

ANNUAL REPORT

F.Y. 2073/74 (2016/17)



Nepal Administrative Staff College

NASC ...devoted to making differences positively



Nepal Administrative Staff College

Strategic Framework

VISION

Center of Excellence in developing managerial competencies and organizational capabilities of public sector for providing quality service to the people

MISSION

Providing unique learning opportunities to individuals and organizations of public sector through training, education, research and consulting services

CORE VALUES

- Integrity
- Respect
- Responsibility
- Creativity and Innovation

Strategic Fronts

Strategic Objectives

Monitoring and Review

Serving Learners and Clients

1. Ensure training programs be need based
2. Ensure training programs be competency based
3. Communicate with the service recipients effectively
4. Deliver programs effectively
5. Enhance learning transfer to workplace

Improving Service Processes

1. Achieve continuous improvements and operational efficiency Ensure effective communication across NASC
2. Making NASC a load shedding free zone
3. Specialize job responsibilities and domain
4. Create state-of-art learning facilities for residential programs
5. Utilize physical infrastructures and resources properly
6. Promote functional coordination
7. Providing quality residential environment in Hostel
8. Provide quality food and canteen facilities
9. Develop supportive legislative framework for strategy implementation

Learning and Growth

1. Develop professional capabilities of staff continuously
2. Promote research culture
3. Expand service domain of NASC
4. Promote knowledge sharing and enhance institutional memory
5. Promote consulting service business
6. Create value in capacity building efforts of NASC through collaboration
7. Enhance outreach of learning opportunities
8. Enhance Quality Work Life (QWL) at NASC
9. Promote result oriented culture
10. Reduce HR costs and enhance overall efficiency of human resources

Managing Financial Resources

1. Ensure effective liquidity management
2. Ensure benefit sharing be performance based
3. Ensure sufficient fund for staff development
4. Enhance employee welfare incentives

Involvement and Expectation

Level	Involvement and Expectation
Governing Council	Six monthly review of performance against annual business plans; Annual review of the Strategic Plan
Executive Committee	Quarterly review of performance against strategic plan; Quarterly review of the annual business plan
Executive Director	Monthly review of performance against annual business plan; Monthly review of Senior Directors' individual job plans
Senior Director	Monthly review of progress against individual job plans; Monthly review of individual team members' job plans
Faculty and Staff	Monthly review of progress against individual job plans; Involvement in preparing and review of annual business plan and strategic plan

Annual Report

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Nepal Administrative Staff College

Governing Council

Minister of 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 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 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 people nominated by the Government of Nepal	Member
Deputy Executive Director, NASC nominated by the Governing Council	Member Secretary

Journey towards Excellence

Nepal Administrative Staff College (NASC) has been on the move to develop it as a Center of Excellence in developing managerial competencies and organizational capabilities of public sector through implementation of strategic plan 2072/73 to 2076/77. As a leading public sector capacity building institution of Nepal, we have been devoted to fulfill core mandate of capacity building through training, research and consulting services following the core values of integrity, respect, responsibility, and creativity and innovation.

Coming to the successful completion of 35 years of journey since its inception, we have trained more than fifty thousand public sector officials of Nepal through various long and short-term training programs. Apart from training, the contribution in research and consultancy has also been the landmark. The particular FY- 2073/74 has been encrypted as a momentous year for NASC both in terms of words and numbers. We achieved 103 Percent of the target set for this year. We successfully conducted Basic Administration Training for 397 newly recruited Class III officers of the government of Nepal. We have also been redesigning in-service training programmes for Class-II and III level officers of government as standard courses in modular approach on the basis of detailed need assessment in the changed context.

In terms of research, we are strengthening ourselves through training and incentive system for undertaking research by our faculties. As a noteworthy effort, we organized an International Policy Discourse and Research Conference on Public Policy and Governance in South Asia, where the policy experts, practitioners and researchers representing different South Asian Countries assembled together and discussed on the emerging issues of governance and public policy. The program also provided an opportunity for many NASC faculties to present their research findings.

NASC has achieved success in the public capacity building through various consultancy services carried out in this year. We prepared a three-year Strategic Plan for Public Service Commission of Nepal; conducted functional analysis of forest sector; developed organization structure framework of local level governments; and prepared HRD plan of Ministry of Agricultural Development and Ministry of Livestock Development.

Strengthening capacity of human resources is critical to excel in whatever we do. We have continued influx of new generation enthusiastic talents; develop their capacity and utilizing knowledge and skills of experienced manpower. In the process of developing state-of-the-art infrastructure for efficient service, we constructed and upgraded facilities including hostel refurbishment, CCTV, free Wi-Fi

zone, video conferencing, standard football ground with running track and multipurpose covered-hall, other outdoor sports facilities. We developed online nomination system through which trainees can easily apply for capacity building programmes. Instructional materials, journal and other publications are made available for public use through DMS (Document Management Systems) available in the website.

As a pioneer national level institute of this kind, we have also been extending collaboration and utilizing the best available knowledge and skills at regional and international level. A Memorandum of Understanding with Chinese Academy of Governance (CAG) has been signed on 12 November 2017 as a foundation of institutional relationship and mutual cooperation. The MoU has envisioned for sharing each other's valuable learning experiences and best practices through faculty exchange programmes, joint programmes in capacity building of government officials and expanded learning networks. Similarly, association with Harvard University in evidence based policy making was initiated this year and Professional relationship with Association of Management Development Institutions in South Asia (AMDISA) and Eastern Region Organizations for Public Administration (EROPA) has continuously been strengthened.

Finally, I extend my heartfelt appreciation to the staffs, Government of Nepal, valued clients, development partners, national and international organizations, and other stakeholders for their continuous support and cooperation to bring NASC at this position. I am confident in receiving the same level of support from all in future endeavors to make NASC "a Center of Excellence".



A handwritten signature in black ink, which appears to read 'Punya Prasad Neupane'. The signature is written in a cursive style and is positioned above a horizontal line.

Punya Prasad Neupane
Executive Director

2074 / 08 / 01

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I

ORGANIZATION PROFILE

INTRODUCTION

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

OBJECTIVES

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

- a. Provide necessary training for the employees of the Government of Nepal and public enterprises,
- b. 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
- c. Undertake problem-oriented research, consulting and information service programs for preparing training materials and making training more useful.

STRATEGIES

NASC has practice of strategic planning for more than two decades. In-order to realize its vision and achieve the mission, strategic objectives are set which are being achieved by developing efficient and effective operational processes; developing,

motivating human resources and achieving continuous learning and growth; and providing financial resources necessary to support the planned activities. Organizational Scorecard of measures, targets and initiatives is developed which will ensure that the strategic plan is implemented effectively. Major strategies include:

- Designing need based, competency informed standard courses with modular approach and delivery with practical and participatory methods
- Monitor, follow-up and assess impact periodically to ensure learning transfer to work place.
- Service standardization and processes improvement 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 staff, 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 GoN)
- Designing and launching academic program in public policy management as 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 the Minister of General Administration is the apex body of the College. There is an Executive Committee chaired by the Executive Director for overall management. All the functions are performed through four Departments- Management Learning Group, Governance and Development Management Learning Group, Public Service Training Department, Research and Consulting Services Department whereas Management Services Department is responsible for administration and logistics. 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.

RESOURCES

There are a total of 96 staffs, of which 40 are training and research faculties and rest are administrative, finance and support staffs. Faculties are well educated and trained in the areas of management, public administration, development and governance. We have been practicing appointing University toppers and those having excellent academic achievements in related disciplines through open competition. We also outsource the expertise of professionals for particular assignments in training, research and consulting activities.

Services are provided from its centrally located facilities in Jawalakhel, Lalitpur within a space of 3.8 hectare of lands with seven buildings, twenty training rooms, four conference halls, one auditorium, one knowledge resource center, two computer laboratories, one hostel with a capacity of 120 people, two cafeterias and plenty of open space. Sampada Sadan, the historic building, was damaged by the earthquake of April 25, 2015. It is in the process of retrofitting. Financial resources of the College comprise grants from Government of Nepal and internal sources.

PROFESSIONAL SERVICES

NASC provides training to the officers of government organizations and public enterprises. Basic Administration Training is provided to the newly appointed Class-III officers as induction program before placement to their duty station. In-service training of 30 working days is provided to Class-III and Class-II officers. The program covers different areas of governance, management and development. Senior Executive Development Program is conducted for the Class-I officers as aspiring Secretary of the government which is organized in modular approach with action learning.

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

- Conflict management and negotiation skills
- Development project planning and management
- Disaster and climate risk management
- Gender equality and social inclusion
- Human resource management
- Integrity building
- Leadership development
- Organizational development
- Personality development and life skills
- Process and work methods improvements
- 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

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. More than fifty thousand officers have been trained through more than two thousand programs in thirty-five years of service.



II

PERFORMANCE HIGHLIGHTS

ACHIEVEMENT AGAINST ANNUAL TARGETS

Efforts towards developing NASC as a Center of Excellence have been translated through significant achievement of annual targets this year. Total of 2414 officers were trained this fiscal year through 80 different courses. This is accounted to 103% achievement against annual target. This achievement is attributed to the dedication and effective teamwork of all staffs. Following table shows the summarized progress highlights.

Summary of Progress- FY 2073/74

SN	Programmes	Target		Achievement	
		Program	Participants	Program	Participants
1	Training (Regular)				
	Long Courses	28	749	28	761
	Short Courses	14	411	13	645
1.1	Training (Fee-based)				
	Long Courses	1	25	1	21
	Short Courses	35	805	38	987
2	Research				
	Research works	10		9	
	Journal Publication	1		1	
	Case Study Publication	1		1	
3	Consulting Services	1		5	
4	Human Resource Development				
	Training/Seminar	1	36	1	64
	Vacancy Fulfilment and Promotion	1	6		
	Best Performer Selection	1	2	1	3
5	Infrastructure Development	21		19	
6	Others				
	Academic Programme Feasibility Study	1		0.25	
	Structural Adjustment of NASC	1		0.5	
	Publication Miscellaneous	8		8	
	Anniversary and meetings	5		5	
	NASC Discussion Series	12	300	12	606
	Policy Discourses			4	58
	Total	142	2334	146.75	3145
	Progress Rate			103%	135%
	Last Year (FY 2072/73) Performance	108	1810	106	2072
	Last Year Progress Rate			98%	107%

PROGRESS REVIEW OF STRATEGIC PLAN 2072/73 to 76/77

Strategic Plan (2072/73-76/77) was approved by the Governing Council and has been in implementation since Bhadra, 2072. The Plan framed in Balance Score Card approach was translated into annual business plan to ensure proper alignment in short term and long term planning for institutional development. The Plan as envisioned has provisioned several strategic initiatives in the domain of serving learners and clients, internal service processes, learning and growth, and managing financial resources.

The two years of successful implementation of the plan has significant contribution to institutional development of NASC. Improvement of training facilities, IT infrastructure development, hostel refurbishment, upgradation and construction of sport facilities are major areas of achievement. In reference to human resource development, faculties have been provided with opportunities of PhD for 4 persons, Master’s Degree for 3 persons and different short courses for 105 persons. 4428 officers have been trained through 144 programs in these two years. Similarly, 18 research projects and

8 major consulting projects have been completed in this period. Overall progress of the Strategic Plan implementation accounts for 80%. The following table shows summary of accomplishment against targeted activities of strategic plan in four dimensions.

Dimensions	FY 2072/73		FY 2073/74	
	Target	Progress	Target	Progress
Serving Learners and Clients	17	14	18	13
Improving Service Processes	24	22	14	13
Learning and Growth	27	23	26	17
Managing Financial Resources	4	2	3	3
Total	72	61	61	46
Overall Progress 80%				

Based on accomplishment till date and imperative adjustments in relation to time and priorities, the Governing Council on 25 Shrawan 2074 (9 August 2017) conducted a mid-term review of the plan. The adjustment will be translated in the annual plan and programs of FY 2074/75 accordingly.



Senior officials of NASC with the Vice President (Vice Minister) of Chinese Academy of Governance (CAG) Honorable Li Ji (first row: sixth from left), Ambassador of Embassy of China to Nepal Honorable Yu Hong (first row: sixth from right) and delegates of CAG.

III

TRAINING PROGRAMMES

INDUCTION TRAINING PROGRAMME

31ST BASIC ADMINISTRATION TRAINING (BAT)



Minister of General Administration Honorable Keshav Kumar Budhathoki addressing the newly appointed Class III officers of GoN during the Opening Ceremony of 31st Basic Administration Training

Basic Administration Training (BAT) is an induction training organized for the newly appointed Gazetted Class-III Officers of the Government of Nepal aimed to orient and socialize them with core values, functions and practices of civil service and to enhance their fundamental as well as job-specific competencies so that they can deliver quality service to the people with greater degree of professionalism, serving attitude and behaviour. In this regard, Minister of General Administration Hon'ble Keshav Kumar Budhathoki inaugurated the 31st BAT on 19 Kartik

2073 (4 November 2016). Executive Director Mr. Punya Prasad Neupane chaired the inaugural session. The program was organized from 19 Kartik 2073 to 4 Jestha 2074 (4 November 2016 to 18 May 2017).

The training was divided into two phases. In the first phase of three months, all 397 officers attended Foundation Course. After graduating from the Foundation Course on 28 Magh 2073 (10 February 2017), 120 officers of Audit, Parliament and Foreign Affairs services, and Accounts and Revenue group

joined the next stage of job related specific training in their respective training organizations. Officers of General Administration Group continued specialized training for the next three months at NASC.

Class-room learning sessions were structured into five modules - Organization Behavior, Office Management, Governance and Service Delivery, Communicative English, and Computer and Report Writing Skills. Two modules - Local Governance and Development Management were structured in specialized stage for general administration group. Performance of the participants was evaluated in each and every activity against pre-determined evaluation criteria. However, the program was completed without publishing the merit. Certificates were handed over to the Ministry of General Administration for distribution as per the special decision of the GoN for this Batch considering technical difficulties to call back trainee officers from their respective duty stations in local governments.

Know Your Country



Trainee Officers during Know Your Country Visit

Trainee Officers participated in 'Know Your Country' program at different parts of the country to learn about geography, people, culture and economy and to enhance their understanding towards people and nation. The destinations were identified and detailed plan was prepared with learning objectives and daily activities. The trainee officers prepared learning reflection report and shared among their cohorts. The clusters selected this year were Makawanpur and Chitwan; Nawalparasi and Rupandehi; Parsa and Chitwan; Dhanusha and Mahottari; Rupandehi and Kapilvastu; Siraha and Udaypur; Nuwakot and Rasuwa; Ramechhap and Sindhuli; Sindhupalchowk and Kavre; Dolakha and Kavre; Palpa and Syangja; Baglung and Myagdi; Kaski and Parbat and Gorkha and Lamjung.



Walking down the memory lane, BAT was not merely a Basic Administration Training it was a Behavior Adjustment Training to learn a life itself. After passing Section Officer Exam, I entered NASC with optimum joy and zeal and eventually departed from there with the crown of "Best Performer", learning a complete package of life. What I found is that the syllabus of overall induction training has been designed so meticulously that it helps in the metamorphosis of RAW OFFICERS into RESPONSIBLE OFFICERS who are capable of being change agents for the Nepalese public sector reform. I got ample opportunities and the best platform to learn a wide range of things from how to deliver empathetic and situation based judicious service in the changed socio-political situation to how to represent the nation in international forums which indeed opened up new avenues in my perspective and presentation. Undoubtedly, since its inception, NASC has been striving for honing the talented minds of promising bureaucrats to fulfill the existing intellectual, moral and practical void in present Nepali bureaucracy and hope it will serve even better as a policy and practical think tank body being a Centre of Excellence in the days to come.

Himal Gautam

*First Position & Best Performance in Module Learning Test
31st Basic Administration Training
Foundation Course*

Internship

A two month long internship, an integral component of BAT aims to provide practical exposure at district level offices to the general administration group trainees in general as well as development administration. It was originally planned for their attachment in District Administration Office, District Development Committee, Land Revenue Office and Municipality Office on rotation basis. However, after one week of internship in designated offices, the government decided to depute the participants under Ministry of Federal Affairs and Local Development

as Executive Officers to head Rural Municipalities in order to facilitate the local level elections. The participants continued their internship for the rest of the period i.e. 20 Baishakh 2074 (3 May 2017) along with new responsibilities. Each officer trainee got an opportunity to lead the change process and develop organizational systems and practices in the changed context of local governance. They also developed a case studying pertinent issues of service delivery during internship along with internship report.

Noble Initiatives in 31st BAT

Value Commitment

Potential contribution of newly appointed officers in the civil service is largely determined by their perception toward civil service and value system they evolved from. Socialization is therefore a critical stage which orients and helps instill those values to deliver excellence in their decisions, actions and behavior. With realization of this fact, NASC took initiative to bring the trainee officers together in generating value commitments as their own which they will live with throughout professional as well as personal life. For this purpose, in a talk program organized on 23 Kartik 2073 (8 November 2016), veterans from public service Former Chief Secretary Mr. Leela Mani Poudyal and Dr. Bhagawan Koirala shared philosophies of service, value systems and power of personal commitment in building integrity and delivering results in civil service.



Trainee Officers of 31st BAT reciting their value commitments

Trainee officers then derived core values of civil service through inductive approach, facilitative discussion and series of contestations and discussion among their groups. The objective of this process

was to ensure that the newly appointed civil servants will adhere by the values of civil service in order to provide qualitative service to citizens of the country in their respective work areas after placement. The derived values were: Integrity and Ethics, Positive Attitude, Citizen-friendly Service; Impartiality, Transparency and Accountability; and Change-Orientation. Each individual signed, recited and expressed their commitment to those values in the presence of NASC officials and Secretaries of the Government. The "Value Commitment" has been handed over to the Secretary of concerned Ministry.

NASC Model United Nations (MUN)



Trainee Officers participating at NASC Model United Nation (MUN)

NASC MUN is an innovative effort to enhance skills of the newly appointed officers in public speaking at national and international level, analytical thinking and research skills on global agendas and contemporary issues. The program was organized for four residential groups as co-curricular activity in partnership with Youth Thinkers' Society. The trainees participated as delegates to the United Nations and UN committees. As the MUN required substantial research, public speaking, debating, writing skills, as well as critical thinking, teamwork, and leadership abilities, the officers were provided with an overview of the process and practice of the United Nations. They were oriented on the methods of raising concerns and presenting ideas on the floor as delegates. Participants were assigned with different agendas or themes to be presented and discussed in simulated committees such as Economic and Social (ECOSOC) Committee, Disarmament and International Security (DISEC), World Food Program (WFP), United Nations Office on Drugs and Crime (UNODC), United Nations Permanent Forum on Indigenous Issues (UNPFII) and Economic and Finance Committee (ECOFIN).

Living with Heritage and Culture: Felicitation of Shree Satya Mohan Joshi



Felicitation of veteran culture expert, litterateur and folklorist Shree Satya Mohan Joshi by Executive Director Mr. Punya Prasad Neupane

NASC organized a felicitation program to revere remarkable contribution made by the veteran culture expert, litterateur and folklorist Shree Satya Mohan Joshi on 26 Magh 2073 (8 February 2017). The program revolved around 'Living with the Heritage' theme and was followed by cultural site visits by the newly appointed section officers. Shree Satya Mohan Joshi shared enlightening insights, his experience and philosophies of life, career progressions, literary voyages, establishments, discoveries of various aspects of culture and efforts to preserve both tangible and intangible manifestations of culture. He conveyed a message to protect the heritages in order to pass them to a new generation which will ultimately be established as an identifier of civilization. He also reminded participants to associate their civic duties with preservation of heritages. Executive Director Mr. Punya Prasad Neupane felicitated him and expressed that this is an invaluable opportunity of this generation to have personalities like Mr. Joshi. He also encouraged the newly appointed officers to follow values like simplicity, dedication and contribution to our motherland.

After the felicitation, the trainee officers visited the three cultural heritages-Lalitpur Durbar Square, Bhaktapur Durbar Square and Kathmandu

Durbar Square. They were briefed on the historical importance, tourism prospects, and sustainable maintenance of cultural legacy, religious harmony, restoration activities and other issues alike. Dr. Govinda Tandan shared his experiences and oriented the officers about the national heritages before they visited the sites.

Social Activities



Blood Donation by trainee officers

As an integral component of Extra and Co curricular Activities (ECA) of the training, trainee officers involved in various social works and community development programs. They donated blood; raised

funds of NRs. 100,600 for blood cancer patient in BP Koirala Memorial Cancer Hospital; visited Spinal Injury Rehabilitation Center, Early Childhood Development Center, Richmond Fellowship Nepal, Aama Ghar, Pashupati Old Age Home and interacted with senior citizens and volunteered support.

The 31st Batch continued the legacy of meaningful and active participation of BAT participants in the 'Clean Bagmati' campaign. This occasion also gave an opportunity for the trainees to understand the social issue and develop culture of volunteerism. The officials portrayed enthusiasm and positive energy during the cleaning which was truly amazing. They worked collaboratively in a dedicated manner to construct a cleaner and better society.



Trainee officers participating in Bagmati Cleaning Campaign

Trainee officers involved in Yoga, Physical Training, sports and cultural activities organized daily to help them maintain healthy and meaningful way of life in their career ahead. Similarly, Talk Program on contemporary issues, visits to different organizations, hiking to outskirts of Kathmandu valley, Literary Festivals were also organized to broaden their learning horizon. Similarly, participants also celebrated the Udhali Parva, Lhosar and other national festivals during their residential training period. As an innovative activity, officers in groups were engaged in gardening at NASC. Participants also took sessions on disaster risk management followed by practical sessions on 'Water Rescue' organized by Armed Police Force Disaster Management Training Center (APF DMTC), Kurintar, Chitwan. The residential program also included debates, quiz competitions and documentary shows.



Trainee officers gardening at NASC

The trainee officers also participated in Women of the World Kathmandu (WOW KTM) festival, organized by British Council Nepal in partnership with the Southbank Center on 6 Falgun 2073 (18 February 2017). The program celebrated women and girls through interaction with women activist and celebrities about obstacles they face across the world.



Trainee Officers in Art Session

IN-SERVICE TRAINING AND MANAGEMENT DEVELOPMENT

PROFESSIONAL COURSES FOR CLASS-III OFFICERS

Professional course is a 30 working day training program for Class III officers of the GoN with an aim to help them develop core competencies to perform their roles efficiently and to contribute towards effective implementation of development programs as well as deliver public service effectively. The courses include classroom learning sessions, home assignment, real-life case studies and field studies.

214 officers benefited from eight different courses in the area of Management and Development, Human Resource Management, Governance and Development, and ICT and E-governance.

ADVANCED COURSES FOR CLASS-II OFFICERS

In-service courses with duration of 30 working days are organized for the Class-II officers of government organizations. They are labeled as Advanced Course and organized by different Centers focusing on core competencies of Management, Development and Governance. Similarly, specific area competency programs on Human Resource Management and Project Management are designed and delivered. Targeted to the mid-level managers of civil service, the programs are designed accordingly with practical methodologies and environment of learning from each other's valuable experience. The course is structured with components of classroom learning sessions, home assignment, real-life case studies and project work. 126 officers were trained from 6 different courses this year.

SENIOR EXECUTIVE DEVELOPMENT PROGRAMME (SEDP)



With an aim to enhance the core competencies of Joint Secretaries to develop them as a transformational leader and integrity builder, 35th SEDP was organized from 24 Shrawan to 10 Magh 2073 (8 August 2016 to 23 January 2017). The program was structured in five modular blocks of Leadership, Integrity, Strategic Management, Governance and Policy Management with action learning in modular breaks. Each module was designed to offer multiple perspectives on issues faced by leaders in public sector and allow them

to obtain a greater understanding of the tools and analytical frameworks necessary to analyze issues and formulate solutions. Senior Executives presented their final Capstone Project in plenary. Twenty-five Joint Secretaries successfully graduated from the program.

SECRETARY COLLOQUIUM



A Colloquium on 'Public Policy in Federal System' was organized at NASC on 11 Chaitra 2073 (24 March 2017). The aim of the colloquium was to develop the perspectives of Secretaries and Special-Class officers of the GoN in public policy making and implementation in the changed context of governance system; create a discourse about issues and ways forward in policy management, and extend their commitment for evidence informed policy decisions at different tiers of the governments as per the spirit of the new constitution. Fifty Secretaries and Special Class Officers participated in the Colloquium.

The Colloquium was inaugurated by Hon'ble Keshav Kumar Budhathoki, Minister of General Administration. Officiating Executive Director Dr. Tarak Bahadur KC offered welcome speech and highlighted on the context, need and objectives of the program. Dr. Rohini Pande, Mohammed Kamal Professor of Public Policy, Harvard Kennedy School and Dr. Michael Callen, Assistant Professor, University of California San Diego presented paper on the main theme- Evidence based Policy Making in Federal System. Chief Secretary Dr. Som Lal Subedi chaired the session and Dr. Shanker Sharma, former Vice Chairperson of National Planning Commission discussed on the dimensions of the paper presented by experts.

'I think SEDP has an excellent learning approach with inter-module learning assignments related with working area and policy capstone project in a group. I believe that it will be very useful for me in my future works'. (SEDP Graduate, 35th Batch)

Similarly, Mr. Pratap Kumar Pathak, former Secretary of Government of Nepal presented paper on Civil Service National Policy. Secretary - Ministry of General Administration Mr. Mohan Krishna Sapkota chaired the session and Secretary – National Planning Commission Mr. Chandra Kumar Ghimire was the discussant. The program created discourse in policy making in federal system of governance and its effective implementation.

REDESIGNING IN-SERVICE TRAINING PROGRAMMES

We believe in continuous improvement in designing of training programs in terms of learning approaches, tools and techniques. We redesigned Senior Executive Development Program with modular approach with action learning in between; and Basic Administration Training with varied learning tools and techniques to suit the immediate need of the newly appointed Section Officers of the government. In continuation of making standardized in-service training programs for the officers of GoN, redesign of Advanced Course for Class-II level officers and Professional Course for Class-III level officers is underway. Currently, there are couple of generic as well as specific competency courses in these categories with scattered contents and high degree of redundancy. Similarly, context and expected role of the officers in three tiers of government has changed as per nature and focus of bureaucratic functions of public service at all levels. In this connection, quest is now to make a standard core competency long course for Class-II and Class-III officials.

RE-DESIGN OF ADVANCED COURSE ON MANAGEMENT AND DEVELOPMENT

This is an in-service training program delivered to the Class-II Officers of the government. This level has crucial role in implementing government policies, programs and producing results by managing both upward and downward levels. Specifically, the targeted officers at federal level will need core competencies to manage general administration, development management as well as intergovernmental relationships. In this relation, a detailed need assessment was carried out to design the Course. Regional level competency mapping workshops were organized in Biratnagar, Nepalgunj and Pokhara followed by interview with supervisors-



NASC Team in Advanced Course Peer Review Meeting with Civil Service College Singapore

joint secretaries and secretaries in different ministries. A team led by Deputy Executive Director Dr. Tarak Bahadur KC was formed to redesign the course. In the process of detailed needs assessment, best practices of similar programs in international level were also observed. Executive Director Mr. Punya Prasad Neupane and the course redesign team visited Asian Institute of Management (AIM), Development Academy of Philippines (DAP) and Civil Service College of Singapore (CSC) in June 2017 and observed their learning designs and delivery approaches. Those institutions have also assisted for peer review of the proposed curriculum. After detailing of Course in October, a pilot program is scheduled for December 2017. Directors Mr. Basanta Raj Sigdel, Mr. Suwarn Kumar Singh and Mr. Trilochan Pokharel are working as management expert, knowledge management expert and governance expert respectively in the team. Asian Development Bank has provided technical and financial support in the process.



NASC Team in Advanced Course Peer Review Meeting with President of Development Academy of Phillipines

RE-DESIGN OF PROFESSIONAL COURSE ON MANAGEMENT AND DEVELOPMENT

Redesign of Professional Course on Management and Development was initiated last year. Regional level workshops were conducted with the potential target groups and their supervisors to identify the real need of capacity building in the changing context. Preliminary need assessment report was generated and a draft course outline has been prepared. As an augmentation to the efforts, the draft course was brought to purview of regional capacity building institutions of similar nature. For this purpose, a team of faculties Mr. Kedar Bahadur Rayamajhi, Mr. Bharat Thapa, Ms. Kamal Nayan Pradhan, Mr. Suwarn Kumar Singh, Ms. Achala Dahal, Mr. Rajendra Adhikari, Mr. Trilochan Poudyal and Ms. Shailaja Upadhyaya visited Bangladesh Public Administration Training Center (BPATC), Bangladesh Civil Service Administration Academy (BCSAA) and North South University (NSU) on 15 Jestha 2073 (29 May 2017). Similarly, the team also visited Lal Bahadur Shastri National Academy (LBSNAA) on 17 Jestha 2073 (31 May 2017).



Peer Review meeting on Professional Course Redesign with senior faculties of BPATC

The team interacted with the faculties about proposed course, possible innovations in design and delivery and also observed the best practices of those institutions along with physical facilities, evaluation methodology, e-governance and knowledge management systems and overall administration. We have planned to pilot the Course in December, 2017. Governance Facility has provided technical and financial support in this process.

WORKSHOP, SEMINAR AND CONFERENCE

14th SOUTH ASIAN MANAGEMENT FORUM

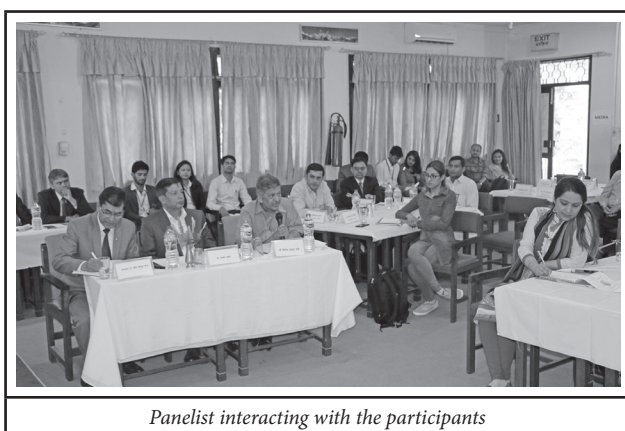


NASC faculties with Executive Director Mr. Punya Prasad Neupane after paper presentation in 14th South Asian Management Forum

A team of faculties led by Executive Director Mr. Punya Prasad Neupane participated in 14th South Asian Management Forum organized by Association of Management Development Institutions in South Asia (AMDISA) and MNU Business School, Maldives National University. The Conference was held from 12 to 14 Baishakh 2073 (24 to 26 April 2017) in Bandos Island, Maldives. The forum aimed to bring together management experts, scholars, practicing managers, business leaders, policy administrators and other academicians from different countries of South Asia on a platform to discuss various connected issues and share their research findings. The theme of the conference was 'Governance and Public Policy: The Role of Management Development'. Executive Director chaired thematic sessions and served as panelist. Mr. Basanta Raj Sigdel, Mr. Suwarn Kumar Singh, Ms. Achala Dahal, Mr. Trilochan Pokhrel, Mr. Shiva Hari Adhikari, Ms. Pratistha Koirala and Mr. Nabin Chapagain presented their research papers in the area of integrity building, ICT and e-governance, reservation policies for women in civil service, quality of public service, diversity management and performance management respectively. NASC is one of the founding members of AMDISA and has significant and meaningful presence in such conferences regularly. The conference was followed by a meeting of NASC team with the Civil Service Commission of Maldives to discuss about the areas of collaborations in future.

CO-ORDINATION BETWEEN FISCAL AND MONETARY POLICY

Workshop on 'Co-ordination between Fiscal and Monetary Policy in Changed Context' was organized on 9 Ashadh 2074 (23 June 2017) with an aim of creating an environment for knowledge-sharing between distinguished experts through constructive discussions to develop institutional and operational arrangements for coordination of fiscal and monetary policy. The workshop, being first of its kind, brought together the Ministry of Finance, National Planning Commission, Nepal Rastra Bank and scholars together.



Panelist interacting with the participants

The workshop was structured into three major themes. Dr. Baikuntha Aryal - Joint Secretary, Ministry of Finance presented paper on Changing Role of Fiscal Policy for Sustainable Development. Executive Director of Nepal Rastra Bank Mr. Nara Bahadur Thapa presented on the theme- Reflection on Monetary Policy: Effectiveness and Way forward. Similarly, Vice Chairperson of National Planning Commission Dr. Min Bahadur Shrestha presented on main theme of the workshop- Designing operational framework for coordination of fiscal and monetary policy. Economists Dr. Prithvi Raj Ligal, Dr. Shanker Sharma and Mr. Keshav Acharya chaired the sessions and performed discussant role in these presentations. The experts admired NASC initiative as think tank of the government in designing and organizing such policy level workshop and expected continuation in the days to come. Altogether thirty-eight senior officers from National Planning Commission, Ministry of Finance and Nepal Rastra Bank participated in the program. It was a great learning opportunity in the

light of government policy and programs, budget for the fiscal year 2074/75 and forthcoming monetary policy.

TRAINERS MEET- 2073



"Trainers' Meet- 2073" as a knowledge sharing forum of public sector training institutions

Trainers Meet, a NASC initiative for promoting coordination and collaboration among public sector training institutions under Training Institutions National Coordination Committee (TINCC) was organized on 10 Poush 2073 (25 December 2016) to initiate discourse in changing role of public sector training institutions for individual as well as organizational capacity building efforts in the light of challenges and opportunities in the new system of governance. This is a noble initiative of leading training institutions of Nepal intended to promote collaborative and integrated capacity building efforts as envisaged by national training policy and spirit of the constitution.

The program aimed to develop common understanding of institutions in various issues of capacity building in the changing context; share each other's learning experiences and innovative efforts; and initiate discourse in collaboration and assuming new role of the training institutions in the changed system of governance. Deputy Executive Director Dr. Tarak Bahadur K.C. presented paper on Training Management covering dimensions of training, issues and way forward in the changed context. Chief of public sector training institutions, high level officials of government, training professionals and faculty members of NASC were present on the occasion.

CONSULTATIVE DISCOURSES FOR ACADEMIC PROGRAMME DESIGN



Experts presenting their ideas during consultative discourse

We are planning to run an academic program (Master's Degree in Public Policy and Governance) as an expansion of our service domain and to strengthen the academic excellence of NASC. The Course aims at enhancing the capacities of policy actors (policy makers and decision makers) in various tiers of government. Activities are devised in strategic plan and the process is initiated. To derive and validate the need of proposed program and for the feasibility of sustaining such programs, we carried out discourse on the evolving role of policy actors in the changed context. For designing need based program, we identified and defined the direction and desired value and competencies of new policy actors. In the process of gaining views on the same by the policy practitioners, NASC organized four rounds of consultative discourses on the context and challenges of Public Policy Development.

The total round of discourses marked the presence of a total of 55 participants, including academicians, senior bureaucrats, trainers, professors, policymakers and senior faculties of NASC. Mr. Mohan Das Manandhar, senior advisor for the program facilitated the discussions. The participants provided their contextual vistas and supported the need for development of public policy course. Output of the discourses were transcribed and documented as valuable input for designing the program.

PROGRAMMES IN COLLABORATION

CAPACITY BUILDING FOR ENHANCING PORTFOLIO PERFORMANCE

NASC has been providing training for enhancing capabilities of officers involved in the area of project management as one of the important specific competency programs. In this regard, Asian

Development Bank (ADB), Technical Assistance TA 8847-NEP has established Capacity Development Resource Center (CDRC) at NASC to organize series of training programs for enhancing portfolio performance of ADB funded projects in particular and project management capabilities of the government officers in general.

The programs commenced on 30 Kartik 2072 (16 November 2015). Till July, 2017 CDRC completed targets of all 20 programs. Altogether 529 government officers benefited from different thematic areas of the training programs: procurement management, financial management, contract management, gender equality and social inclusion and environmental and social safeguards. The collaboration commenced in 2014 and is in the process of extension for further programs.

COLLABORATION WITH HARVARD UNIVERSITY IN EVIDENCE BASED POLICY MAKING

Nepal Administrative Staff College extended collaboration with Harvard University, Evidence for Policy Design (EPoD). This has initiated a meaningful discourse in making policies evidence informed and designing implementation mechanism accordingly. Capacity building of the policy makers as well as faculties involved in public sector governance is necessary condition for smart policy making in public sector. With this realization, in collaboration with EPoD we organized series of capacity building programs for the senior officials of GoN and NASC faculties.



Participants during the training session

Using Evidence for Smart Policy Design, organized from 4 to 5 Shrawan 2073 (19 to 20 July 2016) was targeted to joint secretaries and NASC faculties as policy professionals and decision-makers to

enhance practical skills for effectively applying data and evidence in their work. Altogether 30 persons benefited from the course.



A glimpse of the “Ambassadors of Evidence Based Policy: Training of Trainers workshop”

Ambassadors of Evidence Based Policy: Trainers’ Training was organized from 2 to 4 Chaitra 2073 (15 to 17 March 2017) by a team of Harvard faculties to build future cohorts of policymakers. The workshop was conducted with the objective of enhancing the exposure of cutting-edge pedagogical techniques to use research evidence and use blended learning to equip policymakers with practical skills and frameworks needed to apply data and evidence for effective policy decision-making. Twenty-two participants including academicians, senior bureaucrats, trainers, professors, policymakers from Nepal, India, Bangladesh and Pakistan benefited from the Course. Similarly, as an extended version of the ToT, **Building Capacity to Use Research Evidence (BCURE)** was organized from 7 to 10 Chaitra 2073 (20 to 23 March 2017). 40 participants including bureaucrats from different ministries of different countries, academicians, trainers, policymakers from Nepal and Bangladesh, participated in this workshop.

Gender Policy Dialogue

International scholars and policy actors from across South Asia gathered in Kathmandu to share cross-cutting research issues on how government initiatives to increase financial access and economic opportunities are affecting the region’s women, and to demonstrate practical applications of economic research in support of women’s economic empowerment. The program was conducted and presented in collaboration with EPoD and IFMR LEAD, India from 10 to 11 Chaitra 2073 (23 to 24 March 2017) for a total 113 participants. The core

goal of the event was to bridge the research-to-policy gap by identifying research questions of immediate relevance to policymakers and interest to researchers, and encouraging the development of synergistic research-policy collaborations that maximize the relevance of new research and shorten the road in policy implementation.

NASC Faculty Attended Harvard Kennedy School Workshop

Mr. Trilochan Pokhrel, Director of Studies, attended a workshop on ‘Building Capacity to Act on Evidence: What does it Take?’ organized by Harvard Kennedy School on 23 Jestha 2074 (6 June 2017) at Harvard Kennedy School in Cambridge, MA, USA. The workshop was attended by 30 people from different countries where they shared country specific experience on evidence based policy making. The workshop also identified some important issues of capacity building for promoting use of evidence in public policy making. In addition, Mr. Pokharel attended bi-lateral meetings with Harvard Kennedy School for strengthening bi-lateral relationship and continuing partnership to carry-out research and training activities in Nepal with a broader aim of improving public sector management. NASC and HKS have an MoU for carrying out training, research and advocacy activities on improving public policy management.


POLICY DISCOURSE & RESEARCH CONFERENCE ON PUBLIC POLICY AND GOVERNANCE IN SOUTH ASIA




Executive Director Mr. Punya Prasad Neupane offering inaugural speech in the Conference

In collaboration with Niti Foundation, Nepal; The Asia Foundation, Nepal; Institute of Public Enterprises (IPE), India; Think Tank Initiative (TTI), India and BRAC Institute of Governance and Development

(BIGD), Bangladesh we organized 'Policy Discourse and Research Conference on Public Policy and Governance in South Asia' on 26 to 27 Ashad 2074 (10 to 11 July 2017).

	<p><i>Collaboration of efforts between the South Asian region will help academia flourish in the policy management discipline. All we need to do is to remain connected throughout!</i></p> <p><i>-Dr. Sultan Hafeez Rahman, Executive Director, BRAC Institute of Governance and Development (BIGD), BRAC University.</i></p>
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<p><i>Trade is not only about volume or worth but also the value addition. The immense trade prospects between India, Nepal and Bangladesh still remain unexplored.</i></p> <p><i>-Dr. R K Mishra, Senior Professor and Director, Institute of Public Enterprise, Hyderabad, India.v</i></p>	
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The main aim of the event was to bring scholars, public policy makers and emerging researchers into a forum to initiate discussion and sharing experiences on how South Asia should strengthen its institutional capacity in policy making and governance. The overarching themes of the conference were public policy, public sector management and governance. Themes for plenary sessions were as follows:

- a. Public policy discourse in South Asian Countries: Understanding and challenges
- b. Uptake of evidence and research in policy making in South Asia
- c. Regional policy dialogues and trans-regional policy networks in South Asia
- d. Building academic strength in public policymaking in South Asia

Similarly, subthemes included Public Sector Governance, Managing public sector performance,

Corporate governance and public finance, Issues in public policy, Accountability and socio-political issues, and Issues in public service delivery and public organizations.

Altogether 120 participants benefited from the discourse. Researchers from Nepal, India and Bangladesh shared their research findings which contributed towards policy implication of their respective countries. The discourse was chaired by the Executive Director of NASC Mr. Punya Prasad Neupane along with the reigning and former Secretaries of the Government of Nepal and Experts. Sixteen research works done by NASC faculties were presented in the Conference.

GENDER EQUALITY AND SOCIAL INCLUSION (GESI) AND GENDER RESPONSIVE BUDGETING (GRB)

NASC has signed an agreement with UN women titled "Strengthening NASC to develop capacity of GoN in Gender Equality and Social Inclusion (GESI) and Gender Responsive Budgeting (GRB)" to integrate GESI and GRB in training curriculum and provide training to further enhance capacities of GoN in line with the 14th periodic plan and SDGs. The project duration is from 3 Shrawan 2074 to 14 Mangsir 2075 (18 July 2017 to 30 November 2018). The main deliverables of the project includes training needs assessment; develop 5-day training course on GESI and GRB for government officials, especially to Gazetted Class- II and III; capacity building including master trainers' training for NASC faculties, resource person and trainers/facilitators; piloting training manual and finalization and upgrade the Resource Center of NASC.

'SEDP has met my professional and personal expectations and needs to great extent by enriching the capacities in developing leadership competencies and skill in strategic management as well as promoting governance in our organization'. (SEDP Graduate, 35th Batch)

IV

CONSULTING SERVICES

NASC has been supporting in the institutional capacity building of public sector organizations through management and training consulting services. The programs are designed on the basis of realized and expressed needs of clients in different aspects of governance, management, development and training activities. Significant achievement is observed in this fiscal year in the area of management consulting in terms of projects undertaken and products delivered for the concerned organizations as well as contribution toward successful implementation of federal system.

MANAGEMENT CONSULTING

Our management consulting efforts include organization and management survey and functional analysis for organizational restructuring, developing policies, strategies and plans for organizational transformation. After promulgation of the constitution in 2015, we have been involved in functional analysis and federalism related studies for the government. This has created avenues for NASC to grow as a resource center of federal studies in the long run. In this year also, two major consulting projects have been completed regarding implementation of federalization. Consulting Initiatives of the year under review are summarized in this section.

FUNCTIONAL ANALYSIS AND INSTITUTIONAL ARRANGEMENTS IN THE FOREST SECTOR IN FEDERAL SETTING OF NEPAL

Service rendered to: : Ministry of Forest and Soil Conservation through Hariyo Ban Program/WWF Nepal

Consulting Team: Punya Prasad Neupane, Khum Raj Punjali, Swoyambhu Man Amatya, Ram Krishna Timalsena, Trilochan Pokharel and Rajendra Adhikari

Nepal took initiatives under the Ministry of Forest and Soil Conservation (MoFSC) with the support from Hariyo Ban Program/WWF, to conduct a detailed analysis of the functions and institutional arrangements on forest sector (including all the allied sectors) following the promulgation of the Constitution of Nepal on 20 September 2015. Upon request of the Ministry, we have been undertaking a detailed functional analysis based on constitutional provisions on forest sector and recommend on appropriate institutional arrangements at three tiers of Governments in line with the principles of federalization. The study reviewed existing functional and institutional arrangements in forest sector of Nepal and selected countries with federal system as reference. It has also analyzed the provisions of functional allocations to three tiers of governments in the constitution. The Analysis Report was also shared in 'Environment Protection Committee' of the Legislature-Parliament on 30 Bhadra 2073 BS (15 September 2015) chaired by Honorable Chairperson of the Committee Janak Raj Chaudhary. Honorable Forest and Soil Conservation Minister Shankar Bhandari attended the interaction, including 30 members of the committee and senior officials of MoFSC. The study will also provide a set of recommendations as inputs for the government in making decisions to implement federalization in the forest sector.

DESIGNING ORGANIZATION STRUCTURE OF LOCAL GOVERNMENTS

Service Rendered to: Local Level Restructuring Committee and Ministry of Federal Affairs and Local Development

Consulting Team: Punya Prasad Neupane, Trilochan Pokharel, Basanta Raj Sigdel and Rajendra Adhikari

Restructuring of local level was the major step of implementation of constitution promulgated on 2015. For this purpose, the Local Level Restructuring Commission (LLRC) was constituted in March 2016. One of the mandates of the Commission was to delineate organization structure and staffing requirements in defined organizational units of local governments. NASC was entrusted to support the Committee and carry out functional analysis of local level based on the constitutional provisions; defined administrative service groups and outlined organization structure of local governments. Major principles considered while devising organization structure and manpower projection include population determining size of the potential service recipients, workload in concerned work unit/s, job interest, ability to implement, productivity and efficiency, accountability, multiple responsibility, joint service mechanisms and inter-government relationships. We proposed number and level wise manpower to these organization units. Further, the study has also proposed alternative solutions for the adjustment of existing manpower hired by local governments. We defined vertical and horizontal relationship among local governments in relation to structure and manpower mobility. We also recommended defining competency framework for local level service that would create baseline for all human resource management functions at the local level. Similarly, detailed organization and management survey based on detailed job analysis is needed once local level election is completed.

STRATEGIC PLANNING OF PUBLIC SERVICE COMMISSION

Service rendered to: Public Service Commission

Consulting Team: Dr. Tarak Bahadur K.C., Basanta Raj Sigdel, Suwarn Kumar Singh, Achala Dahal, Nabin Chapagain and Pratibha Dhungana



Strategic Planning Workshop of Public Service Commission

Changing landscape of the civil service and competency required for public sector jobs

demand innovation and effective implementation of assessment center methodology to ensure ideal notion of 'right person for the job at the right time'. Similarly, hiring people with high degree of integrity, adhering to professional standards and values of public service have become decisive competencies in the new system of governance that requires re-orientation in strategic approaches and techniques of HR acquisition. As a professional HR advisor of the government, Public Service Commission should be able to stand firm by developing its competencies especially in human resources, information resources and infrastructures to deliver such broader and challenging responsibilities. Proper alignment of its vision, mission, objectives and strategies with resources and competencies add value to the overall functioning of the commission. In this light, upon the request of the Commission, NASC formulated a three-year Strategic Plan (2074/75 to 76/77) devising strategies to address key result areas of improving service delivery, fostering market engagement and strengthening institutional capacity. The plan was prepared based on detailed strategic analysis and wider stakeholder consultation.

HUMAN RESOURCE DEVELOPMENT PLANNING OF MINISTRY OF AGRICULTURAL DEVELOPMENT

Service rendered to: Ministry of Agricultural Development

Consulting Team: Dr. Tarak Bahadur K.C., Suwarn Kumar Singh, Dr. Siddhi Ganesh Shrestha, Jiwan Prabha Lama, Dr. Damodar Sedhai and Shiva Hari Adhikari

In the changed context of governance after the promulgation of the Constitution of Nepal and institutional arrangement of GoN under federal constitution, implementation of three tiers structure to deliver services to the public has become imperative for all sectoral ministries. The required provisions under new institutional arrangements demand HR competency mapping of every institution to align with the Government mission of delivering services to public at large. This calls for human resource development planning to ensure availability of capable and committed manpower; improve competencies; enhance effectiveness; foster teamwork; facilitate career development; increase job satisfaction; improve decision-making; manage change and conflicts; succession planning; and environmental adaptation. In order to meet

these needs, HRD plan has been prepared for building competent workforce who will contribute to achieve its mission of reducing poverty through increased agricultural production and productivity to help the nation for improved self-sufficiency through commercial and competitive agricultural systems. The plan has considered the present mandate of federalization, analysis of present HR capacity competency (education, training and experience) to meet the government and public expectations for enhanced service quality and meet service demand.

HUMAN RESOURCE DEVELOPMENT PLANNING OF MINISTRY OF LIVESTOCK DEVELOPMENT

Service rendered to: Ministry of Livestock Development

Consulting Team: Dr. Tarak Bahadur K.C., Suwarn Kumar Singh, Jiwan Prabha Lama, Dr. Damodar Sedhai and Shiva Hari Adhikari

Considering human resource as a vital factor to achieve

the organizational goal, objectives and improve efficiency in service delivery, Ministry of Livestock Development decided to develop human resource development plan with detailed assessment of its existing and future human resources needed in order to deliver its stated objectives in the changed context of governance after federalization. Considering the present mandate of federalization for agricultural sector development, the present HR capacity (staffs number 4261) and competency (Education, Training and Experience) of MoLD required to be analyzed and planned in order to meet the government and public expectations as well as improve the service delivery processes with better ability and efficiency in order to reduce the capacity and competency risk.

The team conducted a thorough analysis of its present HR competency, provided a defined HR competency framework of MoLD in the changed context, and also conducted an HR demand and supply analysis in terms of capabilities for better service as per the new federal institutional arrangements.

TRAINING CONSULTING

We have continuously addressed the need of public organizations to enhance individual capacity of their employees. Customized training programs were designed and delivered based on identified need of the potential trainees. Major training consulting of the year are summarized in the following table.

SN	Name of the Program	Target Participants	Duration
1	Leadership and Management	Senior officers (Colonels) of Nepal Army	4 Days
2	Leadership and Management	Unit Command and Student Officers of Nepal Army	3 Days
3	Leadership and Management	Operational Command and Management (Level-III) Officers of Nepal Police	15 Days
4	Management and Planning	Senior Officers of Armed Police Force Nepal	15 Days
5	Technical and Managerial Capacity Building (Induction Training)	Newly appointed officers of National Tea and Coffee Development Board (NTCDB)	20 Days
6	Advanced Course on Management and Development	Deputy Directors (10 th Level) of Civil Aviation Authority of Nepal	30 Days
7	Training of Trainers	Trainers/Potential trainers of public organizations	3 Days
8	Assertiveness Skills for Women Managers	Women managers of public organizations	3 Days
9	Administration and Management (Induction Training)	Newly appointed officers of Nepal Oil Corporation	10 Days
10	Administrative and Technical Capacity Development	Officers of National ID Management Centre (NID),	10 Days
11	Public Private Partnerships	Officers of National Planning Commission and Stakeholders	2 Days

ENCOURAGING WOMEN'S CANDIDACY IN THE LOCAL LEVEL ELECTIONS

A project called 'Campaign to Encourage Women's Participation as Candidates in the Local Level Elections' under Financial and Technical support of UNDP/ESP in local coordination with Development Concern Society (DECOS) was completed with active facilitation of NASC faculties to meet the objectives of sensitizing local women, particularly from the marginalized communities, about their constitutional rights of representation in local bodies and their participation in local level elections not only as voters, but candidates, supporter, proposer etc. by means of social mobilization and strengthening leadership capacity of local women for their meaningful participation in the local level elections held in May 2017 in different aspects by social mobilization. Ten programs were conducted in selected districts and altogether 250 women participated in the program. Eleven faculties involved as trainer/facilitator in these programs.

DRAWING LESSONS FOR NEPAL'S NEW JOURNEY OF FEDERALISM

An international level training on 'Drawing lessons for Nepal's new journey of federalism' was organized for the officers and senior executives of Ministry of Federal Affairs and Local Development (MoFALD). The aim of the training was to offer first-hand knowledge to government officials about federal and decentralized governance systems, practices and challenges that Nepal can draw as lessons. Secretary

of the Ministry and four senior officials participated in the program hosted by University of New South Wales, Australia on 20-27 August 2017. Different aspects of Australian federal system were discussed in the program followed by observation of practices and meetings with member of state government local governments and Australian parliament. Deputy Director of Studies Dr. Raghu Bista coordinated the program.

Another group of six officers participated in the program held at Sri Lanka Institute of Development Administration (SLIDA) on 25-29 July 2017. The team interacted with former secretary at Negombo and visited Chief Secretary Office, Municipal Council Jaffna and Ministry of Provincial Council, Finance Commission Colombo. Deputy Director of Studies Mr. Uttam Acharya coordinated the program.

NOMINATION IN HIGH LEVEL HEALTH POLICY AND RESTRUCTURING COORDINATION COMMITTEE

Ministry of Health formed a high-level health policy and restructuring coordination committee headed by Health Minister Gagan Thapa. The committee consisted experts of various areas including health, federalism, law and restructuring. Director of Studies Mr. Trilochan Pokharel was nominated in the Committee as restructuring expert. The committee was entrusted with the responsibility to prepare appropriate framework for restructuring the Health Ministry, formulate appropriate health policy, and prepare plans in line with the federal structure.



Residential facility at NASC

V

RESEARCH AND PUBLICATIONS

Research has been an important service domain and strategic priority of NASC. Continuous encouragement to faculties to conduct research in pertinent issues of public administration, management, development and governance has significant contribution in promoting research culture. This section presents the abstracts of completed research in different themes and major publications within the fiscal year under review.

ABSTRACTS OF RESEARCH PAPERS

ATTRACTIVENESS OF CIVIL SERVICE IN NEPAL

- *Basanta Raj Sigdel, Shailaja Upadhyaya, Krishna Sigdel, Rameshwar Bhandari*

The motives and expectation which attract people to join civil service as well as sense of realization from service have greater implications in the quality of service they deliver. The study aimed at identifying priority of newly appointed employees to join civil service as an officer and assess the perception of senior executives in terms of realization of what they expected while joining civil service. The study conducted through administration of structured questionnaire to 166 newly appointed Class III officers and 25 Class I officers selected randomly reveals that Job security, Career opportunity and Contribution to Society/Nation respectively are the mostly valued factors (rank wise) for new entrants in civil service, while Contribution to Society /Nation comes in the first ranking for the Joint-Secretaries. Job Security comes in third priority for Joint-Secretaries. However, the first three factors are same though their ranks vary among two categories of officers. Similarly, self-assessment of current status on the basis of four different issues shows that senior executives (Class-I officers) are satisfied with their affiliation in civil service. There seems consistency between projection of status of entry level officers after 10

years of service with that of senior executives.

CITIZEN CHARTER IN NEPALI PUBLIC SECTOR ORGANIZATIONS: WHAT DOES EVIDENCE SAY?

- *Anil Kumar Gupta, Gyan Laxmi Shrestha*

Citizen Charter is an indispensable tool of citizen centric governance that confirms quality in public service delivery by holding public sector organizations directly accountable, responsive, and transparent. In this context, we disclose the current picture of Citizen Charter in Nepali public sector organizations from service receiver's perspectives. For this, a survey was conducted in key six public sector organizations (transport office, land revenue office, district administration office, inland revenue office, metropolitan city and court) of Lalitpur District by using client exit interview method with the help of semi-structured interview schedule in 2017. The result of the study shows that utilization of Citizen Charter is extensively low. Service receivers are not fully aware and well informed about its values. They prefer to receive services by asking from duty bearers, intermediaries and previous service receivers than Citizen Charter. They believe there is no consistency in promises of Citizen Charter and behavior of duty bearers. However, some service receivers are demanding services as per Citizen Charter.

FACTORS IMPACTING ON INFORMATION BEHAVIOR OF MANAGERS IN NEPALESE CIVIL SERVICE

- *Binaya Hari Maskey*

Information seeking behavior is a growing concern. The study aimed to examine the impact of personal and professional factors on information behavior of Officers/Managers in Nepalese Civil Service. The study followed descriptive research design and data was collected through structured survey questionnaire in non-contrived settings. This is cross-

sectional study of 84 officers (Class II and III) in civil service. SPSS was used for descriptive and inferential statistical analysis like frequencies, percentage, ANOVA, MANOVA; and multiple comparisons with the Scheffe test was also conducted to examine the proposed hypotheses. The results showed that age, job experience and information system use are only the contextual variables, which make a difference in all three elements of information dimensions. This means, the null hypothesis (H0) is partially supported denoting conclusion that there do exist differences among the sub-groups in the case of the impact on information behavior of age, job experience and information system use.

INTEGRITY OF PUBLIC AGENCY IN THE PERCEPTION OF PUBLIC SERVANTS

- *Shiva Hari Adhikari, Suwarn Kumar Singh and Ashrita Dhital*

There are increasing expectations from citizens that public agency demonstrates high ethics and integrity while delivering services. Many positive initiatives are in place to promote rule of law, corruption free and smart administration, financial discipline and efficient management of public work in Nepal. This study aims to analyze integrity of public agency through perception of public servant with regard to effectiveness of policies, guidelines and procedures to promote good standards of conduct. Through a perception survey of employees of central level agencies integrity standard of public institution has been assessed. This study examines relationship between organizational value and individual value; protection from recrimination when reporting corruption; rules and standards of conduct; national regulations and laws; regulations addressing conflict of interest; and internal mechanism for controlling corruption. The results are encouraging, however sufficient communication and compliance of values and standards are required to improve integrity standard of public agencies.

INTRODUCING CONTRIBUTORY PENSION PLAN: SUSTAINABILITY AND EQUITABILITY IN NEPALESE CIVIL SERVICE

- *Pratistha Koirala, Nabin Chapagain, Pratibha Dhungana, Damodar Basyal*

With improvement in health facility there has not only been an increase in the number of people who survive to retirement age, but also the number of people who live for much longer. This has dramatically increased the cost of providing pensions leading to

doubts about the viability of current approaches of defined benefit pension plans where government bears entire cost of pension. Under defined benefit scheme, the budget expenditure on pension for the fiscal year of 2005-06 was NPR 3.439 billion which rose to NPR 27.083 billion in 2016-17. With increasing number of retirees and their increased average life expectancy, the pension burden of government is ballooning and if these trends continue government will be unable to pay pension for its retired employees under the defined benefit pension plan in near future. Under these contexts, the government of Nepal has incorporated the contributory pension scheme under fiscal year 2074/75. In this scenario, this research has been done in order to assess the fiscal sustainability, adequacy and fairness of defined benefit and defined contribution pension plan from both governments' and employees' perspective. It attempts to identify the key aspects to be considered in pension reforms. The comparative analysis of government's liabilities in terms of its present value for 50 years has been done. The findings suggest that the introduction of contributory pension plan solely could not solve the overall fiscal liability of pension system as it will take more than 50 years to have any substantial effect and rather it will increase short term liability as government has to allocate fund for contribution to new recruits in addition to regular pension to current employees and pensioner. Thus, parametric reform should be considered for existing employees along with introduction of contributory pension system for new recruits.

STATUS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN CIVIL SERVICE, NEPAL

- *Pratibha Dhungana, Achala Dahal, Nabin Chapagain*

The study was conducted to identify the status of Organization Citizenship Behavior (OCB) among employees of government of Nepal. Structured questionnaire was administered to the Class I, Class II and Class III officers of Civil service. Random sampling method was used to select sample and percentage analysis was carried out to analyze information. From the research, it was found that conscientiousness is high in civil servants among all the dimensions of OCB. Another dimension, altruism is found poor among civil servants. Although any one instance of OCB may not appear to be of significance, in the aggregate this discretionary behavior has a major beneficial impact on organizational operations and effectiveness.

TREND ANALYSIS OF FINANCIAL IRREGULARITIES (BERUJU) IN GOVERNMENT OF NEPAL

- *Sundar Shrestha, Ashish Rai*

Government expects all public funds for the development of the nation to maintain the highest ethical standards when dealing with financial transactions and reported financial information. Funds are used in different transactions and accounts are maintained in a systematic way but some time by mistake or intentionally significant information, records and documents are not maintained or are not recorded. In this context, the study carried out percentage and amount trend analysis of Beruju (financial irregularities) of the Government of Nepal and compared with Committee and institutions and District Development Committee on the basis of annual reports of the office of the Auditor General of Nepal. The study also compared yearly budgets with the yearly declared total beruju as well as classified beruju. The study found that total beruju of the government sector has increased tremendously as compared to others. It shows how financial accountability has been adopted in the process of recording, tracking and reporting on allocation, disbursement and utilization of financial resources and it also reflects the situation of financial discipline of the nation.

WORKPLACE CONFLICT AT NEPALESE GOVERNMENT ORGANIZATIONS

- *Anita Poudel, Shilu Pradhan, Rameshwor Bhandari*

This study explored dominant factors that influence workplace conflict in government organizations and perception of employees across different level-Gazetted Class I, II and III. The research also examined the level of management where most conflicts occurred. Quantitative analysis was performed administering structured questionnaire among 100 respondents based on non-probability sampling. Based on the ranking of various factors contributing to conflict, Leadership stands at high priority followed by Structure. The respondents assigned significant weight to "External factors" and "Communication" as major sources of conflict. Gazetted Class-III class officer stated that most conflict occurs in higher level and all level whereas, Gazetted Class-II class officers have perception that most conflict occurs between higher and middle level employees compared to others whereas Gazetted Class-I officer stated that conflict occurs mainly between higher, middle level and all level.

PUBLICATIONS

PEER REVIEWED JOURNAL OF MANAGEMENT AND DEVELOPMENT

The Journal of Management and Development, a peer-reviewed open access journal published online thought-provoking, research-based analytical articles on the issues of management, administration, governance and development. Each article passes through double blind peer review process before publication. The journal is an academic forum for academics, planners, researchers and practitioners.

CASE STUDIES

Selected twenty case studies undertaken by the participants of BAT published this year. This effort mainly aimed at utilizing relevant cases in delivery of various training program and also aid in encouraging the officer trainees to be familiar with the prevalent scenarios in the civil service. The case studies are selected through established criteria for case evaluation.

SIRJANAKA PHOOLHARU

The book entitled Sirjanaka Phoolharu is an anthology which is a collection of literary creations by participants of 31st BAT which were selected by a panel before publication. It includes poems and the profile of participants and serves as a remembrance memoir.

PRODUCT BOOK

Product book entitled "Initiatives in Public Sector Capacity Building" through Seminar on Building Public Sector Capacity is published this year with modification in design and content of all training programs, research undertaken, knowledge sharing initiatives, institutional collaborations and consulting services. Profile of faculties has also been published in this version.

E-NEWS

Activities of NASC are published regularly in official Facebook page and website. Concerned departments/center regularly upload news/events and programs online.



VI

CULTURE OF CELEBRATION

NASC DAY CELEBRATION

ANNUAL DAY PROGRAMME



A glimpse of 34th Annual Day

Nepal Administrative Staff College celebrated its 34th Anniversary on 11 Ashwin 2073. The program was graced by the presence of Honorable Minister for General Administration and Chairperson of Governing Council, Mr. Keshav Kumar Budhathoki.

Deputy Executive Director Dr. Tarak Bahadur K.C. welcomed the guests and staff members in the program. He expressed that the ceremony is not just a celebration of another fruitful year but also an event to evaluate organizational strengths and weaknesses. He also presented the achievements, challenges and future strategies to strengthen and build capacity of the institution.

Hon'ble Minister Budhathoki inaugurated the program and expressed satisfaction for dedication

of NASC in capacity building of public administration which is of priority to the government, spelled through training policy of training for all. He also suggested learning from the best practices around the world and growing as a reputed organization at international level as well by developing professional faculties and extending professional services. Honorable minister distributed prize for the staff participating in various extracurricular activities to mark the annual day of the institution.

The program was followed by best wishes from Mr. Goraksha Bahadur Nhuchhe Pradhan, the first Executive Director. He emphasized the need to extend capacity building services to political level that would help to maintain harmonious relationship between political leaders and bureaucracy. Vice

Chairperson of National Planning Commission Dr. Min Bahadur Shrestha congratulated for achievements and wished for extended services with high quality programs in the days to come. Secretary of Ministry of General Administration, Mr. Purna Chandra Bhattarai admired NASC efforts to meet expectations of the government and expressed commitment from the GoN to support NASC to continue its journey as the Center of Excellence. Former Chief Secretary Mr. Leela Mani Poudyal recalled the passionate efforts in his tenure to strengthen Staff College, especially making the Basic Administration Training, Senior Executive Development Program of international standard.

FELICITATION OF FORMER EXECUTIVE DIRECTOR



Felicitation of Former Executive Director Mr. Kayastha

Executive Director and Chair for the event Mr. Punya Prasad Neupane, in his closing speech highlighted the initiatives continued quest for excellence and also thanked all the stakeholders for participation, collaboration and continuous support in the journey of capacity building of public sector. Members of Governing Council, Executive Committee, senior officers of GoN, professors, development partners, foreign delegates and staffs were present on the occasion.

We have a culture of gratitude and utmost respect for the ancestors of the organization who devoted their valuable life time for growth and development of the organization. On the auspicious occasion of 34th Anniversary, we extended felicitation to the former Executive Director Mr. Shambhu Sharan Prasad Kayastha for his contribution in strengthening institutional systems and practices during his tenure (2055 to 2060) Chief Guest of the Annual Day program, Minister of General Administration Honorable Keshav Kumar Budhathoki paid respect to him with Letter of Felicitations and *Dosalla*.

RECOGNITION OF BEST PERFORMERS



Mr. Suwarn Kumar Singh
Director of Studies



Mr. Kashi Nath Regmi
Administrative and Finance Officer



Mr. Navin Pujari
Support Staff

Culture of recognition has been continued for the well performing staffs who have taken significant and noble initiatives toward promoting result orientation at all levels. Selection is based on self-evaluation of the person and supervisory evaluation against pre-determined criteria. Best Performers for the year 2072/73 were Director of Studies Mr. Suwarn Kumar Singh among training and research faculties; Administrative and Finance Officer Mr. Kashi Nath Regmi in the area of administration; and Support Staff Mr. Navin Pujari.

Mr. Singh has contributed in improving learning facilities and infrastructure and promoting management consulting services. Mr. Kashi Nath Regmi demonstrated proficiency in managing administrative decision making processes and Support Staff Mr. Pujari contributed in maintaining a clean and healthy environment at NASC. Minister of General Administration Honorable Keshav Kumar Budhathoki awarded the best performers with cash prize and letter of appreciation.

Getting recognized for the contribution is always a special moment for everyone and same happened to me in the year 2073 when I was selected for Best Performer. After being selected for the post of Director of Studies at NASC in 2072, I was in great confusion to join NASC or not since I was a banker and had no experience in training but the visionary leadership, excellent supervisory support, passionate professional team and performance culture of NASC made it simple for me to deliver expectations as well as to excel in my personal and professional goals. In the course of 3 years, I have found NASC as a better place to work and I can proudly say that my decision to join NASC was right.

Thank you.

Suwarn Kumar Singh

I am very glad to receive the best performer of the year 2072/73 as part of successfully performing the job responsibility of NASC. This award is given to employee for completing the assigned work honestly. This culture of recognizing employee has been a motivating factor for all and so I request NASC to continue this culture. I heartily feel that every employee should have the dedication and passion towards their work.

Kashinath Regmi

This might be the first time in the history of NASC that the person without any specific job title working in a contract basis has got this title along with the photo posted. So, I am really very grateful to receive this award. "Hard work pays off" is what I have learnt from the faculty members of NASC. For this, I would like to give the credit to Mr. Punya Prasad Neupane, Executive Director, Dr. Tarak Bahadur K.C, Deputy Executive Director, Mr. Basanta Raj Sigdel, Director of Studies and to Mr. Suwarna Kumar Singh, Director of Studies of NASC. Thus, I am heartily thankful to them for choosing me as the best performer as part of recognition of doing the good work in the past year.

Navin Poda

ANNUAL REVIEW

We initiated culture of celebrating success since last year. All the staff gathered on 31 Ashadh 2074 (15 July 2017) and reviewed major accomplishments of the year, outlined areas of improvements and generated commitments to make a difference in our decisions, actions and behavior for achieving vision of the College – Center of Excellence.

TREE PLANTATION AND CLEANING CAMPAIGN



Plantation of Bodhichitta by Executive Director Mr. Punya Prasad Neupane at Nasc Premises and Active participation of NASC team during cleaning

Tree Plantation and Cleaning Campaign was organized on 7 Ashwin 2073 (23 September 2016). The Executive Director and all staffs joined the campaign enthusiastically. Dozens of trees were planted on the occasion. Cleaning of office premises is now conducted regularly on last Friday of each month.

TEEJ CELEBRATION



Staffs Celebrating Teej

Teej is one of the greatest festivals of Nepalese women. As an initiation of celebrating Teej together among NASC members, a program was organized on 17 Bhadra 2073 (2 September 2016), Friday. This event was the first of its kind, which valued the presence of all female employees. They exchanged greetings and wished for mutual well-being during the program. Executive Director, senior faculties and all staff members participated in a cultural program and shared their viewpoints regarding the festival and highlighted the integrated role of men and women at workplace.



VII

INSTITUTIONAL DEVELOPMENT

STAFF DEVELOPMENT

Faculties and staff are the most important assets of NASC. This notion always encourages us to invest for continuous professional development of faculties and staff. The section presents summary of capacity building programs- training, workshops and higher study in which employees participated at national and international level. The year under review has remarkable achievements in developing capacity of staff members.

S.No.	Name	Training/Study	Location	Organizer	Date/Duration
1	Mr. Basanta Raj Sigdel	Training on Using Evidence for Smart Policy Design	NASC	Evidence for Policy Design (EPOD), Harvard Kennedy school of Government,	4 to 5 Shrawan 2073
2	Mr. Suwarn Kumar Singh				
3	Ms. Achala Dahal				
4	Mr. Trilochan Pokharel				
5	Mr. Rajendra Adhikari				
6	Mr. Trilochan Poudyal				
7	Mr. Uttam Acharya				
8	Mr. Shiva Hari Adhikari				
9	Mr. Krishna Sigdel				
10	Ms. Gyan Laxmi Shrestha				
11	Mr. Anil Kumar Gupta				
12	Ms. Shailaja Upadhyaya				
13	Ms. Saroja Shakya	Human Resource Development and Entrepreneurship Education Training	NOIDA, India	TCS Colombo Plan, India	24 Shrawan to 14 Ashwin 2073
14	Mr. Shiva Ram Krishna K.C	Management Skills for Administrator and Office Managers	Kathmandu	Management Association of Nepal	27 to 28 Shrawan 2073
15	Mr. Madhav Prasad Niraula				
16	Ms. Anju Maharjan	Enhancing TAX & VAT Skills	Kathmandu	Management Association of Nepal	17 Bhadra 2073
17	Mr. Trilochan Poudyal	Capacity Development Training on Counselling & Employers' Services (CTD-CES)	Kathmandu	Department of Labor	13 to 17 Bhadra 2073

S.No.	Name	Training/Study	Location	Organizer	Date/Duration
18	Mr. Binod Kumar Bista	Transitioning to Leadership: Skills for Emerging Leaders/Managers	Kathmandu	Management Association of Nepal	31 Bhadra to 1 Ashwin 2073
19	Ms. Ashrita Dhital	Enhancing Receptionist and Personal Assistant Skills	Kathmandu	Management Association of Nepal	10 to 11 Ashwin 2073
20	Anil Kumar Gupta	Public Administration and Governance	Doha, Qatar	TCTP Singapore	24-27 Ashwin, 2073
21	Mr. Gobinda Bhandari	Master of Arts in Governance and Development	Dhaka, Bangladesh	BRAC University, Dhaka	9 Magh 2073 to 9 Magh 2074
22	Dr. Tarak Bahadur K.C.	Unpacking Participatory Democracy: Practice to theory & theory to practice	Kerala, India	Institute for the Study of International Development	16 to 20 Magh 2073
23	Mr. Uttam Acharya	Advanced Training Programme on National Security	Army Command and Staff College, Shivapuri	Ministry of Defense	17 to 27 Falgun 2073
24	Mr. Basanta Raj Sigdel	Ambassadors of Evidence Based Policy: Training of Trainers Workshop	NASC	EPOD, Harvard Kennedy School of Government	2 to 4 Chaitra 2073
25	Mr. Suwarn Kumar Singh				
26	Ms. Achala Dahal				
27	Mr. Trilochan Pokharel				
28	Mr. Rajendra Adhikari				
29	Mr. Trilochan Poudyal				
30	Mr. Raghu Bista				
31	Mr. Shiva Hari Adhikari	Building Capacity to Use Research Evidence (BCURE)	NASC	NASC and EPOD, Harvard Kennedy School of Government	7 to 10 Chaitra 2073
32	Ms. Gyan Laxmi Shrestha				
33	Mr. Anil Kumar Gupta				
34	Mr. Rameshwor Bhandari				
35	Mr. Tara Prasad Kharel				
36	Ms. Anita Poudel				
37	Mr. Lila Nath Sapkota				
38	Mr. Krishna Sigdel	Course on ITP on Human Capabilities	India	ITEC	14 Chaitra 2073 to 12 Baisakh 2074
39	Ms. Shital Moktan Tamang				
40	Mr. Basanta Raj Sigdel	AMDISA's 14th South Asian Management Forum on "Governance & Public Policy: Role of Management"	Male, Maldives	Association of Management Development Institutions in South Asia (AMDISA)	11 to 13 Baisakh 2074
41	Mr. Suwarn Kumar Singh				
42	Ms. Achala Dahal				
43	Mr. Trilochan Pokharel				
44	Mr. Shiva Hari Adhikari				
45	Ms. Pratistha Koirala				
46	Mr. Nabin Chapagain				

S.No.	Name	Training/Study	Location	Organizer	Date/Duration
47	Mr. Kedar Bahadur Rayamajhi	Peer Review meeting and discussion for redesigning of Professional Course on Management & Development for class III Officers of Nepal	Bangladesh and India	BPATC/ BCSAA/ LBSNAA	14 to 19 Jestha 2074
48	Mr. Bharat Thapa				
49	Ms. Kamal Nayan Pradhan				
50	Mr. Suwarn Kumar Singh				
51	Ms. Achala Dahal				
52	Mr. Rajendra Adhikari				
53	Mr. Trilochan Poudyal				
54	Ms. Shailaja Upadhyaya				
55	Ms. Shital Moktan Tamang	2017 GDLN Distance Learning Seminar Series: The KDI School Blended Learning Program	Kathmandu	Nepal Research and Education Network	25 Jestha, 1, 15,29 Ashadh, 19 Shrawan, 20 Bhadra, 5 Ashwin 2074
56	Mr. Punya Prasad Neupane	Peer Review meeting and discussion for redesigning of Advanced Course on Management & Development for class II Officers of Nepal	Phillipines and Singapore	Development Academy of Phillipines; Civil Service College of Singapore	27 Jestha to 4 Ashadh 2074
57	Dr. Tarak Bahadur K.C.				
58	Mr. Basanta Raj Sigdel				
59	Mr. Suwarn Kumar Singh				
60	Ms. Pratistha Koirala	Everest International Model United Nations: II Regional Edition	Kathmandu	Youth Thinkers' Society	26 to 30 Ashadh 2074
61	Ms. Anita Poudel				
62	Mr. Mishree Lal Sah				
63	Mr. Binaya Hari Maskey	Basic Skills in Management Research	Kathmandu	KUSOM	18 - 26 Ashadh 2074
64	Mr. Krishna Sigdel				
65	Mr. Ashish Rai				
66	Mr. Shailendra Prasad Bhatt				

CAPACITY BUILDING IN CASE BASED LEARNING AND RESEARCH METHODS

We have emphasized knowledge sharing among faculties and enhancing their skills in innovative ways of training and conducting research work professionally. Three major programs were organized to equip faculties about case based learning and research methodology. Workshop on Case Based Learning was organized from 10 to 11 Shrawan 2073 (25 to 26 July) for twenty faculties of NASC. Faculties presented and discussed the ways of utilizing case in appropriate knowledge domain in classroom sessions. Reference case studies were taken from the case bank published from the work of BAT participants.

In association with South Asia Institute of Advanced Studies (SIAS), we organized two-day workshop on Developing Research Skills: Methodological and

Proposal Writing from 7 to 8 Kartik 2073 (23 to 24 Oct 2016).The course emphasized on enhancing theoretical and practical skills of faculties on research methodology including philosophical consideration in research, writing problem statement, writing purpose and research question, designing theoretical framework, sampling, selecting appropriate research tools and techniques, ensuring reliability, validity and trustworthiness, and meaning making from data. Twenty-two faculties participated in the training program. Similarly, one-day workshop was organized on 2074 Jestha 18 for internal researchers to discuss on theoretical and practical dimensions of mix method research; the qualitative aspects of research and practical ways of making meaning through blend of quantitative and qualitative techniques.



Newly constructed football ground, multipurpose covered hall and renovated sports facilities

INFRASTRUCTURE DEVELOPMENT

Service Process Improvement has been of strategic priority to NASC. Construction, upgradation and regular maintenance of physical facilities are continued in this year to create effective learning environment and Quality Work Life. Initiatives of the year include:

PHYSICAL INFRASTRUCTURE

- Construction of Multipurpose Covered Hall, Football Ground and Jogging Track
- Renovation of existing sports facilities (Basketball, Volleyball and Badminton Court)
- Upgrade of training halls and residential facility
- Set up dining antiques lab

INFORMATION AND COMMUNICATION TECHNOLOGY

- Setup of High speed (Gbps) campus network with end to end fiber connectivity
- Upgrade internet facility from 1Mbps to 10 Mbps
- Set up free Wi-Fi zone at NASC premise
- Set up Tier – 2 Data Center
- Installation of surveillance system (CCTV) at all critical location of NASC
- Setup of Training Management System with video conferencing facility in two training halls
- Setup of NASC E-Mail and Internal Communication Messaging System
- Development of Information System for Human Resource Information management (HRIS), Inventory Management System (IMS) and NASC Intranet

- Upgrade of NASC website with facility for Online Nomination and Capacity Development Resource Center (CDRC)

POWER BACKUP

- Installation of 10 KVA alternate solar power back system for Sampada Sadan Annex and Solar pole lights
- Installation of 5KVA online UPS at Mangal Sadan

SAMPADA SADAN RECONSTRUCTION

Demolition plan and detailed design of the new building has been completed after detailed damage assessment of the building. National Reconstruction Authority allocated budget for reconstruction. However, as per the government circular to not demolish the old heritage like Sampada Sadan, the process is postponed and possibility of retrofitting is being analyzed.

NEW LOCATION FOR RESIDENTIAL FACILITIES

Extension of residential infrastructure has been priority for us in these years. However, results are not encouraging since appropriate land has not been identified yet. The quest is continued with request to the government to acquire adequate land in appropriate location. Pre-feasibility study of Dolakha and Makawanpur was conducted and the search for additional location is ongoing.

RESTRUCTURING OF NASC

Functional adjustments of NASC for effective management of professional activities have been of strategic priority. For this purpose, a study is underway for organizational restructuring for creating avenues for academic program and functional alignment to accomplish the activities outlined in the Strategic

Plan. Kathmandu University, School of Management (KUSOM) has been providing consulting service in this regard.

INSTITUTIONAL COLLABORATION

We believe in co-construction of knowledge and skills through institutional cooperation, collaboration for designing and delivery of programmes that addresses the changing need of capacity building across the globe. In this light, as an important strategic partnership, we have established collaboration with a number of institutions in Asia and beyond as a part of generating common platform for knowledge creation and sharing. Memorandum of Understanding (MoU) is signed and collaborative efforts in the area of training, research and capacity building of NASC have been initiated with Harvard University in evidence based policy making (as discussed in Chapter-III), North South University in Bangladesh, The International Institute of Knowledge Management in Sri Lanka (TIKM) and Institute for Social and Environmental Transition (ISET)-Nepal, and The Asia Foundation (TAF).

MOU BETWEEN NASC AND CHINESE ACADEMY OF GOVERNANCE (CAG)

NASC entered into a MoU with Chinese Academy of Governance (CAG) as a foundation of institutional relationship and mutual cooperation. Executive Director Mr. Punya Prasad Neupane and Vice President (Vice Minister) of CAG Honorable Li Ji signed the MoU in a ceremony organized in 12 November 2017 at Nepal Administrative Staff College, Lalitpur. The MoU has envisioned for sharing each other's valuable learning experiences and best practices through faculty exchange programmes, joint programmes in capacity building of government officials and expanded learning networks.

Ambassador of the People's Republic of China to Nepal Honorable Yu Hong had gracious presence in the MoU Signing Ceremony. Members of the Delegation included Director General of the Department of International Affairs Ms. Dong Qing, Director General of the Department of Information Technology Ms. Xia Hong, Director General of the Department for Administration and Finance Mr. Xie Guofu, Division Director of the General Office Mr. Xu Feng and Division Director of the Department of International Affairs Ms. Deng Zheng. Deputy Executive Director Mr. Khum Raj Punjali and senior faculties of NASC were also present on the occasion.

Executive Director Mr. Punya Prasad Neupane expressed confidence that official visit of the CAG Vice President and the delegation to NASC has become a milestone in establishing a formal relationship between two prestigious institutions of the region. Honorable Li Ji, Vice President of CAG also expressed commitment to translate mutual aspirations into programmes through faculty development initiatives, joint research activities and learning forums. The delegation arrived in Kathmandu on 10 November and we organized a reception dinner in honor of the Vice President of CAG Honorable Li Ji and members of the Delegation on 11 November 2017.

The visit of Executive Director and senior faculties to CAG in 20-30 September 2014 was an initiation for formal association between these two institutions. Since then, we were in continuous communication with CAG. The association with CAG is an opportunity for learning and growth of NASC and professional service exchange in the changed context of federal system, which has enhanced role and widened scope of capacity building and its dimensions.



Vice President (Vice Minister) of CAG Honorable Li Ji and Executive Director Mr. Punya Prasad Neupane signing MoU

VIII

HUMAN RESOURCE PROFILE

Total of 96 staffs as a team are devoted to manage core as well as administrative functions of the College. Faculties are well educated and trained in the areas of management, public administration, development, governance and research methods. We also invite experts in concerned areas for training programs, research and consulting services as resource person, visiting fellows or consulting experts.

EXECUTIVE DIRECTOR

Mr. Punya Prasad Neupane

punya.neupane@nasc.org.np

Mr. Neupane has served as a Secretary for different ministries of Government of Nepal before joining as the Executive Director of NASC in 2010. He has been appointed as the Executive Director for the second term- for next five years in 2015. He holds MA and BL from Tribhuvan University, Nepal. His areas of interest are management, governance, federalism, gender and social inclusion, conflict resolution and peace building.

TRAINING AND RESEARCH FACULTIES

1. **Mr. Khum Raj Punjali, Deputy Executive Director**

khumraj.punjali@nasc.org.np

Mr. Punjali holds MBA from Tribhuvan University, Nepal. He has experience of working as Secretary in various ministries of the Government of Nepal. His areas of interest are general management, Peace process, local administration, decentralization, public enterprise management, privatization and revenue administration.

2. **Mr. Kedar Bahadur Rayamajhi, Senior Director of Studies**

kedar.rayamajhi@nasc.org.np

Mr. Rayamajhi is a PhD candidate at Mewar University, Rajasthan, India. He holds MSc in Social Sciences from the UK and MA in Psychology from Nepal. He has been working at NASC for more than two and half decades. His areas of interest are psychology, leadership, managerial skills, coaching and counselling, and organizational behaviour.

3. **Mr. Bharat Thapa, Senior Director of Studies**

bharat.thapa@nasc.org.np

Mr. Thapa holds MA in Manpower Studies from London, the UK and MA in Economics from T U, Nepal. He has been working in NASC since 1987 (2044 B.S.). His areas of interest include human resource management, training and development and managerial skills.

4. **Mr. Narayan Gopal Malego, Senior Director of Studies**

narayan.malego@nasc.org.np

Mr. Malego holds MPA, Bachelors in Law and Diploma in Public Administration. He served as Secretary in various ministries of the Government of Nepal before joining NASC. His areas of interest are local administration, decentralization, governance and service delivery.

5. **Ms. Kamal Nayan Pradhan, Senior Director of Studies**
kamal.pradhan@nasc.org.np
Ms. Pradhan holds MA in Economics from Nepal and Higher Diploma in Training and Development for Public Sector from the UK. She has professional experience of three decades at NASC. Her areas of interest include training management and managerial skills.
6. **Mr. Basanta Raj Sigdel, Director of Studies**
basanta.sigdel@nasc.org.np
Mr. Sigdel holds MBS from Tribhuvan University. He worked as a Manager at Nepal Bank Limited for eight years before joining NASC. He has experience in management development and training programs in various national training institutions as trainer/resource person and management consultant in various public sector organizations. His areas of interest include general management, strategic management, corporate governance, knowledge management, customer relationship management/customer service and public service delivery.
7. **Mr. Suwarn Kumar Singh, Director of Studies**
suwarn.singh@nasc.org.np
Mr. Singh holds MCMIS from Netherlands, EMBA from Pokhara University and MSc-IT from Sikkim University. He worked as an IT Manager at Nepal Bank Limited for eight years before joining NASC. His areas of interest include marketing, entrepreneurship, procurement, ICT and e-governance.
8. **Ms. Achala Dahal (Aryal), Director of Studies**
achala.dahal@nasc.org.np
Ms. Dahal holds MBA from Anna University Chennai (2008) with ongoing study of MPhil in Public Administration. Her major areas of interest include research, consulting, designing and delivering professional trainings in the areas of Management, Leadership, Team Building, Integrity and Ethics, Inclusive Governance and Disaster Risk Management.
9. **Mr. Tulasi Sharan Sigdel, Director of Studies**
tulasi.sigdel@nasc.org.np
Mr. Sigdel holds MA in Rural Development from Nepal and is a PhD Candidate at Kathmandu University. Before joining NASC he worked as a lecturer of Rural Development at Central Department of Rural Development, Tribhuvan University. His areas of interest are governance and development, research and development, conflict management, peace building and negotiation, federalism and state restructuring.
10. **Mr. Binod Kumar Bista, Director of Studies**
binod.bista@nasc.org.np
Mr. Bista is a PhD candidate at Sinavatra University, Thailand. He holds MPhil in management from TU, Masters in Human Resource Planning and Development from India and MBA from TU, Nepal. He has been working at NASC for about two decades. His areas of interest are leadership, human resource management, training and development, managerial skills and marketing skills.
11. **Mr. Trilochan Pokharel, Director of Studies**
trilochan.pokharel@nasc.org.np
Mr. Pokharel holds MA (Gold Medallist) and MPhil (First position with distinction) in Population Studies from Nepal. He has been working at NASC since 2010. Before joining NASC he worked as a lecturer of Demography at Central Department of Population Studies at Tribhuvan University and as a lecturer of Population and Development at Pokhara University. His areas of interest are research methodology and data analysis, demography and population policies, proposal and report writing, contemporary development issues, human development and federalism and state restructuring.
12. **Mr. Rajendra Adhikari, Director of Studies**
rajendra.adhikari@nasc.org.np
Mr. Adhikari holds MA in Rural Development from Nepal and Masters of Public Policy and Governance (MPPG) from Bangladesh. He was involved in research and academia before joining

NASC. His areas of interest are federalism, local self-governance, social mobilization, public policy and development management.

13. **Mr. Trilochan Poudyal, Director of Studies**

trilochan.poudyal@nasc.org.np

Mr. Poudyal holds degree in MA in Economics from Central Department of Economics, Tribhuvan University. Before joining NASC he worked as a lecturer of Economics at Tribhuvan University affiliated colleges. His areas of interest are economics, governance, development and planning, research methodology and economic policies.

14. **Mr. Uttam Acharya, Director of Studies**

uttam.acharya@nasc.org.np

Mr. Acharya holds MBA from Kathmandu University, Nepal. He has been working at NASC for last two decades. His areas of interest are human resource management and development, inclusive governance, office management and training management.

15. **Mr. Bed Prasad Poudyal, Deputy Director of Studies**

bed.poudel@nasc.org.np

Mr. Poudyal holds MPA, BL, BA and BEd from Nepal. He has been working at NASC for two and half decades. His areas of interest are secretarial management, budgeting and accounting.

16. **Mr. Ishwari Prasad Ghimire, Deputy Director of Studies**

ishwari.ghimire@nasc.org.np

Mr. Ghimire holds MPA, MA and BL from Nepal. He has been working at NASC for more than one and half decades. His areas of interest are office management, general management and development administration.

17. **Mr. Devi Dutta Bhatta, Deputy Director of Studies**

devi.bhatta@nasc.org.np

Mr. Bhatta holds MPA and BEd from Nepal and Post Graduate Diploma in HRD from the UK.

He has been working at NASC for two and half decades. His areas of interest are training of trainers and personnel management.

18. **Mr. Suraj Shrestha, Deputy Director of Studies**

suraj.shrestha@nasc.org.np

Mr. Shrestha holds MPA from Nepal and training in personnel management and human resource consultancy skills from the UK. He has been working at NASC for two and half decades. His areas of interest are office management and personnel management.

19. **Dr. Raghu Bista, Deputy Director of Studies**

raghu.bista@nasc.org.np

Dr. Bista holds PhD in Quality Tourism from Greece and MBA in Finance from T.U. He has been working at NASC for more than a decade. His areas of interest are project planning, service delivery management and tourism quality management.

20. **Ms. Shushma Manadhar, Deputy Director of Studies**

shushma.manandhar@nasc.org.np

Ms. Manandhar holds MPA from Nepal and training in financial management from the UK and ICT Development in Public Administration from South Korea. She has been working at NASC for nearly three decades. Her areas of interest are team building and office management.

21. **Mr. Sundar Shrestha, Deputy Director of Studies**

sundar.shrestha@nasc.org.np

Mr. Shrestha holds MBA in Profit Planning and Control, Tax Laws and Tax Planning, BCom in Taxation and Auditing and Business Accountancy and BEd in Economics from TU, Nepal. He is a "B" class auditor of ICAN and has worked as a Finance Officer and a Financial Management Expert of MCPM. He has received training in Management of Skill Development from Bangkok, Thailand. He has been working at NASC for last one and half decades. His areas of interest are financial management, budgeting, accounting and auditing.

22. **Mr. Shiva Hari Adhikari, Deputy Director of Studies**
shiva.adhikari@nasc.org.np
 Mr. Adhikari holds MPA (Award of Excellence) from Seoul National University, South Korea and MA (Gold Medalist) in Population Studies from Tribhuvan University. He has been working at NASC for last five years. Before joining NASC, he worked as a Faculty Associate at Central Department of Population Studies, TU. His area of interest is Governance and Corruption, ODA Management and Evaluation, Intergovernmental Relations, and Public Policy.
23. **Ms. Kalpalata Dahal, Deputy Director of Studies**
kalpalata.dahal@nasc.org.np
 Ms. Dahal holds MPA and PDG in Women's Studies from Nepal and training in personnel management and human resource consultancy skills from the UK. She has been working at NASC since last two decades. Her areas of interest are gender and women empowerment, office management, secretarial skills and training management.
24. **Mr. Binaya Hari Maskey, Training and Research Officer**
binaya.maskey@nasc.org.np
 Mr. Maskey holds PGD in Information Systems from the UK; Diploma in Computing Technology and Systems from the UK and MBA from Nepal. He has been working at NASC since 1987. His interest areas include Training Management, General Management & Information Systems. His research contribution areas include Marketing Management; Business Accountancy and Financial Management.
25. **Mr. Santosh Koirala, Training and Research Officer**
santosh.koirala@nasc.org.np
 Mr. Koirala holds MPhil and MBA from Kathmandu University, Nepal and is PhD Scholar in the Strathclyde University, the UK. Before joining NASC, he worked as a Credit Manager at NMB Bank Limited. His areas of interest are corporate finance, international finance, financial econometrics, development economics, fiscal development, welfare economics, research method and quantitative modelling.
26. **Er. Shyan Kirat Rai, Training and Research Officer (IT)**
shyan.raai@nasc.org.np
 Mr. Rai holds Masters in Technology in Computer Science from National Institute of Technology, Tiruchirapalli- Tamil Nadu India. He is pursuing PhD in Center for Urban Science and Engineering at Indian Institute of Technology, Bombay, India under the DAAD scholarship scheme since July 2015. He is associated in the field of ICT since eight years as an academician, developer, trainer and analyst. His areas of interest are Information and Communication Technologies for Development, e-Governance, Knowledge Management, Social Media, Smart City Planning and Development Policy and Management.
27. **Mr. Krishna Sigdel, Training and Research Officer**
krishna.sigdel@nasc.org.np
 Mr. Sigdel holds MBA (Distinction) in Marketing from Purbanchal University. Prior to joining NASC, he worked as banker for 2 years. His areas of interest are human resource management, marketing and psychology.
28. **Ms. Gyan Laxmi Shrestha, Training and Research Officer**
gyan.shrestha@nasc.org.np
 Ms. Gyan Laxmi Shrestha holds Master Degree in Rural Development from Tribhuvan University. Her area of interest embraces development, rural development, contemporary development, climate change, disaster risk management, and research methodology.
29. **Mr. Anil Kumar Gupta, Training and Research Officer**
anil.gupta@nasc.org.np
 Mr. Gupta holds degree in MA (Gold Medalist) in Population Studies/Demography from Central

Department of Population Studies and MEd (Topper) in Population Education from the Department of Health, Physical and Population Education from T.U, Nepal. Presently he is doing his M. Phil in Development Studies from School of Education, Kathmandu University. His field of interest includes demography, development, accountability and research methodology.

30. Ms. Shailaja Upadhyaya, Training and Research Officer

shailaja.upadhyaya@nasc.org.np

Ms. Upadhyaya holds MBA (Rank Holder) in Finance and Marketing from Anna University, Chennai through Silver Jubilee Scholarship of Government of India. Prior to NASC she was working as a faculty of marketing communication at People's Campus and Finance at City College, Biratnagar. She has also worked as marketing executive at Agni Incorporated Pvt. Limited. Her areas of interest include General management, finance, marketing report and proposal writing.

31. Mr. Rameshwor Bhandari, Training and Research Officer

rameshwor.bhandari@nasc.org.np

Mr. Bhandari holds Master in Public Policy and Governance (first position with distinction) from North South University, Bangladesh and MA (English) & LLB from Tribhuvan University, Nepal. Before joining NASC, he worked as a lecturer in private academic institutions. His areas of interest include public policy, governance and development management.

32. Ms. Shital Moktan (Tamang), Training and Research Officer

shital.moktan@nasc.org.np

Ms. Moktan holds an MBA with interest in Marketing and BCIS from Apex College, Pokhara University. Her prior experiences include Program Producer and Presenter at Image Channel, Event Management Officer at Pioneers Pvt. Ltd., Market Researcher for PepsiCo India (Frito-Lay

India Division), IT Assistant at UNMIN, Corporate Marketing Supervisor at ANS Co, Mentor at Apex College and Business Studies faculty. Her areas of interest include Social Media Use, Knowledge Management, E-Governance and Self Development.

33. Ms. Pratistha Koirala, Training and Research Officer

pratistha.koirala@nasc.org.np

Ms. Koirala holds MBA (Rank Holder) from Osmania University, Hyderabad through scholarship scheme provided by Government of India. She also holds a degree in English Literature and Sociology from Tribhuvan University. Her areas of interest include Finance and Marketing. She is currently pursuing M.Phil at Kathmandu University School of Management.

34. Mr. Nabin Chapagain, Training and Research Officer

nabin.chapagain@nasc.org.np

Mr. Chapagain holds an MBA in Human Resource from Kathmandu University, Nepal. His areas of interest include Human Resource Management, Organizational Citizenship Behavior and General Management. He is currently pursuing M.Phil at Kathmandu University School of Management.

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

tara.kharel@nasc.org.np

Advocate Tara Prasad Kharel holds MSc (Dean List) in Interdisciplinary Water Resources Management from Pokhara University, Nepal and LLB from TU, Nepal (Registered Advocate in Nepal BAR Council). Prior to joining NASC he worked in different educational institutions for more than a decade, and provided research and consulting services to different organizations. His areas of interest include Climate Change and Adaptation, IWRM, Water Induced Disaster and Risk Management, Legal and Policy Dimensions of Water Management, Gender and Social Inclusion in Water Management.

36. **Ms. Shilu Pradhan, Training and Research Officer**

shilu.pradhan@nasc.org.np

Ms. Pradhan holds MBA (Distinction) from Pokhara University, Nepal. Her areas of interest are Human Resource Management, Economics & Psychology. She has about 2 years of work experience in Biruwa Ventures Pvt. Ltd (a business consulting firm). Her major responsibilities in the organization were managing human resource, developing internal control system and conducting business research.

37. **Mr. Ashish Rai, Training and Research Officer**

ashish.rai@nasc.org.np

Mr. Rai holds MBA (Distinction) in Finance from Pokhara University. Before joining NASC, he worked as a banker for around three years. His areas of interest are human resource management, general management, corporate finance, psychology.

38. **Ms. Anita Poudel, Training and Research Officer**

anita.poudel@nasc.org.np

Ms. Poudel holds MBA (Distinction) from Pokhara University, Nepal. Prior to joining NASC, she worked at UN World Food Program in Nepal Earthquake Emergency Operation for a year. She also worked as Senior Program Associate at Biruwa Advisors Pvt. Ltd. Her areas of interest include Organizational Behavior, Marketing, Research and Public Policy.

39. **Ms. Pratibha Dhungana, Training and Research Officer**

pratibha.dhungana@nasc.org.np

Ms. Dhungana holds MBA from Anna University, Chennai through Indian Embassy Scholarship Scheme with dual interest in Human Resource and Marketing with distinction. Prior to NASC she worked as a faculty of principles of management at Gandhi Tulasi Campus, Kathmandu. She also worked as Sales Executive at Gorkha Brewery Pvt. Ltd for one and half years. Her areas of interest include Team Building, Organization Development and Organizational Citizenship Behavior.

ADMINISTRATIVE STAFFS

1. **Mr. Shiva Ram Krishna K.C., Administrative and Finance Director**

shivaram.kc@nasc.org.np

Mr. K.C. holds MPA from Tribhuvan University, Nepal and has received computer training from the UK. He also holds BA, Economics from TU. He has about three decades of experience at NASC.

2. **Ms. Sheela Manandhar, Library Officer-Class II**

sheela.manandhar@nasc.org.np

Ms. Manandhar holds MSc in Information and Library Studies from the UK. She also holds MA in Economics from Nepal. She has about three decades of experience at NASC.

3. **Mr. Shiva Prasad Paudel, Administrative and Finance Deputy Director**

shiva.paudyal@nasc.org.np

Mr. Paudel holds MA from Nepal and has received training on Financial Management and Computer Application from the UK. He has been working at NASC for about three decades.

4. **Ms. Roshanee Devi Shrestha, Administrative and Finance Deputy Director**

roshanee.shrestha@nasc.org.np

Ms. Shrestha holds MBA and MPA from Tribhuvan University, Nepal. She has also taken a training on Financial Management from the UK. She has been working at NASC for last two decades.

5. **Mr. Madhav Prasad Niraula, Administrative and Finance Deputy Director**

madhav.niraula@nasc.org.np

Mr. Niraula holds MPA and MA in Sociology from Tribhuvan University, Nepal. He has taken Training on Advance TOT from Germany and Demographic Aspect of Population Ageing and its Implications for Socio-economic Development and Plans from Velledda, Malta. He has about three decades of experience at NASC.

6. **Mr. Gajendra Nath Shrestha, Administrative and Finance Officer**
gajendra.shrestha@nasc.org.np
Mr. Shrestha is MBA graduate from Tribhuvan University, Nepal. He has also taken training on Financial Management from the UK. He has about three decades of experience at NASC.
7. **Mr. Prakash Bahadur Shrestha, Administrative and Finance Officer**
prakash.shrestha@nasc.org.np
Mr. Shrestha holds a BCom and BEd from Tribhuvan University, Nepal. He has also completed Post Graduation in Buddhist Studies. He had taken specialized training on CPIS Management from the UK. He has about three decades of experience at NASC.
8. **Mr. Kashi Nath Regmi, Administrative and Finance Officer**
Kashi.regmi@nasc.org.np
Mr. Regmi holds BA in Nepali and B.Ed in Supervision from Tribhuvan University, Nepal. He has about two decades of experience at NASC.
9. **Mr. Shyam Awale, Offset Officer**
shyam.awale@nasc.org.np
He holds MA from Tribhuvan University, Nepal. He has experience in publication works both technical and operational. He has about three decades of experience at NASC.
10. **Ms. Bhawani Paudel, Administrative and Finance Officer**
bhawani.paudel@nasc.org.np
Ms. Paudel holds a MPA degree from Tribhuvan University, Nepal. She has taken training in Resource Management from the UK. She has about three decades of experience at NASC.
11. **Ms. Yamuna Thapa, Administrative and Finance Officer**
yamuna.thapa@nasc.org.np
Ms. Thapa has completed B. Com from Tribhuvan University. She has taken training in Desktop Publishing from the UK. She has about three decades of experience at NASC.
12. **Ms. Baihini Maiya Pradhan, Administrative and Finance Officer**
baihinimaiya.pradhan@nasc.org.np
Ms. Pradhan holds a degree in MBA and MPA from Tribhuvan University, Nepal. She has taken training on Financial Management from the UK. She has teaching experience in different colleges including Shanker Dev Campus. She has about three decades of experience at NASC.
13. **Mr. Jhabindra Prasad Bhandari, Administrative and Finance Officer**
jhabindra.bhandari@nasc.org.np
Mr. Bhandari has completed Masters in Library Science from India. He also holds a degree in MPA, BCom, BEd and BL from Nepal. He has about one and half decades of experience at NASC.
14. **Ms. Tulasa Kumari Hamal, Administrative and Finance Officer**
tulasa.hamal@nasc.org.np
Ms. Hamal holds MA, Sociology from Tribhuvan University, Nepal. She has about one and half decades of experience at NASC.
15. **Mr. Govinda Maharjan, Administrative and Finance Officer**
govinda.maharjan@nasc.org.np
Mr. Maharjan has completed MBS from Tribhuvan University. He has been working at NASC for more than one and half decade.
16. **Mr. Gobinda Bhandari, Administrative and Finance Officer**
gobinda.bhandari@nasc.org.np
Mr. Bhandari holds MBS (Tax Laws and Tax Planning) and LLB degree from Tribhuvan University, Nepal. Currently, he is pursuing Masters in Public Policy from Bangladesh. Prior to joining NASC he worked as an officer at Kuber merchant Finance Ltd. for 3 years. He has about five years of experience at NASC.

17. Mr. Ram Raj Jha, Art Officer

Mr. Jha has completed BA from Nepal. He has taken training on Video Teaching and Audio Visual Aid from the UK. He has more than three decades of experience at NASC.

18. Mr. Ananda Krishna Bhatta, Typing Officer

Mr. Bhatta has completed BA from Nepal. He is experienced in physical management. He has more than two decades of experience at NASC.

19. Ms. Meena Devi Jonche, Typing Officer

Ms. Jonche holds Intermediate Degree of Commerce from Nepal. She has more than three decades of experience at NASC.

20. Mr. Nischal Raj Baaniya, Senior Assistant

nischal.baaniya@nasc.org.np

Mr. Baaniya has completed his MBA from Apex College, Pokhara University. His area of interest is Organizational Behaviour. Prior to working at NASC, he worked for Flextecs and was a faculty at NIMS College. He has about five years of experience at NASC.

21. Mr. Pratap Aryal, Senior Assistant

pratap.aryal@nasc.org.np

Mr. Aryal holds MBA from Apex College, Pokhara University. He has about five years of experience at NASC.

22. Mr. Seejan Paudel, Senior Assistant

seejan.paudel@nasc.org.np

Mr. Paudel has completed MBA from Apex College, Pokhara University. His area of interest is Human Resource Management. He has about five years of experience at NASC.

23. Mr. Chola Kanta Poudel, Senior Assistant

chola.poudel@nasc.org.np

Mr. Poudel has completed his MBS in Finance from Shanker Dev Campus. He has about five years of experience at NASC.

24. Mr. Lila Nath Sapkota, Senior Assistant

lilanath.sapkota@nasc.org.np

Mr. Sapkota has completed his Masters in Public Policy and Governance (MPPG) from Bangladesh where he was a rank holder. He is also a graduate on Information Management from TU and a Cisco Certified Network Associate (CCNA) from Prime College. He has about five years of experience at NASC.

25. Ms. Saroja Shakya, Senior Assistant

saroja.shakya@nasc.org.np

Ms. Shakya is an MBA graduate from Nepal. She has about five years of experience at NASC.

26. Ms. Anju Maharjan, Senior Assistant

anju.maharjan@nasc.org.np

Ms. Maharjan has completed BBA in Marketing from K and K College, Tribhuvan University. Currently, she is pursuing EMBA at Whitehouse College. She has about five years of experience at NASC.

27. Mr. Damodar Basyal, Senior Assistant

damodar.basyal@nasc.org.np

Mr. Basyal holds a BBA degree in Finance from College of Applied Business, Tribhuvan University. He was associated with Reliance Paints before joining NASC. He has about one year of experience at NASC.

28. Mr. Shailendra Prasad Bhatt, Senior Assistant

shailendra.bhatta@nasc.org.np

He has completed his MBA in Finance from School of Management, Tribhuvan University. He has about one year of experience at NASC.

29. Mr. Mishree Lal Sah, Senior Assistant

mishree.sah@nasc.org.np

Mr. Sah has completed MBS from Tribhuvan University. He has about one year of experience at NASC.

30. **Ms. Ashrita Dhital, Senior Assistant**
ashrita.dhital@nasc.org.np
Ms. Dhital is a BBA graduate from Shanker Dev Campus, Tribhuvan University. She has about one year of experience at NASC.
31. **Mr. Manoj Chipalu, Electrician**
32. **Mr. Sundar Raj Duwal, Photocopy Operator**
33. **Mr. Dilip Deuja, Typist**
34. **Mr. Arjun Pudasaini, Printing Assistant**
35. **Mr. Madhuram Singh Dangol, Plumber**

SUPPORT STAFFS

1. **Mr. Niranjan Khadka, Heavy Driver**
2. **Mr. Hari Prasad Lamichane, Heavy Driver**
3. **Mr. Raja Ram Machamasi, Light Driver**
4. **Mr. Hari Prasad Nepal, Light Driver**
5. **Mr. Shanta Prasad Sapkota, Office Support**

6. **Mr. Sahinla Maharjan, Office Support**
7. **Mr. Kul Bahadur Thapa, Office Support**
8. **Mr. Ram Bhai Desar, Office Support**
9. **Mr. Ratna Poda, Sweeper**
10. **Mr. Ratna Prakash Poda, Sweeper**
11. **Mr. Ranta Poda, Sweeper**
12. **Ms. Sharmila Poda, Sweeper**

SUPPORT STAFFS UNDER CONTRACT

1. **Mr. Gopal Maharjan, Light Driver**
2. **Mr. Dalman Tamang, Heavy Driver**
3. **Mr. Pushpa Raj Duwal, Office Support**
4. **Mr. Sadhu Ram Subedi, Office Support**
5. **Mr. Kumar K.C., Office Support**
6. **Mr. Laxman Karki, Office Support**
7. **Ms. Sanumaya Shrestha, Office Support**
8. **Mr. Navin Poda, Sweeper**
9. **Mr. Saroj Mahato, Office Support**

APPOINTMENT AND PROMOTIONS

APPOINTMENT



Mr. Khum Raj Punjali
Deputy Executive Director

Mr. Khum Raj Punjali was appointed as Deputy Executive Director of NASC effective from 31 Ashoj 2074 (17 October 2017). There is a provision in NASC Employees Bylaws of appointing Deputy Executive Director from among the Senior Director of Studies. He is the ex officio Member Secretary of the Executive Committee and Vacancy Fulfillment Committee of NASC. He is also the head of Management Service Department (MSD) and Programme Monitoring and Evaluation Committee (PMEC).

Mr. Narayan Gopal Malego was appointed as Senior Director of Studies on 1 Bhadra 2074 (17 August 2017). Mr. Malego is heading the Management Learning Group. He served in the Civil Service as Secretary at different ministries and various capacities prior to joining NASC.



Mr. Narayan Gopal Malego
Senior Director of Studies

PROMOTIONS

Four officials of NASC were promoted on 31 Ashoj 2074 (17 October 2017). Ms. Kamal Nayan Pradhan was promoted from Director of Studies to Senior Director of Studies, Mr. Uttam Acharya was promoted from Deputy Director of Studies to Director of Studies and Mr. Shiva Hari Adhikari and Ms. Kalpalata Dahal were promoted from Training and Research Officer to Deputy Director of Studies.



Ms. Kamal Nayan Pradhan
Senior Director of Studies



Mr. Uttam Acharya
Director of Studies



Mr. Shiva Hari Adhikari
Deputy Director of Studies



Ms. Kalpalata Dahal
Deputy Director of Studies

RETIREMENT AND FAREWELL

Separation from service is natural phenomenon in an organization. However, it also poses challenge since we lose experienced manpower having expertise in different area. Deputy Executive Director Dr. Tarak Bahadur K.C. retired on 30 Ashoj 2074 (16 October 2017), Wednesday. A farewell program was organized to recognize Dr. K.C.'s tenure at NASC. During the program, he shared about his journey at NASC and encouraged the staffs to create a path of their own through hard work,



Executive Director Mr. Punya Prasad Neupane presenting Letter of Recognition to Dr. Tarak Bahadur K.C.

dedication and by building capacity in their areas of interest. He highlighted the highs and lows of NASC and expressed his high hopes from the staffs to develop state-of-the-art infrastructure in future. He concluded by thanking the senior management and staffs for working alongside him and supporting him throughout his career. Executive Director Mr. Neupane said that Dr. K.C. portrayed a mission driven, straight forward and frank personality who completed any assigned task once he was convinced. He wished Dr. K.C. a very successful, contented, comfortable, spiritual and happy life ahead.

Similarly, this year, Deputy Director of Studies Mr. Matrika Prasad Rijal and Photocopy Operator Mr. Narayan Prasad Shrestha got compulsory retirement. Similarly, Typing Officer Mr. Hari Lal Gyawali, Senior Assistant Ms. Manisha Koirala and Support Staffs Mr. Harka Bahadur Bohara and Mr. Narayan Bahadur Bista resigned from service. We extend thanks for their untiring efforts during tenure for development and growth of the institution.



With wonderful participants having diverse field experiences from 'local' development to 'international' relations, inspiring facilitators with distinct areas of expertise from 'young' academics to 'veteran' bureaucrats, and adequate contents comprising a range of contemporary issues from managing 'self' to restructuring the 'State', this training was indeed one of the best courses I have attended to date! (Graduate of Advanced Course on Management and Development- 2073)

'SEDP has developed my strategic management and leadership skills with the enhancement of competency in managing relationship with the stakeholders'. (SEDP Graduate, 35th Batch)



ANNUAL PROGRESS REPORT 2073/74
and
ANNUAL PROGRAMME CALENDAR 2074/75

Nepal Administrative Staff College
Jawalakhel, Lalitpur

Progress Report of Regular Programmes for FY 2073/74

SN	Programme/Activity	Target Group/Participants	Targets				Achievement					
			Number of Program	Participants Per Program	Total Participants	Days Per Program	Number of Program	Participants Per Program	Total Participants	Days Per Program		
D1	Public Service Training Department											
C1	Centre for In-service Training											
1	Professional Course on Management and Development	Class III Officers of GoN	5	25	125	30	5	28	140	30		
2	Advanced Course on Management and Development	Class II Officers of GoN	2	25	50	30	2	25	50	30		
3	Senior Executive Development Programme	Class I Officers of GoN	1	25	25	40	1	24	24	40		
4	Secretary Colloquium	Secretaries and Special Class Officers of GoN	1	60	60	2	1	50	50	1		
5	Orientation programme for the Course Coordinators for new course	Course Coordinators of NASC	2	30	60	1	1	40	40	1		
	Subtotal		11		320		10		304			
C2	Centre for Induction Training											
6	Basic Administration Training (BAT): General Administration Group	Newly Recruited Class III Officers of GoN	10	28	280	180	10	28	280	180		
7	Basic Administration Training (BAT): Other Group	Newly Recruited Class III Officers of GoN	4	25	129	90	4	29	117	90		
8	Induction Training for the newly appointed officials of NASC	Newly Appointed Officials of NASC	1	14	14	20	1	14	14	20		
	Subtotal		15		423		15		411			
	PSTD Total		26		743		25		715			
D2	Management Learning Group											
C1	Centre for Organization Development											
9	Leadership and Management Training	Officers of Nepal Army & other countries	1	52	52	12	1	54	54	11		
10	Leadership and Management Training for women officers	Class II & III women officers of public organisations	1	25	25	5	1	28	28	5		
11	Leadership for Change	Political Leaders	1	25	25	2						
	Subtotal		3		102		2		82			

SN	Programme/Activity	Target Group/Participants	Targets			Achievement					
			Number of Program	Participants Per Program	Total Participants	Days Per Program	Number of Program	Participants Per Program	Total Participants	Days Per Program	
C2	Centre for Human Resource Management										
12	Professional course on Human Resource Management	Class III Officers of GoN	1	25	25	30	1	24	24	30	
13	Advanced course on Human Resource Management	Class II Officers of GoN	1	25	25	30	1	24	24	30	
14	Training of Trainers for Faculties of KUSOM	Faculties of Kusom	1	20	20	15	1	20	20	5	
	Subtotal		3		70		3		68		
C3	Centre for Knowledge Management & IT										
15	Professional Course on ICT & E-Governance	Class III Officers of GoN	1	25	25	30	1	24	24	30	
	Subtotal		1		25		1		24		
	MLG Total		7		197		6		174		
D3	Governance and Development Management Learning Group										
C1	Centre for Governance and State Management										
16	Professional Course on Governance and Development	Class III Officers of GoN	1	25	25	30	1	26	26	30	
17	Advanced Course on Governance and Development	Class II Officers of GoN	1	25	25	30	1	26	26	30	
18	Certificate Course on Integrity Building	Officers of public organizations	1	20	20	10	1	40	40	10	
	Subtotal		3		70		3		92		
C2	Centre for Project Management										
19	Advanced Course on Project Management	Class II (Technical) Officers of GoN	1	20	20	30	1	26	26	30	
	Subtotal		1		20		1		26		
C3	Centre for Development Policy Management										
20	Using Evidence for Smart Policy Design	Class I & II Officers of GoN and faculties of NASC	1	20	20	2	1	30	30	2	
21	Evidence for Policy Design (TOT)	Class I & II Officers of GoN	1	25	25	1	1	25	25	3	
22	Building Capacity to use research evidence	Class I Officers of GoN and faculties of NASC					1	45	45	4	
23	Gender Policy Dialogue						1	117	117	2	
	Subtotal		2		45		4		217		
	GDMLG Total		6		135		8		335		

SN	Programme/Activity	Target Group/Participants	Targets			Achievement				
			Number of Program	Participants Per Program	Total Participants	Days Per Program	Number of Program	Participants Per Program	Total Participants	Days Per Program
D4	Research and Consulting Services Department									
C1	Centre for Marketing and Consulting Services									
24	Develop marketing strategy of NASC		1							
25	Develop Product Book		1			1				
	Subtotal		2			1				
C2	Centre for Research and Development									
26	Training on Professional writing	NASC faculties	1	20	20	3	1	22	22	1
27	Training on Mixed Method Research	NASC faculties					1	20	20	1
28	Workshop on Case Based Learning	NASC faculties	1	20	20	1	1	20	20	1
29	Publication of Case Bank		1				1			
30	Journal Publication		1				1			
31	Research		10				9			
32	NASC Discussion Series		12	25	300		12	51	606	1
33	Policy Discourse and Research Conference	Academia, Capacity Building Institutions	1	50	50	1	1	120	120	1
	Subtotal		27		390		27		788	
C3	Centre for Academic Programme									
34	Academic Programme Feasibility Study		1				0.25			
35	Consultative Meeting with Policy Actors						4	14	58	1
	Subtotal		1		0		4.25		58	
	RCSD Total		30		390		32.25		846	
D5	Management Services Department									
A1	Internal Capacity Development									
36	HR acquisition and promotion		1		6					
37	Staff Development		1		36		1		64	
38	Selection of Best Performer		1	2	2		1	3	3	
39	Restructuring for strategic alignment of core functions and responsibilities (by KUSOM)		1				0.5			
	Subtotal		4		44		2.5		67	

SN	Programme/Activity	Target Group/Participants	Targets			Achievement				
			Number of Program	Participants Per Program	Total Participants	Days Per Program	Number of Program	Participants Per Program	Total Participants	Days Per Program
A2	Physical Infrastructure and Facilities Development									
40	New construction (Board Room and sports facilities)		3				3			
41	Training halls furnishing and maintenance		4				4			
42	Residential facilities upgradation and maintenance		3				3			
43	ICT Upgradation and knowledge center		7				7			
44	Solar systems installation and office utilities		2				1			
45	Demolish Sampada Sadan and design for new construction (As per NRA activity planning)		1							
46	Identification of location for new residential infrastructure		1				1			
	Subtotal		21				19			
A3	Publications									
47	NASC e-Newsletter		6				4			
48	Annual Report		1				1			
	Subtotal		7				5			
A4	Other Events									
49	NASC Day	NASC Staff and guests	1				1			1
50	Annual Review and Planning Workshop	NASC Staff	1				1			1
51	Networking meeting among Training Institutions	Chief of public training institutions	3				1			1
	Subtotal		5				5			
	MSD Total		37				44			67
Total Training/Workshops/Programmes and Activities			106				1509			2137

Nepal Administrative Staff College
Jawalakhel, Lalitpur

Progress Report of Fee Based Programmes for FY 2073/74

S.N.	Programmes/Activities	Target Group/Participants	Target			Achievement					
			Number of Program	Participants Per Program	Total Participants	Days Per Program	Number of Program	Participants Per Program	Total Participants	Days Per Program	
D1	Management Learning Group										
C1	Centre for Organization Development										
1	Management Consulting		1			5					
2	Leadership and Management	OCM Level Class-III of Nepal Police	3	25	75	10	1	25	25	10	
3	Leadership and Management	Senior Officers of Nepal Army	1	25	25	10	1	25	25	5	
4	Leadership and Management	Student Officers of Unit Command and Staff College	1	25	25	3	1	15	15	3	
5	Management and Planning	APF Officers	1	25	25	15	1	25	25	15	
C2	Centre for Human Resource Management										
6	Training of Trainers (ToT)	Trainers or Prospective trainers of different organizations /KUSOM	2	25	50	15	1	30	30	3	
C3	Center for Knowledge Management and IT										
7	Learning Organization and Knowledge Management	Class /II Officers of Public Organizations	1	25	25	3					
C4	Center for Customer Care and Relations										
8	Customer Service Convenience	Officials of Public Organizations	1	25	25	5					
C5	Center for Financial Management										
9	Workshop on Coordination of Fiscal and Monetary Policy	Senior Officers of NPC, MOF, Nepal Rastra Bank and other stakeholders of policy making organizations	1	25	25	2	1	38	38	1	
	MLG Total		12		275		11			158	

S.N.	Programmes/Activities	Target Group/Participants	Target				Achievement						
			Number of Program	Participants Per Program	Total Participants	Days Per Program	Number of Program	Participants Per Program	Total Participants	Days Per Program			
D2	Governance and Development Management Learning Group												
C1	Center for Governance and State Management												
10	Campaign to encourage women participation as Candidates in Local Level Elections							10		25		250	10
11	Training on Right to Information	Class II/III Officers of GON	1	25	25	2							
C2	Centre for Procurement Management												
12	Enhancing Portfolio Performance Training (CDRC)	ADB funded project officials	12	25	300	5		12		25		300	5
13	Procurement Management	Officers of GoN	2	30	60	3		2		35		70	3
14	ToT on Procurement Management							2		42		84	15
C3	Center For Project Management												
15	Public Private Partnership	Officers of GoN	2	25	50	2		2		25		50	2
C4	Center for Climate Change												
16	Developing Training Manual on Disaster Risk Management		1										
17	Disaster/Climate Risk Management	Officers of Public Organizations	1	25	25	5							
	GDMLG Total		19		435			28				754	
D3	Public Service Training Department												
C1	Centre for In-Service Training												
18	Technical and Managerial Capacity Building	Newly Appointed Officials of National Tea and Coffee Board	1	20	20			1		13		13	13
19	Developing Assertive Skills	Women Managers of Public Enterprises	1	25	25			1		28		28	3
20	Administrative and Management Training of NOC Officers	Newly appointed officials of NOC	1	25	25			1		21		21	7
21	Advance Course on Management and Development	Deputy Directors of CAAN	1	25	25			1		21		21	30
22	Capacity Development Training	Officers of NID, MOHA	1	20	20			1		13		13	7
	PSTD Total		5		115			5		96		96	60
	TOTAL TRAINING/PROGRAMMES		36		825			44				1008	

(Unaudited)

Nepal Administrative Staff College
Balance Sheet
As at Ashadh 31, 2074 (15 July, 2017)

Particulars	Unaudited Current Year(Rs.)	Audited Previous Year(Rs.)
Capital and Liabilities		
Main Fund	225,612,532.74	221,310,002.79
Capital Replacement Fund	15,411,314.96	13,900,887.41
Liability Funds	180,276,152.71	165,037,015.15
Amount Payable	34,260,806.57	17,205,670.16
Received in Advance	24,179,485.69	24,179,485.69
Deposit	2,353,160.64	2,348,297.64
Other Liabilities	1,757,665.52	2,344,160.32
Total Capital and Liabilities	483,851,118.83	446,325,519.16
Assets		
Cash at Bank	117,380,710.91	92,917,909.72
Amount Receivables	4,359,447.77	11,637,851.83
Closing Stock	7,328,633.92	7,511,547.35
Prepaid Expenses	14,935,212.51	14,560,629.38
Loans, Advance & Deposit	16,927,239.67	16,927,239.01
Investment	61,000,000.00	61,000,000.00
Fixed Assets	81,643,721.34	76,733,326.72
Work in Progress	-	-
Citizen Investment Trust	180,276,152.71	161,048,524.79
Employee Welfare Fund(Bank)	-	3,988,490.36
Total Assets	483,851,118.83	446,325,519.16

(Unaudited)

Nepal Administrative Staff College
Income Statement
For the period of Shrawan 1, 2073 to Ashadh 31, 2074

Particulars	Unaudited Current Year (Rs.)	Audited Previous Year (Rs.)
Income		
Government Grant	168,544,000.00	117,207,400.00
Internal Budget	-	10,000,000.00
Rent	7,030,660.78	7,154,581.56
Interest	4,203,538.37	4,561,418.95
Deferred Income	9,733,308.35	2,870,240.63
Institutional Fee	1,256,032.00	681,850.00
Consultancy Programmes	24,868,887.50	761,341.00
Miscellaneous	3,297,736.08	3,297,736.08
Total Income	218,934,163.08	146,534,568.22
Expenditure		
Operating Expenditure	168,977,965.00	111,914,573.65
Consultancy Expenditure	24,868,887.50	201,375.34
Miscellaneous	12,539,561.88	12,539,591.88
Depreciation	9,732,953.00	7,234,253.72
Capital Replacement Fund	1,757,665.52	2,036,883.36
Employee Welfare Fund	264,282.54	3,231,249.00
Surplus	792,847.64	9,376,641.27
Total Expenditure	218,934,163.08	146,534,568.22

Nepal Administrative Staff College

Annual Programme Calendar FY 2074/75

Regular Programmes

S.N.	Program and Activities	Target Participants	Programs	Participants		Duration	Months																	
				Per Program	Total		Shrawan	Bhadra	Ashwin	Kartik	Mangsir	Poush	Magh	Falgun	Chaitra	Baishakh	Jeshtha	Ashadh						
							I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV		
D1	Public Service Training Department																							
C1	Centre for In-service Training																							
1	Professional Course on Management & Development of GON	Class III Officers of GON	4	25	100	30	S9	S16,17																
2	Advanced Course on Management & Development of GON	Class II Officers of GON	1	25	25	30	S17																	
3	Senior Executive Development Programme	Class I Officers of GON	1	20	25	40	S10																	
4	Secretary Colloquium	Secretaries & Special Class officers of GON	1	50	50	1																		
Sub total			7	200	191																			
C2	Centre for Induction Training																							
5	Basic Administration Training (BAT): 6-Months Group	Newly appointed Class-II Officers of GON	8	28	220	180																		
6	Basic Administration Training (BAT): 3-Months Group	Newly appointed Class-II Officers of GON	10	28	284	90																		
7	Induction Training for new officials	Newly appointed Officials of NASC	1	10	10	15																		
Sub total			19	514	2355																			
PSTD Total			26	0	714	0																		

Nepal Administrative Staff College Annual Programme Calendar FY 2074/75 Fee-based Programmes

S.N.	Programmes/Activities	Target Group	Per Programme		Total Participants	Months																		
			No. of Program	No. of Participants		Duration	Shrawan	Bhadra	Ashwin	Kartik	Mangsir	Poush	Magh	Falgun	Chaitra	Baisakh	Jeshtha	Ashadh						
D1	Management Learning Group																							
C1	Centre for Organization Development																							
1	Management consulting	Public organisations	2																					
2	Leadership and Management	Senior Officers of Nepal Army	2	25	5																			
3	Assertiveness Skills for Women Managers	Women Managers of public and corporate sector	1	20	5																			
C2	Centre for Human Resource Management																							
3	Training of Trainers (TOT)	Officers of public and corporate sector	2	20	5																			
C3	Centre for Knowledge Management & IT																							
4	Learning Organisation and Knowledge Management	Officers of public and corporate sector	1	20	3																			
C4	Center for Customer Care and Relations																							
5	Customer Service Convenience	Officers of public and corporate sector	1	20	5																			
C5	Center for Financial Management																							
6	Financial Management	Officers of public and corporate sector	1	20	5																			
D2	Governance and Development Management Learning Group																							
C1	Centre for Procurement Management																							
7	Enhancing Portfolio performance training (CDRC)	ADB funded project officials	17	28	5																			
C3	Centre for Climate Change																							
8	Disaster/Climate Risk Management	Officers of public organizations	1	20	5																			
Total Training Programmes			28		38																			
						666																		



MANAGEMENT TEAM



Punya Prasad Neupane
Executive Director



Khum Raj Punjali
Deputy Executive Director



Kedar Bahadur Rayamajhi
Senior Director of Studies



Bharat Thapa
Senior Director of Studies



Narayan Gopal Malego
Senior Director of Studies



Kamal Nayan Pradhan
Senior Director of Studies



Shiva Ram Krishna K.C.
Administrative and
Finance Director



Basanta Raj Sigdel
Director of Studies



Suwarn Kumar Singh
Director of Studies



Achala Dahal
Director of Studies



Tulasi Sharan Sigdel
Director of Studies



Binod Kumar Bista
Director of Studies



Trilochan Pokharel
Director of Studies



Rajendra Adhikari
Director of Studies



Trilochan Poudyal
Director of Studies



Uttam Acharya
Director of Studies



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. DEEKSA 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

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