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PROJECT EVALUATION SUMMARY
 (Submit to MO/PAV after each project evaluation)

1. Mission or AID/W Office Name USAID/Nepal		2. Project Number 367-0227	
3. Project Title Manpower Development Training 20p.			
4. Key project dates (fiscal years) a. Project Agreement FY 75 b. Final Obligation FY 1978 c. Final Input delivered FY 1978			5. Total U.S. Funding - life of project \$631,000
6. Evaluation number as listed in Eval. Schedule no number assigned	7. Period covered by this evaluation From: 7/1/76 To: 11/30/77 Month/Year Month/Year		8. Date of this Evaluation Period 11/30/77 Month/Day/Year
9. Action Decisions Reached at Evaluation Review including items needing further study (Note--This list does not constitute an action request to AID/W. Use telegrams, airmgrams, S ARS, etc., for action) Follow-on project to be developed in CY 1978 entitled Development Administration Training.		10. Officer or Unit responsible for follow-up NRD	11. Date to be completed June, 1978

12. Signatures:

Project Officer		Mission of AID/W Office Director	
Signature <i>B. C. Newbry</i>	Signature <i>Samuel E. Butterfield</i>	Signature <i>Samuel E. Butterfield</i>	Signature <i>Samuel E. Butterfield</i>
Typed Name Burton C. Newbry	Typed Name Samuel E. Butterfield	Typed Name Samuel E. Butterfield	Typed Name Samuel E. Butterfield
Date 1/4/78	Date 1/13/78	Date 1/13/78	Date 1/13/78

Evaluation Officer

Signature <i>D. R. Long</i>	Signature <i>D. R. Long</i>
Typed Name Donald L. Long	Typed Name Donald L. Long
Date 1-9-78	Date 1-9-78

13. Summary: The National Planning Commission conducted its own evaluation of the project in August, 1977, and USAID/N transmitted the results of that evaluation to AID/W in TOAID A-58. In summary, however, that evaluation was positive on all elements of the evaluation: (a) evaluation by the participants; (b) evaluation by selected officials in organizations which have been served by the Project; and (c) selected supervisors of the participants. Among the more significant of the findings were the following: 87% of the trainees reported the quality of training high; 80% reported the view that such training is highly important to Nepal's development; and 97% reported that the training has been either highly helpful or helpful since their return. As to supervisor's responses, 100% recommended the same or similar training for other employees, and 100% reported that participants had benefitted from the training.

USAID/N has followed up with its own independent evaluation using a guided interview technique and building on the information provided by the HMG evaluation.

In summary, 48 personnel have received training under the Project, and 17 others are currently in training. Of the 48 who have returned from training, 21 (approximately 44%) have received significant promotions since their training. Interviews revealed that 93% attributed their advancement and improved performance in part to training, while 72% indicated that their training had been highly helpful in developing new skills.

Much of the evidence from the interviews is somewhat contradictory in nature, indicating either poor communication, or some ambivalence on the part of the trainees. For example, (as noted) 13 of the 14 participants (93%) said that the training had improved their job performance and helped their advancement, but only 8 of 14 (57%) stated that the training was useful and worthwhile. However, there was virtual unanimity that the training programs were too short. Further, 13 said that the training was well fitted or could be adapted to the Nepalese bureaucratic system, and one said that it could not be adapted.

While much of the training was management related, only one participant said that management improvement was the most important element of training, and 10 reported that skill acquisition was of most importance. It became clear that "skills" in relation to management are more easily dealt with than "management".

In substance, the participants were positive toward the training, though there were numerous negative comments to the effect that training was too short; training was too general; training was not specifically tailored to the job; there was not enough pre-information about the training; and training was not sufficiently advanced.

As to the supervisors, they supported the program and agreed that the training had benefitted the trainees. All said that they would recommend similar training for other employees, though one said that he

would only so recommend if the trainee were to be posted in the same assignment for which he was trained, and another said only if he had advance information about the training and could be sure of a fit between the trainee and the course. The supervisors were of the opinion that training should be done out-of-country if possible because of the importance of contact with other developed and developing countries, though all noted the economies of training in country, and cited the importance of training by Nepalese to assure maximum relationship to Nepalese realities.

Two high officials were interviewed, the Chairman of the Public Service Commission and the Auditor General. They expressed very strong support for the Manpower Development Project, and stressed the importance of this kind of project to Nepal's development. They agreed on the importance of training in the U.S. and third countries in order to provide a broad spectrum of Nepalese with a knowledge of different approaches to problems, while also stressing the importance of concurrently building up the capacity of Nepalese institutions to provide quality management training.

When asked what the greatest problem of his organization is, the Auditor General said that it was the difficulty of getting personnel who were properly trained for the requirements of his organization. Because of the fact that the institutional training provides no practical, or on-the-job training, new employees are simply unprepared to do the work. Coupled with this is the lack of opportunity for on-the-job training in supervision and management after they are employed. He said that it is absolutely mandatory that regular training for employed personnel be developed, both in-country and off-shore. The Chairman of the Public Service Commission supported this view in his comments, and added that many-- if not most-- of the people who badly need training do not have the English competence to either get or profit from overseas training. Thus, quality in-country training is absolutely essential if sufficient numbers are to be reached to make a difference. The emphasis in both cases was on regular, short course, on-the-job training.

Finally, the evaluations found that the Project has developed in keeping with the original Project design, with one exception, that is, the plan for the development of an in-country training program and capability. This has not been achieved for reasons that will be later identified. The Project has thus been totally directed to either U.S. or third country training. In terms of the Project Paper purposes, the Project has developed on target, with inputs and outputs by both USAID and the GON being in keeping with the Project design. Hence, it is the conclusion of the two evaluations that Project purposes will be achieved by the end of the Project, with the exception of the in-country training component.

14. Evaluation Methodology: This is a regular annual evaluation (See page 4 of Project Paper Revision No.2) and seeks to evaluate on the basis of criteria established in the Project Paper, which stated: "This evaluation will try to determine (a) the quality of training received, (b) the effectiveness of the training in promoting better management and administration, and (c) ways in which project implementation and effectiveness might be improved." Major agencies participating in and contributing to the evaluation: National Planning Commission; Public Service Commission; Administrative Management Department; National Trading Limited; Nepal Oil Corporation; Nepal Rastra Bank; Agriculture Development Bank; Provident Fund Office; Dairy Development Corporation; Office of the Auditor General; Computer Center; and Department of Tax. Major individuals participating and contributing: Chairman, Public Service Commission; Auditor General; Manager, Computer Center; Manager, Sajha Yatayat; Joint Secretary, Administrative Management Department; and Project Manager of the Manpower Development Project. In addition, 30 former participants were involved in the evaluation.

It should be noted that PAR No.77-2 of October 29, 1976 recommended that the evaluation be done by a local research organization. However, with the arrival of a new Assistant Program Officer to work with HRD/Nepal, and with the assignment of a new staff member to the Training Branch, USAID/Nepal, and the combined evaluative talents of these individuals, it was the determination of HRD that the evaluation could be effectively carried out by HRD. Hence, this course of action was followed.

- a. An independent evaluation of the Project conducted by the National Planning Commission, GON in August, 1977. That evaluation made use of questionnaires to all participants and to a sampling of supervisors of the participants and other officials of the organizations from which the participants were recruited. The questionnaires were followed by interviews with a sampling of interviews with supervisors and other officials. USAID/N reported the results of that evaluation in TOAID A-58.
- b. An evaluation conducted by USAID/N in November, 1977, which used as its basic technique guided interviews with a sampling of returned participants and supervisors and other officials.
- c. A follow-up investigation of all returned participants conducted largely during October, 1977, which determined whether or not the individual participant had been promoted, whether she/he remained in the same organization from which she/he was recruited, or which organization she/he had been transferred to.
- d. Continued and regular interviews with the Project Manager in the National Planning Commission.

15. Documents to be revised to reflect decisions noted page 1: This Project is terminating in FY 78. A PID has been submitted to AID/W for follow-on project, and the PID has been approved. A consultant will be provided to the Mission in 1978 to assist the Mission in the development of the project design, and in the development of the project paper for the follow-on project entitled Development Administration Training. A condition of PID approval was the evaluation of the present Project.
16. Evaluation findings about external factors: The two most critical assumptions on which the project was based were (a) that trainees would be assigned to positions for which their training prepared them, and (b) that the training received could and would be adapted to Nepal's particular conditions.

Assumption (a) proved to be well founded, as is evidenced by the following data: 48 people have received training. Of these, 21 have received significant promotions since their return, and in every case the individuals were promoted in their area of specialization. For example, the Business Manager of the Dairy Development Corporation was promoted to the position of Chief Administrative Officer of the Corporation; an Account Officer was promoted to be Deputy Chief, Accounts, Provident Fund Office; an Account Officer in the Agriculture Marketing Corporation was promoted to be Acting Division Chief, Finance, in the Agriculture Inputs Corporation. Further, of these who have not been promoted (27), 23 are in the same position they occupied before training, or have moved into a similar administrative post in a lateral transfer. Four have moved to different organizations, but they occupy administrative posts so that administrative skills are still utilized.

As to the second assumption (b), this is difficult to measure with any degree of assurance other than through questionnaires or interviews with both participants and supervisors, and the best evidence is probably that gained through inference rather than by direct questions. In the evaluation conducted by the National Planning Commission, 87% of the trainees reported that the quality of training was high; 80% believed that the training was highly important to Nepal's development; 97% of the trainees reported the training "helpful". The NPC evaluation also showed that 100% of the supervisors believed that the trainees had benefitted, and 100% would support the same or similar training for other employees.

The USAID approach to this question was slightly different in that it asked the question directly in addition to attacking the question inferentially. The USAID findings were slightly more mixed: Of the 14 trainees interviewed 9 stated positively that the training did fit the Nepalese bureaucratic structure, four said it could be adapted, and one replied that it did not fit the bureaucratic structure. 13 out of 14 said that the training improved their job performance and helped in their advancement and improvement. Finally, 10 of the 14 said that skills they had learned had been passed on to some colleagues, two said they had not been, and two had no answer.

In the USAID evaluation, the supervisors' responses were more mixed than in the NPC evaluation. While all of them stated that the trainees benefitted from the training, three of the four interviewed responded positively to the question of whether they would recommend the same or similar training to other employees. The fourth qualified his approval by saying that he would approve it only if he had sufficient advance information about the course. The two most senior officials who interviewed were highly positive about the training received.

In summary, then, the evidence suggests that the training is viewed as relevant and helpful, and that the assumptions concerning external factors were basically sound.

17. Evaluation Finding about Goals: The goal, as stated in the Project Paper, Revision no. 2, page 1 is "to assist His Majesty's Government improve its capability to implement Nepal's development objectives." The principal measures of goal achievement, as stated on page 1 of the Project Paper, Revision no.2 are (1) an increasing number of program and project targets will be achieved, and (2) personnel, funds, equipment, and supplies will be made available to HMG on a timely basis.

This goal as stated, and the measures of goal achievement, are simply too nebulous to lend themselves to evaluation without an intensive nation-wide examination of all projects. Further, since there is no base-line data against which to measure the "increasing number", it is impossible to arrive at any meaningful sense of progress in these terms. Finally, the burden of such a comprehensive goal cannot logically be placed on an individual project with such limited scope.

When this project was initiated, the basic rationale for it as presented on pages 3 and 4 of the Project Paper was that a lack of trained management personnel was the principal bottleneck in the development efforts of Nepal. That assertion is still made as projects are conceptualized and developed, and the lack of trained administrators and managers continues to frustrate development efforts. It would be unrealistic to charge this project with responsibility for attaining the goal as stated, particularly if the measures of goal achievement are as given. Mere figures indicate the magnitude of the problem: at the time of the writing of the Project Paper, there were 1213 gazetted officers in GON ministries and departments who were potential candidates for training. This project has trained 48 in largely short term courses.

It is probable that there has been a marginal improvement in managerial capability, but the ever increasing number of development projects, with constantly increasing complexity, clearly demonstrates that a project of this magnitude cannot solve such a problem.

However, the GON has become increasingly aware of its management problems, and is anxious to carry on an expanded follow-on project, with the emphasis on in-country training, for only through building up an in-country capability can real progress be made.

In conclusion, this evaluation finds the goal statement and the measures of goal achievement to be unrealistic. First, the measures are not "measurable" in realistic terms, and second, the modesty of this project precludes the possibility of its having the all-embracing impact that is implicit in the goal and measures as stated. Its impact can realistically be measured only in terms of its impact on the specific organizations from which trainees came, and on the trainees themselves.

This strongly suggests that other projects of this sort must set realistic goals, and meaningful measures of goal achievement at the outset.

18. Evaluation findings about purpose: The project purpose as given on page 1 of the Project Paper, Revision No. 2, is (1) to upgrade the skills and knowledge of persons serving in management positions important to development, or expected to serve in such posts, in Nepal's public, semi-public, and private institutions, and (2) to meet shortages of trained manpower in fields essential to successful development administration.

The end of project status, as given on page 2 of the Project Paper, Revision No. 2, is as follows:

- a. "there will be a greater availability of qualified personnel to fill management and development administration posts": 48 personnel have been trained, and 17 more are undergoing training. Every person who has been trained, without exception, is functioning in the management role he/she filled before training, or has been promoted/transferred to post which requires similar, but often more refined, skills. Approximately 28 organizations have been served by the Project, ranging from National Planning Commission to Nepal Oil Corporation. Thus, this EOPS will have been achieved by end of the project.
- b. "persons who have been trained will be instrumental in introducing modern management and administrative policies and practices in their agencies": 10 of the 14 trainees interviewed indicated that some portion of their training had been passed on to colleagues and subordinate. Furthermore supervisors and administrators interviewed made clear that the personnel trained were viewed by them and by their organization as leaders and as change agents within the structure. While no uniform formal structure has been set up in all the organizations to make possible the passing on of information gained by the trainees, the interviews made clear that one of the expectations of the superiors was that the training would be passed on.
- c. "HMG will be playing an increased role in planning and administering this foreign training program. At the very least, it will be identifying training to be provided through this project, setting priorities, preparing annual training plans, selecting institutions

of training, and selecting candidates." The National Planning Commission identified a Project Manager for the Project, who has become the focal point for developing the annual training plan, for determining the training needs and training institutions, and for assisting with the processing of trainees. This office is now quite capable of carrying out this role. Thus, this EOPS has been achieved.

19. Evaluation findings about "outputs" and inputs . The statement of project outputs is found on page 2 of the Project Paper, Revision no. 2.

- a. "Middle and upper level personnel trained in one or more aspects of management and administration important to development, such as economics, business management, sectoral planning, public administration, public finance, revenue policy planning, tax administration and statistics. The numbers of persons trained abroad will be determined annually, but will probably be approximately 20 per annum." 48 personnel have been trained abroad from approximately 28 organizations in nearly all of these fields; 21 of those trained have received significant promotions since their training. 17 others are in training during 1977/78. It was anticipated that roughly 20 participants could be trained per year. However, inflation coupled with slightly longer short term training periods have kept the numbers below the 20 per annum figure. The attached list of trainees gives information on training fields, place of training, position before training, and position since training (See annex 1, Summary of Training)
- b. "In-country training programs such as the University of Connecticut's "Training of Trainers" course or Practical Concepts, Incorporated's "Evaluation and Project Analysis" course. It is anticipated that at least one in-country course will be financed each year." In-country training has not developed for two major reasons: (i) It was felt by GON that with the limited funds available, a quality training program was not likely to be set up in Nepal, and that plans for such training would have to be very carefully made. In other words, it was felt that for the money available, the best chance for quality training would be in ongoing overseas programs. (ii) There is the feeling that given the isolation of Nepal, as many students and officials as possible should at this juncture be exposed to overseas training. This is precisely the view expressed by the Chairman of the Public Service Commission. It should be noted that PROP revision No.2 page 2, section III, dated 8/4/75 amends the notion of developing the capability of Nepal to plan and carry out a major training effort as follows:

"The secondary purpose of providing an opportunity of HMG to plan and carry out a major training effort also remains as an important long-term objective of the project. However, in recognition of the difficulties of "carrying out" or processing a major training program and in recognition of administrative manpower shortages within HMG, it is not expected that this objective will be completely accomplished within the timeframe of the project presently under consideration (FY 74 - FY 78)."

- c. "Surveys of training needs, i.e., Ministry, University, Government, and Government corporation definitions of training requirements within the scope of the Project. The NPC will conduct such a survey of the relevant agencies every two years. From this survey, the NPC will prepare a list of training requirements." Surveys of training needs have been conducted annually, and each succeeding year, the Project Manager has developed a detailed annual training plan in consultation with the various user organizations and with USAID. USAID gives formal approval to the plan.
- d. "Annual training plans based on above surveys. These plans will be prepared prior to each year's Project Agreement and will indicate the types of training to be provided, the categories of eligible nominees, the locale and institutions of training, duration of training, and desired starting dates." As noted above, annual training plans have been developed following a survey of needs, which are submitted to USAID for review and approval. The training plan includes organizations from which nominees are being named, kind of training required, place of proposed training, length of training, proposed starting dates, and detailed cost estimates of such training. This is a formalized process which precedes the expenditures of any project funds.
- e. "Development within BMC of a continuing system for identifying training needs, setting priorities, determining whether training should be done in-country or abroad, selecting training institutions, establishing participant selection criteria, and selecting persons for training." As was noted under d. above, the system has been developed for identifying training needs, etc., but the in-country training has not developed for reasons cited in b. above.
- f. "Evaluation of quality of training received and of the effectiveness of the training in improving job performance." The National Planning Commission conducted its own evaluation during the summer of 1977, which attempted to assess the quality of training received and its relationship to improved job performance. USAID followed this with its own evaluation as reported in this PES. It is clearly extremely difficult to assess on an objective, verifiable basis, what constitutes job improvement. Through inference and direct questioning, however, it is possible to determine the perception of the organization to which the individual belongs, the perception of those trained, and the perception of the supervisors. As noted earlier in this document, one of the best indicators is the promotion rate following training, and while it is also impossible to determine what bearing the training had on the promotion, the fact that 44% of the trainees have received significant promotions since training, and the fact that the trainees are viewed as change agents suggests that training is seen as a significant element in administrative improvement.

The statement of project inputs is found on page 3 of Project Paper Revision No. 2, as follows:

"The project will continue with an annual grant of \$100,000 for training in the general areas of management and development administration. Besides this grant, USAID, as stated in the existing approved ROP, will provide a Project Liaison Officer to work with the National Planning Commission in administering the project. He will be available to assist HMG in identifying training needs and resources and will serve as a liaison between HMG and the USAID Training Office. The Training Officer will process the selected participants in the same way as other USAID-financed participants. The AID/Washington Office of International Training will continue to assist in locating suitable training facilities and in processing the individual participants.

"HMG inputs will include the following: (1) provision of gazetted Officer staff within the Manpower Division of the National Planning Commission to define training requirements, prepare annual training plans, and administer the project; (2) provision of funds to cover trainee costs of travel and per diem within Nepal; and (3) round trip air transportation for participants from Kathmandu to the farthest point reached by RWAC enroute to training sites. HMG will also continue to pay the salaries of participants employed by the Government while they are on their training programs, in conformity with standard HMG practice. HMG will also provide funds to cover local and incidental costs related to preparing participants (HMG employees) for their training programs: e.g., transportation and per diem costs of bringing participants to Kathmandu for pre-departure processing."

All inputs have been provided according to plan by both USAID and the GON.

20. Evaluation finding about "unplanned effects": While not entirely unplanned, one of the results has been that the Ministry of Finance has taken an active interest in the Project, and has made known its desire that any follow-on activity must have a built in provision for in-country training and for assuring that user agencies develop a solid concern and mechanism for organizational and administrative upgrading. The fear is that an off-shore training program can very easily become a reward mechanism, without a basic commitment on the part of the user institution to make maximum use of the training. Since a follow-on project is contemplated, and the BID has been approved, this concern is basic to any training activity that might evolve.

No other unplanned effects are discernible.

21. Changes in design or execution: As has been noted, a PID for a follow-on project has been submitted to AID/W and approved. The present project is in its final year of funding. Several modifications must be made in the project, based both on this evaluation and experiences gained from other projects:
- a. There must be a strong institutional base for in-country training, without which such training is not likely to develop. U.S. and third country training should be offered only when based on carefully established needs, i.e., to provide training of trainers, to provide specialized training such as in computer management which is not offered in-country, to provide high level training courses for relatively senior officials. In short, each training program overseas should be tailored to the specific requirement.
 - b. User institutions should develop their own institutional and administrative development plans, which should mesh with the overall plan, and training should fit into that context. In other words, institutions should not be able to nominate an officer without an indication of precisely how the training is to be used in that institution's long range plans.
 - c. Since one of the most troublesome problems in Nepal is lack of management for rural development, or even for management of regular RMG programs, a basic ingredient to any follow-on project would appear to be the development of an institutional capability to provide training in the rural area for service in the rural area, and to a realistic level for the rural area. That is, the rural area needs preventative health rather than surgeons. By the same token, it needs management personnel who can function in the rural setting rather than degree people from the city. This does not preclude the development of a central institutional capability to foster and support rural based training as well as to provide realistic management training at the center.
22. Lessons learned: This project has demonstrated that the Government of Nepal has the capability to carry out the fundamental management of such a training program as this. It has been able to develop a mechanism for surveying various ministries and organizations to determine training needs; develop a yearly training plan; select the personnel to undergo training; and to some extent to determine the most appropriate training sites. It has been demonstrated also that the GON is not prepared to set up a blanket training organization to process all trainees, whether funded by multi-national donors or bi-national donors, nor is prepared to set up such an organization for the processing of one organization's participants.

The Project has also demonstrated that the development of an in-country training capability requires more planning, more attention by HMG, and more in the way of resources than this project provided. The implicit assumption of the Project designers was that HMG would see the economics of bringing in consultants to offer in-country training for substantial numbers of personnel, and that an institutional setting would be found. This proved not to be the case. When confronted with the question of whether to utilize the limited funds for off-shore training or to attempt to set up a training program in-country with severely limited resources, the responsible officials opted for off-shore training. The approximately \$15,000 per year that was available for in-country training was simply not seen as enough to make a lasting impact.

The lesson from this is that if a project is to succeed in such a thing as providing in-country training, the details of such training must be very carefully worked out prior to project implementation, that is, how it will be done; where it will be done; how it is designed; what it is to accomplish; what resources will be required, and from what source; and what the sequence of actions is.

23. Special comments or remarks: None.

Annex 1Information obtained in
September/October, 1977

Summary of Training

Manpower Development Project

<u>Name and Address</u>	<u>PIO/P No. and Title</u>	<u>Training Period</u>	<u>Place & Country of Training</u>	<u>Position Prior to Training</u>	<u>Present Position & Postal Address</u>
Debottam Dhakal 13/880 Kshetrapati, Dhobichaur, Kathmandu	367-224-1-40020 Financial Management	01-06-74 06-15-74	Univ. of Conn. USA	Business Manager Dairy Dev. Corporation	Chief Admin. Officer Dairy Dev. Corporation Lanchaur, Kathmandu
Swayam Singh (Mrs.) Lal Bungalo, Bisalnagar, Kathmandu	367-224-1-40020 Financial Management	01-06-74 06-15-74	Univ. of Conn. USA	Account Officer Provident Fund Office	Deputy Chief Accountant Provident Fund Office Sundhara, Kathmandu
Madhav K. Shrestha 7/3 Maru Tole Kathmandu	367-224-1-40020 Financial Management	01-06-74 06-15-74	Univ. of Conn. USA	Chief, Accounting and Budgeting Division Bansbari Leather Shoe Factory	Chief Accountant Raghupati Jute Mills Ltd. Mills Area, Biratnagar
Prem Narayan Shrestha 13/345 Nara Devi Kathmandu	367-224-1-40020 Financial Management	01-06-74 06-15-74	Univ. of Conn. USA	Account Officer Agriculture Marketing Corp.	A/Division Chief Agriculture Inputs Corp. Teku, Kuleshwar, Kathmandu
Birendra N. Khunjeli Hanse Ganesh, Jhamsikhel Lalitpur	367-224-1-40021 Project Analysis and Management	01-06-74 06-11-74	Univ. of Conn. USA	Under Secretary National Planning Commission	Joint Secretary Min. of Public Works & Trans. Babar Mahal, Kathmandu
Bishnu Das Dangol 4/5 Tahachal Kathmandu	367-224-1-40032 Administrative Management	03-13-74 07-06-74	Univ. of Pitt. USA	Pvt. Secy. to Chancellor Royal Nepal Academy	Section Officer Nepal Industrial Dev. Corp. Darbar Marg, Kathmandu
Shrikrishna Gautam 5/832 Basantpur, Gwachhen Mugal, Kath.	367-224-1-40032 Administrative Management	03-13-74 07-06-74	Univ. of Pitt. USA	A/Under Secretary Public Service Commission	Under Secretary Public Service Commission Regional Office, Dhankuta

<u>Name and Address</u>	<u>PIO/P No. and Title</u>	<u>Training Period</u>	<u>Place & Country of Training</u>	<u>Position Prior to Training</u>	<u>Present Position & Postal Address</u>
Lakshman P. Sharma Lagankhel Ward #2 Lalitpur	367-224-1-40034 Management Development	04-14-74 06-23-74	Philippines Ex. Academy Phil.	Branch Manager NCCN	Works Manager NCCN, Tripureshwor Kathmandu
Sagar Bahadur Pradhan Kamalodge, Tahachal Kathmandu	367-224-1-40063 Int. Manpower Seminar	05-21-74 07-27-74	Wash. USA	A/Joint Secretary National Planning Commission	A/Joint Secretary Min. of Food, Ag. & Irr. Singh Durbar, Kathmandu
Sayeduddin 8/405 Wotu Tole Kathmandu	367-224-1-40090 Pop'n Statistics & Demographic Analysis	08-20-74 03-29-75	Wash. USA	Deputy Director National Planning Commission	Registrar Ministry of Home Panchayat Singh Durbar, Kathmandu
Madhu Bidhi Tiwari Dilli Bazar Kathmandu	367-224-1-40065 Public Administration	10-29-74 05-07-75	Univ. of Phil. Phil.	Program Incharge D.P.A. Program, T.U.	Lecturer Public Admin, Campus, T.U. Dilli Bazar, Kathmandu
Mahendra Narayan Mishra Pipara, Mahottari Janakpur Zone	367-224-1-40065 Public Administration	10-29-74 04-15-74	Univ. of Phil. Phil.	Lecturer D.P.A. Program T.U.	Campus Chief Public Admin. Campus, T.U. Dilli Bazar, Kathmandu
Narayan Raj Joshi 11/68 Bakumbahal Lalitpur	367-224-1-40065 Public Administration	10-29-74 09-07-76	Univ. of Phil. Phil.	A/Administrative Officer Ministry of Education	District Education Officer Kalaiya, Narayani Zone
Gopal Kumar Rimal Baneshwar, Kathmandu	367-224-1-50025 Mgmt. Dev. Program	01-09-75 03-11-75	AIM Phil.	Section Officer Agriculture Dev. Bank	A/Regional Manager, Ag. Dev. Bank, Far Western Region Nepalganj, Bheri Zone
Laxman Rajbhandari 11/872 Tyanda Tole Kathmandu	367-224-1-50025 Mgmt. Dev. Program	01-09-75 03-11-75	AIM Phil.	Chief, Commerce Division Transport Corporation/Nepal Teku, Kathmandu	Same

<u>Name and Address</u>	<u>FIO/P No. and Title</u>	<u>Training Period</u>	<u>Place & Country of Training</u>	<u>Position Prior to Training</u>	<u>Present Position & Postal Address</u>
Buddhi Sagar Upadhyay 15/94 Thamel Tole Kathmandu	367-224-1-50025 Mgmt. Dev. Program	01-09-75 03-11-75	ADM. Phil.	A/Senior Officer Rastriya Banijya Bank	Senior Officer Rastriya Banijya Bank Central Office, Tangal, Kath.
Birendra Kumar Shrestha 14/507 Pyapchal Tole Kathmandu	367-224-1-50025 Mgmt. Dev. Program	01-09-75 03-11-75	ADM. Phil.	Manager Ilam Tea Estate Nepal Tea Dev. Corp.	A/General Manager Nepal Tea Dev. Corp., Dhulabar Jhapa, Mechi Zone
Kiran Kumar Sharma 7/1 Chetani Kathmandu	367-224-1-50031 Comprehensive Course for the Dev. of Tax Administrators	01-28-75 05-19-75	USC USA	Chief Tax Officer Department of Tax	Chief District Officer Jankhwarabha Kosi Zone
Hiranya Lal Bajracharya B/477 Naba Kutahal Kathmandu	367-224-1-50024 Mgmt. Dev. Program	01-30-75 04-03-75	Univ. of Phil. Phil.	A/Chief Accountant Nepal Post Office Bank	Chief, Inspection Dept. Nepal Post Office Bank Tangal, Kathmandu
Hem Raj Gyawali Gharbari Tole, Nepalganj, Eheri Zone	367-224-1-50026 Local Administration & Development Program	04-03-75 07-01-75	Univ. of Phil. Phil.	Chief District Officer	Chief District Officer Sarlahi, Janakpur Zone
Tarini Prasad Bhattarai Arkhalle, Dhankuta	367-224-1-50026 Local Administration.	04-03-75 07-01-75	Univ. of Phil. Phil.	Chief District Officer	Chief District Officer Sunsari, Kosi Zone
Hirsha Bahadur Manandhar 5/250 Chokhen Tole Kathmandu	367-224-1-50030 International Seminar	04-17-75 06-18-75	Wash. USA	Under Secretary Planning Div., Manpower Sec., Ministry of Education	In Univ. of Conn., USA for M.Ed.
Deepak Bahadur Thapa Kamal Pokhari Kathmandu	367-224-1-50031 Techniques of Statistical Analysis	04-28-75 06-30-75	Wash. USA	Branch Officer Industrial Services Center	Chief, Planning Branch Industrial Services Center Balaju, Kathmandu
Ratna Prasad Regmi 19/65 Bhatbhateni Tangal, Kathmandu	367-224-1-50027 Master in Management	05-29-75 11-04-75	ADM. Phil.	Administrative Officer Sajha Yatat, Pulchok	Same

<u>Name and Address</u>	<u>FEO/P No. and Title</u>	<u>Training Period</u>	<u>Place & Country of Training</u>	<u>Position Prior to Training</u>	<u>Present Position & Postal Address</u>
Uday Kumar Sharma 286 Baluwatar Kathmandu	367-224-1-50027 Master in Management	05-25-75 11-04-75	AIM Phil.	Administrative Officer Nepal Electricity Corporation	Commercial Officer Nepal Electrical Corporation Durbar Marga, Kathmandu
Amod Aryal Gairidhara, Jorpipal Kathmandu	367-224-1-50029 Agricultural Credit	05-29-75 11-04-75	Los Banos Univ. of Phil. Phil.	Instructor Banker's Training Center Nepal Rastra Bank, Thapathali	Same
Yadav Ranjan Baral Bastipur, Siraha Sagarmatha Zone	367-224-1-50046 Financial Management- Auditing	08-15-75 05-21-76	Syracuse Univ. USA	Director of Audit	A/Deputy Auditor Gen. Office of Auditor General Babar Mahal, Kathmandu
Keshab Bahadur Bista 8/20 Bishnudole, Lubhu. Lalitpur	367-224-1-50080 Statistical Analysis- Eco. Surveys & Census	08-19-75 07-02-76	Bur. of Census Wash.	Asst. Research Officer Nepal Rastra Bank	A/Reserach Officer Nepal Rastra Bank Tangal, Kathmandu
Nani Kazi Bista 226 Sanepa Lalitpur-2	367-224-1-50063 Training Techniques & Methods	09-25-75 04-22-76	Univ. of Conn. USA	Instructor Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur	Same
Shree Ram Paudyel 5/202 Thasikhel Lalitpur	367-224-1-50064 Recruitment Methods & Techniques	09-25-75 04-22-76	Univ. of Conn. USA	A/Under Secretary Public Service Commission	Under Secretary Public Service Commission Reg. Office, Singh Durbar
Upendra Dutta Panipokhari, Maharajgang Kathmandu	367-224-1-60009 Project Analysis & Management	09-30-75 12-19-75	Univ. of Conn USA	Under Secretary Ministry of Water & Power Babar Mahal, Kathmandu	Same
Harihar Sharama Wagle Basdol, East# 1 Kabhre District	367-224-1-50055 Manpower Planning	10-19-75 10-18-76	AIM Phil.	Section Officer Admin. Mgmt. Dept	A/Under Secretary Admin. Mgmt. Department Harihar Bhawan, Lalitpur

<u>Name and Address</u>	<u>FID/P No. and Title</u>	<u>Training Period</u>	<u>Place & Country of Training</u>	<u>Position Prior to Training</u>	<u>Present Position & Postal Address</u>
Badri P. Shrestha (Dr.) 12/665 Thahity Tole Kathmandu	367-224-1-60006 International Manpower Seminar	10-27-75 12-13-75	USA, Wash. Korea, Bangkok	Member National Planning Commission	Vice Chairman National Planning Commission
Narayan Raj Tiwari 6/12 Sifele, Kathmandu	367-224-1-60025 Seminar in Tax Administration	02-08-76 04-14-76	USA, IRS/Wash	Chief Tax Officer Department of Tax Babar Mahal, Kathmandu	Chief Tax Officer Department of Tax Babar Mahal, Kathmandu
Uttam Lal Shrestha 7/544, Chikanmugal Kathmandu	367-224-1-60031 Local Admin. & Dev. Program	04-22-76 07-27-76	College of Philippines	Chief District Officer Ministry of Home-Panchayat	Chief District Officer Gorkha, Gandaki Zone
Bharat Kumar Pradhan 4/15 Jyabahal, Kathmandu	367-224-1-60021 Mgmt. Dev. Program	04-22-76 07-27-76	Coll of Pub. Administration Univ. of Phil.	Section Officer Agriculture Dev. Bank	Personnel Section Chief, Agriculture Development Bank Dharma Path, Kathmandu
Jeevan P. Khanal 21/252 Dilli Bazar Kathmandu	367-224-1-60020 Mgmt. Dev. Program	05-20-76 07-19-76	AIM, Phil.	Deputy Manager Nepal Oil Corporation	Chief Account Officer Nepal Oil Corporation Babar Mahal, Kathmandu
Bharat P. Subedi 7/2, Kalimati Kathmandu	Master in Management 367-0224-1-60039	06-03-76 06-07-77	AIM, Phil.	Assistant Training Officer R.N.A.C.	Training Officer RWAC, Kanti Path, Kathmandu
Shanta B. Malla 8/348 Gana Bahal Kathmandu	Master in Management 367-224-1-60039	06-03-76 06-19-77	AIM, Phil.	Supervisor Jore Ganesh Press, Balaju	Supervisor Jore Ganese Press, Balaju
Krishna Prasad Sharma 13/862 Kushlehour Kathmandu	Comprehensive Course for Tax Administration 367-224-1-60047	05-26-76 12-14-76	U.S.A.	A/Deputy Director Department of Tax	Tax Officer Septari, Rajbiraj Sagarmatha Zone
Shambhu Prasad Khanal 21/569 Dhobi Dhara Dilli Bazar, Kathmandu	Income Tax 367-224-1-60063	06-26-76 08-19-76	U.S.A.	A/Chief Tax Officer Department of Tax	Chief Tax Officer Morang, Biratnagar Koshi Zone

<u>Name and Address</u>	<u>TR/P No. and Title</u>	<u>Training Period</u>	<u>Place & Country of Training</u>	<u>Position Prior to Training</u>	<u>Present Position & Postal Address</u>
Narayan Prasad Nayak Barmjhiya, Labtooli Dhanusha, Janakpur Zone	367-224-1-60065 Computer Data System, (Computer Processing Funda)	08-16-76 10-11-76	Wash. USA	Division Chief Electronic Data Processing Center, Thapathali, Kath.	Same
Bala Ram Kaper 1/113 Kopundole Lalitpur	367-224-1-60036 Financial Management- Auditing	09-20-76 04-27-77	Univ. of Conn. USA	Senior Accountant Ministry of Home Panchayat	A/Chief Accountant Local Dev. Department Fulchok, Lalitpur
Chatur Dhoj Karki 3/487 Jawalakhel Lalitpur	367-224-1-60032 Basic Management Program	11-04-76 12-06-76	AMU Phil.	Chief Manager National Trading Ltd. Nam Shaha Path	Director Machinery Sales & Repair Cent. N.T. Ltd., Nam Shaha Path, Kath.
Radha Shrestha (Miss) 15/352 Pakanajole Kathmandu	367-224-1-60074 Seminar on Coordinating Pop'n Policy & Dev. Planning	11-23-76 12-23-76	Asian Dev Inst. Bangkok Thailand	Section Officer National Planning Commission Thapathali, Kathmandu	Same
Lokendra Raj Sharma 1/115 Kopundole Lalitpur	367-224-1-60064 Mgmt. of Dev. Projects	12-06-76 04-10-77	Univ. of Pitt. USA	Chief Regional Planning Off. National Planning Commission	Under Secretary Reg. Planning Office, NFC, Kopundole, Lalitpur
Bishnu Bahadur K.C. Office of The Auditor Gen. Babar Mahal, Kathmandu	367-224-1-60031 T, National Financial Management	12-27-76 07-09-77	Univ. of Conn. USA	A/Audit Director Office of The Auditor General	Audit Director Office of The Auditor General Babar Mahal, Kathmandu
Bishwa Nath Sapkota 25/140 Handigaun Bisalnagar, Kathmandu	367-0224-1-70025 Observation Tours	03-31-77 04-27-77	Phil., Korea Bangkok	Section Officer Ministry of Finance Babar Mahal, Kathmandu	Same
Hari Sol Shrestha 7/E33 Maru Tole, Kath.	367-224-1-60029 T, National Accounting	04-05-77	Univ. of Mich. USA	Section Officer National Planning Commission	In Training
Chhati Raman Sharma Jamuna, Ward #2, Ilam Mechi Zone	367-224-1-60028 T & 70054 Financial Management	04-14-77	Univ. of Phil. Phil.	Deputy Chief Officer Aastriya Banijya Bank Fangal, Kathmandu	In Training

<u>Name and Address</u>	<u>File No. and Title</u>	<u>Training Period</u>	<u>Place & Country of Training</u>	<u>Position Prior to Training</u>	<u>Present Position & Postal Address</u>
Punyashwari Joshi (Mrs.) Yachhen Tole, Bhaktapur	367-224-1-60028T-70054 Financial Management	04-14-77	Univ. of Phil. Phil.	Deputy Accountant General Financial Comptroller General's Office	In Training
Jaya Prakash Shrestha Karmachari Sanchaya Kosh Sundhara, Kathmandu	367-0224-1-70007 Personnel Management	06-07-77	Univ. of Phil. Phil.	Secretary to the Board and Chief, Personnel & Admin Div. Provident Fund Office, Kath.	In Training
Ram Krishna Shrestha 12/90 Deyokhaobahal, Kath.	367-0224-1-70008 Personnel Administration	06-07-77	Univ. of Phil. Phil.	Under Secretary Public Service Commission	In Training
Kashyap Prasad Nepal 1/229 Kalikasthan, Kathmandu	367-0224-1-70016 Instructor's Training - Accounting	06-12-77	Univ. of Phil. Phil.	Chief accountant Department of Tax Dabar Bahal, Kathmandu	In Training
Bishnu Man Shrestha 4/601 Brahma Tole Kathmandu	367-0224-1-70016 Instructor's Training - Accounting	06-12-77	Univ. of Phil. Phil.	Deputy Accountant General Financial Comptroller General's Office, Kathmandu	In Training
Deepak Raj Shakya 21/20 Bag Bazar, Kath.,	367-0224-1-70009 Master in Business Management	07-17-77	AM Phil.	Chief accounts Officer Sajha Pasal Sewa, Bag Bazar	In Training
Surendra Kumar Singh P.O. Box # 1573 Kathmandu	367-224-1-60030T-70058 Computer Science (Computer Data System)	08-15-77	E. of Census Wash. USA	Division Chief, Electronic Data Processing Center, Inapathali, Kathmandu	In Training
Indra Kumar Pradhan RMAAC, Kanti Path Kathmandu	367-0224-1-70015 Travel & Trade Publicity	08-30-77	Wash. USA	Incharge Public Relation, Publicity & Govt. Services, RMAAC, Kath.	In Training
Bimal Raj Dasnyat 21/552/1 Dhobi Dhara Lilli Bazar, Kathmandu	367-0224-1-70067 Employment & Manpower Forecast Techniques	09-02-77 09-30-77	Civil Serv. Commission Thailand	Joint Secretary Administrative Mgmt, Dept. Mariner Bhawan, Lalitpur	Same

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Narendra Kumar Basnyat 1/341 Kopundole, Lalitpur	367-0224-1-70026 Project Analysis	09-09-77	Univ. of Conn. USA	Registrar Cooperative Department	In Training
Ishwar Prasad Shrestha Lagankhel, Ward #7 Lalitpur	367-0224-1-70010 Gen. Pub. Admin. Mgmt. Analysis (Organization & Mgmt.)	09-20-77	Univ. of Conn. USA	Under Secretary Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur	In Training
Bishwa Raj Regmi Chabahil Ward #8 Kathmandu	367-0224-1-70013 Training Techniques and Evaluation	09-20-77	Univ. of Conn. USA	Section Officer Administrative Management Department, Harihar Bhawan	In Training
Chandra Das Shrestha 10/572 Bhotahity Tole Kathmandu	367-0224-1-70012 Program Budgeting and Financial Administration	09-30-77	Univ. of Conn. USA	A/Chief Tax Officer Department of Tax Sabar Mahal, Kathmandu	In Training
Vishwa Nath Poddar 6/297 Gana Bahal Kathmandu	367-0224-1-70086 Program Monitoring and Evaluation Techniques	10-01-77	Bangkok Thailand	Accountant General Financial Comptroller General's Office, Sabar Mahal	In Training
Hari Mohan Prasad Shrestha 8/350 Gucha Tole Kathmandu	367-0224-1-70086 Program Monitoring and Evaluation Techniques	10-01-77	Bangkok Thailand	A/Joint Secretary Ministry of Home Panchayat Singh Darbar, Kathmandu	In Training