangled: Evidence from Nepal's Federal Ministries	Shiva Hari Adhikari	-
11	Power, politics and Everyday Administration: Governability and the interplay of Law in Nepali Bureaucracy	Tulasi Sharan Sigdel	-
12	Grievance Handling in the Nepali Civil Service: Unraveling the Unheard Voices of Employees	Saroja Shakya	Nabina Malekar

CONSULTING SERVICES IN FY 2081/82

S.N.	Title	Service Rendered To	Agreement Date	Consulting Team
1	Research Consulting	Indigenous Nationalities Commission	22 Ashwin 2081	Sundar Shrestha, Anil Kumar Gupta, Krishna Bahadur Thapa and Smriti Pradhan
2	Impact of women in managerial positions in public and private organizations on decision-making processes: Status, opportunities and challenges	National Women Commission	5 Mangsir 2081	Tulasi Sharan Sigdel, Shiva Hari Adhikari, Roshani Bhujel and Pritha Paudyal
3	Status of implementation of gender-sensitive budgeting in all federal ministries	National Women Commission	5 Mangsir 2081	Achala Dahal, Bikalpa Pokhrel, Manisha Maharjan, Sabik Neupane
4	Survey	Governance Lab	11 Poush 2081	Tulasi Sharan Sigdel, Gyan Laxmi Shrestha, Lila Nath Sapkota
5	Technical Assistance for Preparing Strategic Plan	Nepal Telecommunications Authority	21 Falgun 2081	Achala Dahal, Anita Poudel, Tara Prasad Kharel and Pratibha Dhungana



NASC Family at Annual Review Meeting of Fiscal Year 2081/82

Nepal Administrative Staff College

Income Statement

For the period from 1 Shrawan 2081 to 32 Ashadh 2082
(17 July 2024 to 17 July 2025)

*Provisional and Unaudited

Income	Current Year (Rs.)	Previous Year (Rs.)
Government Grant	162,878,078.24	183,016,982.85
Rent	7,156,456.00	5,813,950.00
Interest	2,018,760.99	4,901,866.14
Consultancy Programmes	71,652,821.00	55,404,166.39
Miscellaneous	25,024,379.28	21,894,189.42
Total Income	268,730,495.51	271,031,154.80
Expenditure	Current Year (Rs.)	Previous Year (Rs.)
Operating Expenditure	162,878,078.24	183,016,982.85
Consultancy Expenditure	49,751,902.15	44,664,899.29
Miscellaneous	259,013.90	955,847.01
Depreciation	18,098,552.43	20,825,415.64
Capital Replacement Fund Payable	1,789,114.00	1,453,487.50
Profit Tax Provision	3,295,590.21	2,655,145.96
Remaining Balance of Incomplete Projects	650,000.00	3,503,981.14
Employee Welfare Fund Payable	8,002,061.15	3,488,848.85
Surplus	24,006,183.44	10,466,546.56
Total Expenditure	268,730,495.51	271,031,154.80

Nepal Administrative Staff College

Balance Sheet

As at 32 Ashadh 2082 (16 July 2025)

*Provisional and Unaudited

Capital and Liabilities	Current Year (Rs.)	Previous Year (Rs.)
Main Fund	146,081,065.66	134,513,794.03
Capital Replacement Fund	-	2,797,526.64
Liability Funds	665,395,776.97	631,207,577.70
Amount Payable	25,580,458.32	30,774,353.79
Received in Advance	886,788.00	3,491,886.83
Deposit & Retention	2,246,988.77	2,448,644.69
Other Liabilities	15,702,151.60	11,613,362.20
Staff Development Fund	21,000,000.00	20,009,888.64
Deferred Income	185,438,276.19	177,837,319.48
Total	1,062,331,505.51	1,014,694,354.01
Assets	Current Year (Rs.)	Previous Year (Rs.)
Cash at Bank	69,261,358.63	57,945,197.04
Amount Receivables	5,483,016.78	9,144,537.64
Closing Stock	15,644,265.10	13,501,060.18
Loans, Advance & Deposit	23,306,590.36	22,808,803.39
Investment	21,000,000.00	20,009,888.64
Fixed Assets	261,000,385.57	258,837,177.31
Citizen Investment Trust	665,395,776.97	631,207,577.70
Fixed Assets in Progress	1,240,112.10	1,240,112.10
Total	1,062,331,505.51	1,014,694,354.01

Annual Program Calendar for the Fiscal Year 2082/83

S.N		Programs/Activities	Target Group	No. of Participants	Programs	Per	Duration	Responsibility	Shrawan	Bhadra	Chhwin	Kartik	Manasa	Poush	Margh	Falgun	Chaitra	Baisakh	Jyestha	Asadha
A. Public Service Training Department (PSTD): Regular Programs																				
1		Secretaries and Special Class Officers of GoN		1	60	60	1	GSF												
2		Senior Executive Development Programme (SEDP)		2	25	50	40	GSF												
3		Executive Development Programme (EDP)		3	25	25	25	GSF												
4		Professional Course on Management and Development (PCMD)		5	25	250	30	GSF												
5		Professional Course on Management and Development (PCMD)		10	25	250	30	GSF												
6		Administrative Excellence Programme (AEP)		7	25	175	2	GSF												
7		Leadership Development Programme (LDP)		2	30	60	7	GSF												
8		Management Development Programme (MDP)		3	25	75	5	GSF												
9		Induction Training Programme		1	15	15	15	GSF												
10		Induction Training Programme		6	25	157	180	GSF												
11		80% Basic Administration Training (BAT)		6	25	157	180	GSF												
12		80% Basic Administration Training (BAT)		6	25	157	180	GSF												
13		Refresher/Refresher Workshop		3	30	60	3	GSF												
14		Certificate Course on Management and Development		1	25	25	30	GSF												
15		Designing Self-paced Learning Modules in PCMD		1	0	0	0	GSF												
Sub-Total (A)				49		1224														
A.1 Public Service Training Department (PSTD): Programs on Request																				
1		Professional Course on Management and Development (PCMD)		2	20	40	30	GSF												
2		Advanced Course on Management and Development (ACMD)		1	20	20	25	GSF												
Sub-Total (A1)				3		60														
B. Management Learning Group (MLG): Regular Programs																				
1		Leadership and Management		2	45	90	10	CCD												
2		Leading Change: Organizational Development Interventions (ODI)		1	25	25	5	CCD												
3		Negotiation Skills Training		1	25	25	3	CCD												
4		Training of Trainers (ToT)		1	25	25	15	GHM												
5		Training of Trainers (ToT) at Province Level		3	25	75	5	GHM												
6		Trainers Meet Programme		1	25	25	1	GHM												
7		Trainers Meet Programme		1	25	25	1	GHM												
8		Sharpen the Saw		6	0	0	0	GHM												
9		Workshop on Contemporary Issues in Public Financial Management		1	40	40	3	CFM												
10		Learning Organizations and Knowledge Management		1	25	25	3	CFM												
11		Round Table on Issues and Imperatives of Public Enterprises (PEA)		1	40	40	1	CCD												
12		Management Development Programme of Public Enterprises Officials		1	25	25	5	GHM												
13		Supervisory Excellence Programme		1	25	25	2	CCD												
Sub-Total (B)				21		445														
B.1 Management Learning Group (MLG): Programs on Request																				
1		Managerial Excellence		1	20	20	5	CCD												
2		Leadership Excellence		2	20	40	3	CCD												
3		Organization Development Interventions (ODI)		1	20	20	3	CCD												
4		Negotiation Skills Training		1	20	20	3	CCD												
5		Service Excellence		1	20	20	3	CCDM												
6		Financial Management for Non-Financial Managers		2	20	40	3	CFM												
7		Financial Analysis and Decision Modeling		2	20	40	3	CFM												
8		Customer Service Excellence		2	20	40	3	CFM												
9		Customer Service Excellence		2	25	25	3	CCDM												
Sub-Total (B1)				17		345														
C. Governance and Development Management Learning Group (GDMLG): Regular Programs																				
1		Evidence-Based Policy Making		1	25	25	7	GDPM												
2		Service Innovation at Local Level		2	25	50	2	GSF												
3		Training on Municipal Assembly Constitution		1	25	25	3	GDPM												
4		Trainer and Resource Person		1	25	25	5	GDPM												
5		Governance and Cyber Security in the Context of Federal Nepal		1	25	25	5	GSOM												
6		National Seminar on Security		1	40	40	1	CFM												
7		Training Center for Leadership Development		1	25	25	3	CCDM												
8		Organizational Development Interventions (ODI)		1	25	25	3	CCDM												
9		Engaging with Local Governments for Facilities (LEF)		1	14	14	10	GSF												
10		Training on Project Management		1	25	25	5	CPM												
11		Training on Procurement and Contract Management		1	25	25	5	CPM												
Sub-Total (C)				11		279														
C.1 Governance and Development Management Learning Group: Programs on Request																				
1		Training on Project Management		1	20	20	5	CPM												
2		Training on Procurement and Contract Management		1	20	20	5	CPM												
3		Training Programs - GDPM		13	20	360	5	GDPM												
Sub-Total (C1)				18		360														
D. Research and Consulting Service Department (RCSd)																				
1		Internal Research/Care Studies		12	1	12	0	CRD												
2		Journal Publication		1	0	0	0	CRD												
3		Book Publication		1	0	0	0	CRD												
4		Sectetral Governance Survey		1	0	0	0	CRD												
5		Local Governance Policy and Governance		1	150	150	2	CRD												
6		Research and Consulting Services		1	25	25	2	CRD												
7		Enhanced Research Skills		2	20	40	2	CRD												
8		Enhancing Consulting Skills		1	25	25	2	CMCS												
9		NASC Discussion Series		10	30	300	2	CMCS												
10		Outreach Program of Learning Need Assessment		2	30	0	0	2	CMCS											
11		Training Effectiveness Study of In-service Training Programs		2	0	0	0	CRD												
Sub-Total (D)				34		552														
D.1 Research and Consulting Service Department (RCSd): Programs on Request																				
1		Consulting Service		5	0	0	0	GSF												
Sub-Total (D1)				5		0														
E. Management Services Department (MSD)																				
1		HR Acquisition and Promotion		1	0	0	0	Admin												
2		Facility Development Programme (FDP)		6	1	6	0	Admin												
3		Professional Excellence Programme		2	10	20	7	Admin												
4		Annual Planning and Review Workshops		2	0	0	0	Admin												
5		NASC for CSOs and NGOs		1	150	150	1	GSF												
6		Annual HR Publication		1	0	0	0	Admin												
7		Learning Resource Database and Subscription		1	0	0	0	Admin												
8		Documentary and Media Outreach		1	0	0	0	Admin												
9		Innovation Camps for Design Thinking		1	0	0	0	Admin												
10		Workshop, Seminars and Discourses		10	25	250	10	Dept/Centers												
Sub-Total (E)				26		551														
Regular Programs Total				194		3306														
Total Programs and Activities for FY 2082/83				194		3306														
Total Programs on Request																				
Regular Programs Total				194		3306														
Total Programs on Request																				
Regular Programs Total				194		3306														



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



Aerial View of NASC, Jawalakhel



२०८२ सालको विजया दशमी,
शुभ दीपावली तथा छठ पर्व
लगायतका राष्ट्रिय पर्वहरू र ने.सं. ११४६
को पावन अवसरमा सम्पूर्ण नेपाली
दिदीबहिनी तथा दाजुभाइहरूमा
सुख, शान्ति, सु-स्वास्थ्य,
समृद्धि एवं उत्तरोत्तर प्रगतिको
लागि हार्दिक मंगलमय
शुभकामना व्यक्त गर्दछौं ।



नेपाल प्रशासनिक प्रशिक्षण प्रतिष्ठान
जावलाखेल, ललितपुर





NASC Emblem and Sampada Sadan in Frame

Redefining Commitment Towards Quality and Excellence in Public Sector Capacity Building: NASC Recognized with NS/ISO 9001:2015 Certification

Nepal Administrative Staff College (NASC) received NS/ISO 9001:2015 certification on September 23, 2024, affirming its commitment to quality excellence. This achievement showcases NASC's dedication to continuous improvement, accountability, and professionalism. By adhering to ISO standards, NASC aims to enhance its training, research, and consulting services while ensuring stakeholder satisfaction. The certification strengthens internal governance and positions NASC as a leader in public sector capacity development in Nepal.



Government of Nepal
Ministry of Industry, Commerce and Supplies
Nepal Bureau of Standards and Metrology
Balaju, Kathmandu
website: www.nbsm.gov.np



CERTIFICATE

Nepal Administrative Staff College

Jawalakhel, Lalitpur.

Has been assessed and certified as meeting the requirement of

NS/ISO 9001: 2015

For the following activities:

**Designing and Delivering of Training, Research and Consulting Services
in the Field of public Administration and Management Development.**

The certificate is valid

From 23/09/2024 until 22/09/2027


Kumari Jyoti Joshi
Director General

Certificate no. NBSM/QMS/2081-01
Rev. no. 00
Issue no: 01



नेपाल प्रशासनिक प्रशिक्षण प्रतिष्ठान Nepal Administrative Staff College **LOCATION MAP**



NASC Complex: Legend

1. SAMPADA SADAN (Administrative Block)
2. VRIHASPATI SADAN (Auditorium)
3. KITCHEN & DINNING HALL
4. WARDEN QUARTER
5. PRASHANT SADAN (Hostel)
6. PRAJNAN SADAN (Knowledge Resource Center)
7. BADMINTON COURT
8. VOLLEYBALL COURT
9. BASKETBALL COURT
10. DIKSHA SADAN (Training Block)
11. OVERHEAD WATER TANK
12. ANANDA SADAN
13. CANTEEN
14. GARAGE & GENERATOR HOUSE
15. MANGAL SADAN
16. SAHARA SADAN
17. SECURITY GUARD POST
18. FUTSAL GROUND
19. COVERED HALL (GYM)

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NASC...devoted to making