

AIRGRAM

DEPARTMENT OF STATE

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FROM - USAID/Kathmandu

A.O. 12065: N/A

SUBJECT - Project Evaluation Summary - Manpower Development Training Project (0224) PLS No. 79-003

REFERENCE - AIDTO CINC A-486 of 12/2/78

Please find attach 1 a subject report for necessary reproduction and distribution.

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Attachment as stated *to be run as part of airgram*

35-w to be run w/airgram

PAGE 1 OF 1 PAGES

DATE	OFFICE	OFF NO.	DATE	APPROVAL BY
11/11	PRM	31	4/26/79	Samuel H. Duttonfield Director

PREPARED BY:

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04/05/79

PROJECT EVALUATION SUMMARY (YES) - PART I

1. Project Title: Manpower Development Training		2. Project Number: 367-0224	3. Mission/AID/W Office: USAID/Nepal
		4. Evaluation Number: FY 1979-003 Second Regular Evaluation	
5. Key Project Implementing Dates:		6. Estimated Project Funding:	7. Period Covered by Evaluation:
A. Project Agreement Signed FY 74	Final Obligation Input FY 1976	Final Delivery FY 81	From December 1, 1977 To March 15, 1979
		A. Total: 622,000 B. U.S. -	Date of Evaluation Review: March 16, 1979
8. Action Decisions Approved by Mission or AID/W Office Director:			
A. Action Decisions Reached at Evaluation Review including items needing further study		B. Offices or Unit Responsible for Action	C. Date Action to be completed

*The decision stated in the 11/30/77 Evaluation Review to develop a follow-on project in CY 1978 entitled Development Administration Training has been indefinitely delayed pending GON decisions on how it proposes to handle training for development administration.

9. Inventory of Documents to be Revised per Above Decisions.		10. Alternative Decisions on Future of Project	
<input checked="" type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan	<input type="checkbox"/> Other (Specify)	A. <input checked="" type="checkbox"/> Continued Project Without Change
<input checked="" type="checkbox"/> Financial Plan	<input type="checkbox"/> PIC/T	<input type="checkbox"/> Contract	<input type="checkbox"/> Change Project Design and/or
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIC/C	<input type="checkbox"/> Other (Specify)	<input type="checkbox"/> Change Implementation Plan
<input checked="" type="checkbox"/> Project Agreement	<input type="checkbox"/> PIC/P		<input type="checkbox"/> Discontinue Project
11. Signatures: Project Officer		12. Mission/AID/W Office Director Approval	
Signature: <i>B. Newbery</i>		Signature: <i>[Signature]</i>	
Typed Name/ Title: Burton C. Newbery, Chief, HRD		Typed Name: Samuel G. Butterfield, Director	
Evaluation Officer		Date: 4/5/79	
Typed Name: <i>[Signature]</i>			
Signature: <i>[Signature]</i>			
Date: 3/30/79			

Project Evaluation Summary (PES) - Part II

13. Summary: This evaluation brings up to date evaluative information on those trained under the terms of the Project. All but six of the anticipated training slots have been utilized, and six trainees are currently awaiting departure. Following is the status of training:

	<u>U.S.</u>	<u>Third Country</u>	<u>India</u>	<u>Total</u>
Number of slots offered	40	55	3	98
Persons returned from training	34	45	3	82
Persons now in training	1	9		10
Persons awaiting departure	5	1		6

21 returned trainees were interviewed for this evaluation, 12 of them having received training since the date of the last PES, and 9 of them having received training prior to the last PES. However, none of those earlier trained had been interviewed previously, nor had supervisors who were interviewed in the current evaluation.

In summary, the evaluation was positive in all respects, though a substantial number of those interviewed (9) hold the view that the training either could be offered in Nepal utilizing presently available resources; while 12 said that the training could be offered in Nepal if trainers could be provided, and an appropriate training organization could be set up. This view was based on several considerations, one of the major ones relating to the more practical nature of the training if it were offered in Nepal.

Out of 21 interviewed, 19 gave very positive reactions to the training, citing the opportunity it afforded to broaden understandings of management and the tools of management; the increased understanding it provided for decision making; and increased skills. The two who were negative both cited the academic nature of the training, its short duration, and lack of relationship to Nepal's realities. However, these two reported that the training had helped them in their job performance and was useful for advancement purposes, representing some ambivalence.

It was clear that there was a more general ambivalence on the part of the trainees, for 6 of the participants indicating that there were problems with fitting the training into the bureaucratic structure of Nepal, though they were positive about the benefits of the training.

Running through the interviews was the feeling that the training was lacking in practicality, and that while a great deal was gained from the training, its practical nature could be enhanced if the training were done in Nepal, and if it could be related to practical situations in the working world.

When questioned about what was most valuable about the training, 10 stressed the new approaches they learned; 7 gave as most importance the new technical skills they had learned; and 2 stressed administrative skills.

Returned participants who were involved in this evaluation were in various areas in Nepal: one in Jnapa, Mechi Zone; one in Biratnagar, Koshi Zone; one in Serlahi, Janakpur Zone; one in Birgunj, Narayani Zone; three in Lalitpur, Bagmati Zone; and 14 in Kathmandu, Bagmati Zone.

As to the 7 supervisors interviewed, they supported the training program, and all of them would urge a similar kind of training for their other employees if it were possible, though again some ambivalence was noted, since 5 of the 7 said that the training only partially met participants' needs. (Further probing indicated that this view might have related to the feeling that training needs are never fully met.)

Four of the supervisors expressed the view that the training could be conducted in Nepal, but it was pointed out that there are many cases--computer training, for example--in which it is not currently possible to give adequate training in Nepal. In substance, the supervisors endorsed the training.

Four heads of departments sending participants were interviewed, and there was a consensus that the biggest problem facing management is trained personnel. They strongly endorsed the project concept, and agreed that it had been a significant factor in improving their departments.

A wide range of agencies participated in the evaluation and contributed to its findings: Public Service Commission; National Planning Commission; Administrative Management Department; District Offices, Ministry of Home and Panchayat; Department of Tax; Department of Local Development; National Computer Center; Rastriya Banijya Bank; National Construction Company of Nepal; Royal Nepal Airlines Corporation; Agriculture Inputs Corporation. It is significant that the Secretary, Public Service Commission; Director General, Department of Local Development; General Manager, Agriculture Inputs Corporation; and Deputy Director, Department of Tax all personally contributed to the evaluation.

The evaluation confirmed that the Project has developed in keeping with the original project design, with one exception, namely, the plan for the development of an in-country training program and capability. This has not been achieved for reasons that will later be 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 GCN being in keeping with the Project design. Hence, it is the conclusion of this evaluation that Project purposes will be achieved by the end of the Project, with the exception of the development of an in-country training component.

4. 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."

The evaluation was based on:

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- a. guided interviews, plus free discussion. Interview procedures were developed by HRD/Nepal, the Training Branch, and HIG in order that the most significant areas of concern might be covered. Interviews were conducted in the offices of the interviewees, whether in Kathmandu or in outlying areas. The person having primary responsibility for the interviews was trained in the technique during the evaluation of 11/30/77.
- b. a follow-up investigation of all returned participants conducted during January-March, 1979, which determined whether or not the individual participant had changed jobs within the organization; moved to another organization; continued to do the same kind of work; and had been promoted.
- c. Continued and regular interviews with the Project Manager in the National Planning Commission.

Agencies participating in this evaluation were: Public Service Commission; National Planning Commission; Administrative Management Department; District Offices, Ministry of Home and Panchayat; Department of Tax; Department of Local Development; National Computer Center; Rastra Banijya Bank; National Construction Company of Nepal; Royal Nepal Airlines Corporation; Agriculture Inputs Corporation

15. External Factors The two most critical assumptions on which the project was based were (a) that trainees would be assigned to position for which their training prepared them, and (b) that the training received could and would be adapted to Nepal's particular condition.

Assumption (a) proved to be well founded, as is evidenced by the following data: 82 people have received training. Of these, 22 have received significant promotions since their return, and in every case the individuals were promoted in their area of specialization. For example, the Lecturer of the Public Administration Campus was promoted to the position of the Campus Chief of the same Campus; an Assistant Training Officer of the Royal Nepal Airlines Corporation was promoted to the position of Training Officer of the Corporation; a Deputy Manager of Nepal Oil Corporation was promoted to Deputy General Manager of the Corporation; two Section Officers were promoted to the position of Under Secretary of the Administrative Management Department; a Deputy Chief Officer of the Rastriya Banijya Bank was promoted to the position of Branch Manager of the Bank; a Section Officer of the Agricultural Development Bank was promoted to the position of Regional Manager of the Bank. Further, of these who have not been promoted (60), 53 are in the same position they occupied before training, or have moved into a similar administrative/management post in a lateral transfer. Ten have moved to different organizations, but they occupy administrative/management posts so that the skills are still utilized. 70 participants are working in the same organization as before they departed for training, whereas 12 participants have changed organizations. 69 participants are doing the same kind of job as before training. One participant has resigned from the Rastriya Banijya Bank and has organized his own business. Hence, assumption (b) has proved sound.

16. Inputs: 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 PRCP, 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 GCN.

17. **Outputs:** The statement of project outputs is found on page 2 of 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, tax administration and statistics. The number of persons trained abroad will be determined annually, but will probably be approximately 20 per annum."

82 personnel have been trained abroad from about 30 organizations in Nepal in the various fields noted above; 22 of those trained have received significant promotions since their training. 10 more are currently in training, and the final group of 6 is awaiting departure. It was anticipated that about 20 participants could be trained per year, but inflation, coupled with slightly longer short term training programs 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: (1) It was believed by GCN 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 believed that for the money available, the best chance for quality training would be in ongoing overseas programs. (2) There is the view that given the isolation of Nepal, as many students and officials as possible should at this juncture be exposed to overseas training. It should be noted that PROP revision No. 2, page 1, 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 IMG 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 IMG, it is not expected that this objective will be completely accomplished within the time frame of the project presently under consideration (FY 74 - FY 78)."

However, as was noted earlier, a sizable portion of those interviewed in this evaluation indicated that they believed the training could be done in-country. Certainly any follow-on project should be built around in-country training rather than external training.

- 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 expenditure of any project funds.

- e. "Development within FMG 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 the FY '78 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 27% 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.

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 project purpose is directly related to the end of project status, as given on page 2 of the Project Paper, Revision No. 2, which is as follows:

- a. "there will be a greater availability of qualified personnel to fill management and development administration posts". 82 personnel have been trained abroad; 10 are currently in training, and 6 are awaiting departure. This evaluation has confirmed findings of earlier evaluations that every person trained (with one exception being a trainee who has resigned from Government to set up his own business) is functioning in the management role he/she filled before training, or has been promoted/transferred to a post which requires similar, but often more refined skills. About 30 organizations have been served, ranging from the Ministry of Finance to the Dairy Development Corporation. Thus, this EOPS will have been achieved by the 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". 16 of the 21 trainees interviewed indicated that some portion of their training had been passed on to colleagues and subordinates. Supervisors and administrators interviewed were unanimous in the view that the trainees should serve as change agents. All supervisors indicated that unless training was passed on, a major reason for the training amounted to nothing. While it was impossible to verify the degree to which training is passed on, the fact is that this appears to be an expectation of supervisory personnel.
- c. "IFG 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, and his office has continued to be the focal point for making the annual training plan, determining training needs and institutions, and assisting with the processing of trainees. That office is capable of carrying out this function. Thus, this EOPS has been achieved.
19. Goal: 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 IFG on a timely basis.

This goal as stated, and the measures of goal achievement, are too nebulous to lend themselves to evaluation without an intensive and exhaustive 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 a 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 present time there are 6,324 gazetted officers in GOV ministries and departments who are candidates for training. This project has trained 82 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 pervasive problem.

The question of how to attack the entire management training question has been given increasing attention, and it appears that within the next year basic decisions will be made on the institutional framework to be developed for attacking the problem.

20. Beneficiaries: The direct beneficiaries are the 82 people thus far trained under the project. Indirect beneficiaries are colleagues and subordinates who in theory benefit from training passed on, though the degree of benefit is impossible to determine.
21. Unplanned Effects: One unplanned effect, while not quantifiable, has been the contribution the project probably made to the sharpened interest that the GOV has shown in management problems. This contribution should not be over-emphasized, however, for there has been a developing climate of concern about management as a bottleneck to development, with the World Bank and other donors continuing to make this point. In that context, this project undoubtedly contributed to the overall awareness.
22. Lessons Learned: This project has demonstrated that the Government of Nepal has the capability to carry out the fundamental management requirements of such a project, from drawing up training plans, selecting personnel, to helping select institutions for training.

It has also demonstrated that assumptions must be more carefully thought through prior to project implementation. The implicit assumption of the project designers was that GOV 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 incountry with severely limited resources, the responsible officials opted for out-of-country training. The approximately \$15,000 per year that was available for in-country training was simply not seen as enough to make any impact.

While not specifically articulated by GCM officials, it appears that some elements of the project, particularly the Asian tour component, might have been used in some cases as rewards rather than as training opportunities. Future projects of this sort should put very tight restrictions on such tours.

The overall lesson to be learned is that if a project is to succeed in such a thing as providing in-country training, the details of such training must be worked out very carefully before 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 what the sequence of actions is. The inputs must be big enough to establish or expand an institutional framework, including the training of trainers, for only with the establishment or modification of an existing institution to carry on with the training will there likely be any lasting impact.

23. Special Comments or Remarks: An unanticipated problem, but one which has affected nearly all projects with participant training components, is whether or not all participants trained under a project must return to their home country by the estimated final contribution date. Some participants under this project will not return by that date. USAID/E has already taken steps to resolve this problem, and it is anticipated that it will be resolved without disruption of any training programs.

HRD:BCIewbrj/drs
3/16/79

Annex 1

Reference No. 100/100
 of January 20, 1974

Summary of Training

Human Resource Development Training Project

<u>Name and Home Address</u>	<u>FIQ/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>
DHAKAL, Debottam 13/880, Kehotrapati Dhobichaur, Kathmandu	367-224-1-40020 Financial Management	01-06-74 06-15-74	Univ. of Conn. USA	Business Manager Rajya Dev. Corporation Lainchaur, Kathmandu	Same
SHRESTHA, Madhav Kumar 7/3, Maru Tole Kathmandu	367-224-1-40020 Financial Management	01-06-74 06-15-74	Univ. of Conn. USA	Chief, A/c & Budgeting Div. Banshari Leather Shoes Factory, Kathmandu	Special Officer Mineral Exploration Dev. Project, Lainchaur, Kath.
SHRESTHA, Prem Narayan 13/345, Nara Devi Kathmandu	367-224-1-40020 Financial Management	01-06-74 06-15-74	Univ. of Conn. USA	Account Officer Agriculture Inputs Corp. Kuleswar, Teku, Kathmandu	Same
SINGH, Swayam (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
KHUMJALI, Birendra N. Ramesh Ganesh Jhambhikhel, Lalitpur	367-224-1-40021 Project Analysis and Management	01-06-74 06-15-74	Univ. of Conn. USA	Under Secretary National Planning Comm. Kathmandu	Joint Secretary Min. of Public Works & Transport, Babar Mahal, Kath.
DANOOI, Bishnu Das 4/5, Tabachal Kathmandu	367-224-1-40032 Administrative Management	03-13-74 07-06-74	Univ. of Pitts. USA	Pvt. Secy, to Chancellor Royal Nepal Academy Kasabadi, Kathmandu	Section Officer NIDC Durbar Marg, Kathmandu

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<u>Name and Home 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>Post Position & Postal Address</u>
GAUTAM, Shrikrishna 5/832, Basantpur Gwaschen Mugal, Kath.	367-224-1-40032 Administrative Management	03-13-74 07-06-74	Univ. of Pitt. USA	Assistant Director Public Service Commission	Under Secretary Public Service Commission Kamal Pokhari, Kathmandu
SHARMA, Lakshman Prasad Laganbhal Ward #2 Lalitpur	367-224-1-40034 Management Development	04-14-74 06-23-74	Philippines Ex. Academy Philippines	Branch Manager NCCN	Works Manager NCCN Tripureswar, Kathmandu
PRADHAN, Sagar Bahadur Kamalodge, Tabzohal Kathmandu	367-224-1-40063 International Manpower Seminar	05-21-74 07-27-74	Washington, D.C. USA	Acting Joint Secretary National Planning Comm.	Agriculture Division RSCAP/UN, UN Building Bangkok, Thailand
ARYAL, Anod Gairbidhara Jorpipal, Kathmandu	367-224-1-40064 Agricultural Credit	05-29-75 11-04-75	UPLB Philippines	Inspector Nepal Rashtra Bank Thapathali	Same
JOSHI, Narayan Raj 11/68, Bakumbahal Lalitpur	367-224-1-40065 Public Administration	10-29-74 09-07-76	Univ. of Phil. Philippines	A/Administrative Officer Ministry of Education Kaisher Mahal, Kathmandu	District Education Officer District Education Office Kalaia, Bara
MISERA, Mahendra Narayan Pipara, Mahottari	367-224-1-40065 Public Administration	10-29-74 04-15-76	Univ. of Phil. Philippines	Lecturer D.P.A. Program, T.U.	Campus Chief Public Administration Campus Dilli Baser, Kathmandu
TIWARI, Madhu Nidhi Dilli Baser Kathmandu	367-224-1-40065 Public Administration	10-29-74 05-07-75	Univ. of Phil. Philippines	Program Incharge D.P.A. Program, T.U.	Lecturer Public Administration Campus Dilli Baser, Kathmandu
Sayeduddin 8/405, Motu Tole Kathmandu	367-224-1-40090 Pop'n Statistics & Demographic Analysis	08-20-74 03-29-75	Washington, D.C. USA	Deputy Director Central Bureau of Statistics Ramesh Path, Kathmandu	Registrar Ministry of Home-Panchayat Singh Durbar, Kathmandu

<u>Name and Home 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>
RAJRACHARYA, Hiranya Lal 8/477, Motu Tole Kathmandu	367-224-1-50024 Management Development Program	03-03-75 06-13-75	Univ. of Phil Philippines	Acting Chief Accountant Nepal Rastra Bank Boluwatar	Chief, Inspection Dept. Nepal Rastra Bank Tangal, Kathmandu
RAJBHANDARI, Lakman 11/872, Tyanda Tole Kathmandu	367-224-1-50025 Management Development Program	01-09-75 03-11-75	AIM Philippines	Chief, Commerce Div. Transport Corp. of Nepal Tolu, Kathmandu	Same
RIMAL, Gopal Kumar Banesvar Kathmandu	367-224-1-50025 Management Development Program	01-09-75 03-11-75	AIM Philippines	Section Officer Agriculture Dev. Bank	Regional Manager Agriculture Dev. Bank Regional Office, Nepalgunj
SHRESTHA, Birendra Kumar 14/507, Pyafal Tole Kathmandu	367-224-1-50025 Management Development Program	01-09-75 03-11-75	AIM Philippines	Manager Nepal Tea Dev. Corporation Dhulabari, Jhapa	Same
UPADHYAY, Buddhi Segar 15/94, Thamel Tole Kathmandu	367-224-1-50025 Management Development Program	01-09-75 03-11-75	AIM Philippines	Acting Senior Officer Rastriya Banijya Bank Tangal, Kathmandu	Doing Own Business
BHATTARAI, Tarini Prasad Arkhaula Dhankuta	367-224-1-50026 Local Administration & Development Program	04-03-75 07-01-75	Univ. of Phil. Philippines	Chief, District Officer c/o Min. of Home-Panchayat	Chief District Officer District Office Pyuthan
GYAWALI, Hem Raj Gharwari Tole Nepalgunj	367-224-1-50026 Local Administration & Development Program	04-03-75 07-01-75	Univ. of Phil. Philippines	Chief District Officer c/o Min. of Home-Panchayat	Chief District Officer District Office Sarlahi
BHAMI, Ratna Prasad 19/65, Bhatbhateni Tangal, Kathmandu	367-224-1-50027 Master in Management	05-29-75 11-04-75	AIM Philippines	Administrative Officer Sajha Yatayat (Coop Transport) Pulchok, Lalitpur	Same

<u>Name and Home 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>
SHARMA, Uday Kumar 286, Baluwatar Kathmandu	367-224-1-50027 Master in Management	05-29-75 11-04-75	AIM Philippines	Administrative Officer Nepal Electricity Corp. Durbar Marg, Kathmandu	Same
MANANDHAR, Tirtha Bahadur 5/250, Jhochhen Tole Kathmandu	367-224-1-50030 International Manpower Seminar	04-17-75 06-18-75	Washington, D.C. USA	Under Secretary Ministry of Education Kaiser Mahal	Same
SHARMA, Kiran Kumar 7/1, Chabel Kathmandu	367-224-1-50031 Comp'sive Course for the Dev. of Tax Adm'tors	01-28-75 08-15-75	Univ. of So. Cal. USA	Chief Tax Officer Department of Tax	Chief District Officer District Officer Udaipu
BARAL, Yadav Ranjan Bastipur Siraha	367-224-1-50046 Financial Management- Auditing	08-15-75 05-21-76	Syracuse Univ. USA	Audit Director Auditor General's Office Babar Mahal, Kathmandu	Same
THAPA, Deepak Bahadur Kamal Pokhar Kathmandu	367-224-1-50054 Techniques of Statistical Analysis	04-28-75 06-30-75	Washington, D.C. USA	Branch Officer Industrial Services Center	Branch Chief Industrial Services Center Balaju, Kathmandu
MAGLE, Harihar Sharma Rasdol, East #1 Kavre District	367-224-1-50055 Manpower Planning	10-19-75 10-18-76	AIM Philippines	Section Officer Administrative Mgmt. Dept.	Under Secretary Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur
BISTA, Nani Kazi 226, Sanepa Lalitpur - 2	367-224-1-50063 Training Techniques and Method	09-25-75 04-22-76	Univ. of Conn. USA	Instructor Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur	Deputy Director Department of Tourism Dilli Bazar, Kathmandu
PAUDYEL, Shree Ram 5/202, Thasikhel Lalitpur	367-224-1-50064 Recruitment Methods and Techniques	09-25-75 04-22-76	Univ. of Conn. USA	Acting Under Secretary Public Service Commission	Regional Officer Public Service Commission Regional Office, Singh Durbar

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BISTA, Keshab Bahadur 8/20, Bishundole Lalitpur	367-224-1-50030 Stat'l Analysis-Economic Surveys and Census	08-19-75 07-02-76	Bur. of Census Washington, D.C.	Asst. Research Officer Nepal Rastra Bank Baluwatar, Kathmandu	Acting Research Officer Nepal Rastra Bank Price Index Dev. Div. Tangal, Kathmandu
SHRESTHA, Badri Prasad (De.) 12/665, Thahity Tole Kathmandu	367-224-1-60006 International Manpower Seminar	10-27-75 12-13-75	Washington, D.C. Korea Thailand	Member National Planning Comm.	Vice Chairman National Planning Commission Ramshah Path, Kathmandu
DUTTA, Upendra Maharajgunj Panipokhari, Kath.	367-224-1-60009 Project Analysis and Management	09-30-75 12-19-75	Univ. of Conn. USA	Under Secretary Ministry of Water & Power Babar Mahal, Kathmandu	Same
KHANAL, Jeevan Prasad 21/252, Dilli Bazar Kathmandu	367-224-1-60020 Management Development Program	05-20-76 07-19-76	AIM Philippines	Deputy Manager Nepal Oil Corporation	Deputy General Manager Nepal Oil Corporation Babar Mahal, Kathmandu
PRADHAN, Bharat Kumar 4/15, Jyabahal Kathmandu	367-224-1-60021 Management Development Program	04-22-76 07-27-76	Univ. of Phil. Philippines	Section Officer Agricultural Dev. Bank	Branch Chief Agricultural Dev. Bank Ramshah Path, Kathmandu
TIMARI, Narayan Raj 6/12, Sifale Kathmandu	367-224-1-60025 Seminar in Tax Administration (INTAX)	02-08-76 04-14-76	IRS/Washington, D.C. USA	Chief Tax Officer Department of Tax	Deputy Director Department of Tax Dilli Bazar, Kathmandu
SHRESTHA, Uttam Lal 7/544, Chikanmugal Kathmandu	367-224-1-60031 Local Administration & Development Program	04-22-76 07-27-76	Univ. of Phil. Philippines	Chief District Officer c/o Min. of Home-Panchayat	Chief District Officer District Office Gorkha

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KARKI, Chatur Dhoj 3/487, Jawalakhel Lalitpur	367-224-1-60032 Basic Management Program	11-04-76 12-06-76	AIM Philippines	Chief Manager Machinery Sales/Repair Center Ramshah Path, Kathmandu	Director Machinery Sales/Repair Center Ramshah Path, Kathmandu
KAPAR, Bala Ram 1/113, Kopundole Lalitpur	367-224-1-60036 Financial Management- Auditing	09-20-76 04-27-77	Univ. of Conn. USA	Senior Accountant Department of Local Dev. Shree Mahal, Lalitpur	Same
MALLA, Shanta Bahadur 8/348, Gana Bahal Kathmandu	367-224-1-60039 Master in Management	06-03-76 06-19-77	AIM Philippines	Supervisor Jore Ganesh Press Balaju, Kathmandu	Same
SUBEDI, Bharat Prasad 7/2, Kalimati, Kathmandu	367-224-1-60039 Master in Management	06-03-76 06-07-77	AIM Philippines	Assistant Training Officer RNAC, Kanti Path, Kathmandu	Training Officer RNAC, Kanti Path, Kathmandu
SHARMA, Krishna Prasad 13/862, Kushleehour Kathmandu	367-224-1-60047 Comprehensive Course for Tax Administration	06-26-76 12-14-76	Univ. of S. Cal. USA	Acting Deputy Director Department of Tax	Chief Tax Officer Tax Office Chandragadhi, Jhapa
KHANAL, Shanbhu Prasad 21/569, Dhobidhara Dilli Bazar, Kathmandu	367-224-1-60063 Income Tax	06-26-76 08-19-76	Univ. of S. Cal. USA	Acting Chief Tax Officer Department of Tax	Chief Tax Officer Tax Office Biratnagar
SHARMA, Lokendra Raj 1/115, Kopundole Lalitpur	367-224-1-60064 Management of Development Projects	12-28-76 04-10-77	Univ. of Pitt. USA	Chief Reg. Planning Off. National Planning Comm	Regional Officer Regional Planning Office Kopundole, Lalitpur
NAYAN, Narayan Prasad Barajhiya, Labtoli Dhanusha	367-224-1-60065 Computer Data System (Computer Processing Fundamentals)	08-16-76 10-11-76	BUCEN, Washington USA	Division Chief National Computer Center Ramshah Path, Kathmandu	Same

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SHRESTHA, Radha (Mrs.) 15/352, Pakanajole Kathmandu	367-224-60074 Seminar on Coordinating Pop'n Policy & Dev. Plan	11-23-76 12-23-76	Asian Dev. Inst. Thailand	Section Officer National Planning Comm. Ramshah Path, Kathmandu	Same
JOSHI, Purnyashwari (Mrs.) Yachhen Tole Bhaktapur	367-224-1-60028 TQ Financial Management	04-14-77 02-05-78	Univ. of Phil. Philippines	Deputy Accountant General Financial Comptroller Gen.'s Office, Baber Mahal, Kath.	Same
SHARMA, Chhabi Ramon Jamma Ward #2 Illam, Mechi Zone	367-224-1-60028 TQ Financial Management	04-14-77 02-10-78	Univ. of Phil. Philippines	Deputy Chief Officer Rastriya Baniya Bank Tangal, Kathmandu	Branch Manager Rastriya Baniya Bank Birgunj
SHRESTHA, Hari Bol 7/833, Maru Tole Kathmandu	367-224-1-60029 TQ National Accounting	04-05-77 04-05-78	Univ. of Michigan USA	Section Officer National Planning Comm. Ramshah Path, Kathmandu	Same
SINGH, Surendra Kumar P.O. Box # 1573 Kathmandu	367-224-1-60030 TQ Computer Science (Computer Data System)	08-15-77 02-12-79	BUCEN, Washington USA	Division Chief, National Computer Center Ramshah Path, Kathmandu	Same
K.C., Bishnu Bahadur e/o Office of Auditor Gen. Baber Mahal, Kathmandu	367-224-1-60031 TQ Financial Management	12-27-76 07-09-77	Univ. of Conn. USA	A/Audit Director Office of the Auditor Gen.	In Deputation The Prevention of Abuse of Authority Commission Bag Bazar, Kathmandu
SHRESTHA, Jaya Prakash Karmachari Sanchaya Kosh Sundhara, Kathmandu	367-0224-1-70007 Personnel Management	06-07-77 12-14-77	Univ. of Phil. Philippines	Secretary to the Board & Chief, Personnel & Adm. Div. Karmachari Sanchaya Kosh (Provident Fund), Sundhara Kathmandu	Same

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SHRESTHA, Ram Krishna 12/90, Nhyokhabahal Kathmandu	367-0224-1-70008 Personnel Administration	06-07-77 12-14-77	Univ. of Phil. Philippines	Under Secretary Public Service Commission Kamal Pokhari, Kathmandu	Same
SHAKYA, Deepak Raj 21/20, Bag Bazar Kathmandu	367-0224-1-70009 Master in Business Management	07-17-77	AIM Philippines	Chief Accounts Officer Sajha Pasal Seva Bag Bazar, Kathmandu	In Training
SHRESTHA, Ishwar Prasad Lagankhel Ward # 7 Lalitpur	367-0224-1-70010 Gen. Pub. Admin-Mgmt. Analysis (Org'n & Mgmt.)	09-20-77 04-16-78	Univ. of Conn. USA	Under Secretary Administrative Mgmt. Dept. Harihar Bhawan Lalitpur	Same
SHRESTHA, Gunja Bahadur 10/507, Massangalli Kathmandu	367-0224-1-70011 Records Management	11-01-77 04-09-78	Univ. of Phil. Philippines	Under Secretary Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur	Same
SHRESTHA, Chandra Das 10/572, Bhotahity Kathmandu	367-0224-1-70012 Program Budgeting and Financial Administration	09-30-77 04-23-78	Univ. of Conn. USA	Acting Chief Tax Officer Tax Office Nepalgunj	Section Officer Department of Tax Dilli Bazar, Kath.
REGMI, Bishwa Raj Chabel Ward #8 Kathmandu	367-0224-1-70013 Training Techniques and Evaluation	09-20-77 04-30-78	Univ. of Conn. USA	Section Officer Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur	Under Secretary Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur
PRADHAN, Devendra Bd. 6/11, Yashahal Kathmandu	367-0224-1-70014 Statistics, Tests and Measurement	11-13-77 05-18-78	Univ. of Phil. Philippines	Under Secretary Public Service Commission Kamal Pokhari, Kathmandu	Same
PRADHAN, Indra Kumar c/o RNAC, Kantipath Kathmandu	367-0224-1-70015 Travel & Trade Publicity	08-30-77 12-12-77	Washington, D.C. USA	Incharge Public Relation, Publicity & Advt. Services RNAC, Kanti Path, Kathmandu	Same

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NEPAL, Kashyapa Prasad 1/229, Kalikasthan Dilli Bazar, Kathmandu	367-0224-1-70016 Instructor's Training- Accounting	06-12-77 10-01-77	Univ. of Phil. Philippines	Chief Accountant Department of Tax Babar Mahal, Kath	Chief Accountant Institute of Engineering Pulchok, Lalitpur
SHRESTHA, Bishnu Man 4/601, Brahma Tole Kathmandu	367-0224-1-70016 Instructor's Training- Accounting	06-12-77 04-18-78	Univ. of Phil. Philippines	A/Deputy Accountant Gen. Financial Comptroller Gen's Office, Babar Mahal, Kath.	Senior Accountant Financial Comptroller Gen.'s Office, Babar Mahal, Kath.
SAPKOTA, Bishwa Nath 25/140, Nandigaun Bisalnagar, Kathmandu	367-0224-1-70025 Observation Tours	03-31-77 04-22-77	Phil. South Korea Thailand	Section Officer Ministry of Finance Babar Mahal, Kathmandu	Same
BASNYAT, Narendra Kumar 1/341, Kopundole Lalitpur	367-0224-1-70026 Project Analysis	09-09-77 04-08-78	Univ. of Conn. USA	Registrar Cooperative Department Kamaladi, Kathmandu	Same
BASNYAT, Bimal Raj 21/552/I, Dhobi Dhara Dilli Bazar, Kathmandu	367-0224-1-70067 Employment & Manpower Forecast Techniques	09-02-77 09-30-77	Civil Service Commission Thailand	Joint Secretary Administrative Mgmt. Dept. Harinar Bhawan, Lalitpur	Same
PODDAR, Vishwa Nath 6/297, Gana Bahal Kathmandu	367-0224-1-70086 Program Monitoring & Evaluation Techniques	10-01-77 11-01-77	Bangkok Thailand	Accountant General Financial Comptroller Gen.'s Office, Babar Mahal, Kath.	Same
SHRESTHA, Hari Mohan P. 8/350, Guochha Tole Kathmandu	367-0224-1-70086 Program Monitoring & Evaluation Techniques	10-01-77 11-01-77	Bangkok Thailand	Acting Joint Secretary Ministry of Home-Panchayat Singh Durbar, Kathmandu	Co-ordinator Rasuwa-Nuwakot Integrated Dev. Project Ministry of Home-Panchayat Singh Durbar, Kathmandu

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REGMI, Harihar Nath 20/404, Naksal Kathmandu	367-0224-1-70100 Program in Computer Application & Dev't	01-01-78 04-20-78	AIT, Bangkok Thailand	Programmer National Computer Center Ramshah Path, Kathmandu	Same
TULADHAR, Pramod Bir 12/453, Naghal Tole Kathmandu	" "	" "	" "	" "	" "
WALIE, Pushker Prasad U. Kapilteswar, Dhanusha Janakpur	" "	" "	" "	" "	" "
SHRESTHA, Narendra Bdr. 390, Watoo, Phasikoba Kathmandu - 8	367-0224-1-70101 Program in Computer Application & Dev't	" "	" "	Data Conversion Officer National Computer Center Ramshah Path, Kathmandu	
SAKYA, Hem Bahadur 11/575, Hakha Tole Lalitpur	367-0224-1-70103 Adv.Prm.cn Computer Based System Analysis & Design	07-06-78 09-10-78	Ahmedabad India	Programmer National Computer Center Ramshah Path, Kathmandu	Same
SHRESTHA, Ram Bir Saugal Tole, Lalitpur	" "	" "	" "	" "	" "
UPRETY, Neel Kantha Kesharbar, Gitanagar Chitwan	" "	" "	" "	Computer Operation Officer National Computer Center Ramshah Path, Kathmandu	" "
SHRESTHA, Manohar Bahadur Ga 1/9, Kopundole Lalitpur	367-0224-1-70108 Master in Management	05-28-78	Manila Philippines	Branch Chief Industrial Services Center Balaju, Kathmandu	In Training

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SINGH, Chandra Madhav P. Baneshwar Kathmandu	367-0224-1-70116 Program Formulation & Evaluation Techniques	02-13-78 03-23-78	NEDA Philippines	Joint Secretary National Planning Commission Ramshah Path, Kathmandu	Same
AMATYA, Upendra Bahadur c/o Administrative Mgmt. Dept., Harihar Bhawan	367-0224-1-70120 Observation Tours	02-03-78 02-21-78	Singapore SouthKorea Philippines	Under Secretary Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur	Same
DAS, Shiv Narayan c/o National Planning Comm. Ramshah Path, Kathmandu	" "	" "	" "	Member Secretary National Planning Comm. Ramshah Path, Kathmandu	General Manager NIDC Durbar Marg, Kathmandu
MAHANDHAR, Mukti Bahadur c/o Administrative Mgmt. Dept., Harihar Bhawan	" "	" "	" "	Under Secretary Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur	Same
UPADHAY, Jagadishor Baneshwar Ward # 10 Kathmandu	" "	" "	" "	Under Secretary National Planning Comm. Ramshah Path, Kathmandu	Same
THAPA, Mukunda Shumshere 17, Nazal Kathmandu	367-0224-1-70121 Leadership & Organiza- tional Innovation	4 Wks.	Univ. of Pitt. USA	A/Joint Secretary Ministry of Defence Singh Durbar, Kathmandu	Awaiting Departure
SHARMA, Shiva Prasad 6/43, Baneshwar Kathmandu	367-0224-1-80013 Excise Tax Administration	01-22-78 06-28-78	Univ. of S. Cal. USA	Chief Customs Officer Customs Office Biratnagar	Director Dept. of Excise Kalikasthan, Kathmandu
SRESTHA, Aiswarya Man 7/224, Hyumat Tole Kathmandu	367-0224-1-80026 Master in Management	05-28-78	AIM Philippines	Branch Chief Agricultural Dev. Bank Ramshah Path, Kathmandu	In Training

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DHUNGEL, Mukunda Nath 5/655, Jhochhen Tole Kathmandu	367-0224-1-80028 Business Administration	52 Wks.	Univ. of Phil. Philippines	Research Officer Security Marketing Center Kamaladi, Kathmandu	Awaiting Departure
SHRESTHA, Madhav Das /o Min. of Home-Panchayat Ingh Durbar, Kathmandu	367-0224-1-80035 Public Administration	11-05-78	Univ. of Phil. Philippines	Chief District Officer District Office Aohham	In Training
EMKUL, Chandra Bd. S. a 1/5, Kopundole alitpur	367-0224-1-80040 Financial Administration	11-05-78	Univ. of Phil. Philippines	Acting Chief Accountant Dept. of Cottage & Village Industries, Tripureswar	In Training
KHAREL, Lakshman Prasad 17/123, Lasimpat Kathmandu	367-0224-1-80049 Administrative Management	13 Wks.	Univ. of Pitt. USA	Under Secretary Election Commission Ramshah Path, Kathmandu	Awaiting Departure
SHRESTHA, Madhab Prasad Dawan Bazar Bhojpur	367-0224-1-80050 Organization and Management	11-05-78	Univ. of Phil. Philippines	Section Officer Administrative Mgmt. Dept. Harihar Bhawan, Lalitpur	In Training
NEUPANE, Prem Prasad 13/775, Dhobichaur Kathmandu	367-0224-1-80065 Marketing Management	11-01-78	Univ. of Phil. Philippines	Acting Asst. Div. Chief Nepal Food Corporation Battisputali, Kathmandu	In Training
SHRESTHA, Soorya Lal Naya Bazar Ward # 16 Kathmandu	367-0224-1-80066 Performance Auditing	11-05-78	Univ. of Phil. Philippines	Audit Director Auditor General's Office Babar Mahal, Kathmandu	In Training
BHATTARAI, Dibaker Prasad 407, Lainchaur Kathmandu	367-0224-1-80067 Performance Auditing	08-25-78 03-03-79	Suracuse Univ. USA	Audit Director Auditor General's Office Babar Mahal, Kathmandu	Same

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RANA, Shambhu Shumshere Chabel Kathmandu	367-0224-1-80071 Marketing Management	01-18-79	Univ. of Phil. Philippines	General Manager Cottage Industries & Handi- crafts Emporium, New Road	In Training
KHANAL, Mandar 18/49, Maharajgunj Kathmandu	367-0224-1-80101 Transport Engineering (Transport Planning and Management)	78 Wks.	USA	Assistant Engineer Department of Roads Babar Mahal, Kathmandu	Awaiting Departure
GHIMIRE, Prakash Mani 3/481, Shree Marga Pulchok, Lalitpur	367-0224-1-80102 Master in Business Administration	78 Wks.	USA	Section Officer NIDC Durbar Marg, Kathmandu	Awaiting Departure
BISTA, Binod Prasad Gyaneshwar Kathmandu	367-0224-1-80103 Master in Business Administration	78 wks.	USA	Project Manager & Consultant Hotel Everest International Baneshwar, Kathmandu	" "
SHARMA, Rishav Deb c/o Machinery Sales and Repair Center, Ramshah Path	367-0224-1-80104 Highway Equipment, Mta Repair Management	01-23-79	Pennsylvania USA	Engineer Machinery Sales & Repair Center, Ramshah Path, Kath.	In Training
SHARMA, Bharat Raj Dilli Bazar Kathmandu	367-0224-1-80143 Asian Observation/ Study Tour	01-30-79 02-21-79	Thailand Indonesia Phil.; Korea	Deputy Director Department of Tax Dilli Bazar, Kathmandu	Same
TIWARI, Nuten Nidhi Gabeli Sadak, Hat Knola Biratnagar	" "	"	"	Section Officer Ministry of Finance Babar Mahal, Katham	Same

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