

**BASIC IN-SERVICE TRAINING PROGRAM ON
AGRICULTURE PROGRAM PLANNING AND
MANAGEMENT FOR AGRICULTURE OFFICERS 6TH LEVEL**

**19 January- 25 February 2020
Hariharbhawan, Lalitpur**

TRAINING REPORT

February 2020



**BAGMATI PROVINCE
MINISTRY OF LAND MANAGEMENT, AGRICULTURE AND COOPERATIVES
AGRICULTURE DEVELOPMENT DIRECTORATE
AGRIBUSINESS PROMOTION SUPPORT AND TRAINING CENTRE
BHAKTAPUR, NEPAL**

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ACRONYMS

ABPSTC	Agribusiness Promotion Support and Training Centre
ADS	Agriculture Development Strategy
AITC	Agriculture Information and Training Centre
AoA	Agreement on Agriculture
APP	Agricultural Perspective Plan
CAIDMP	Center for Agricultural Infrastructure Development and Mechanization Promotion
CBD	Convention on Biological Diversity
DFTQC	Department of Food Technology and Quality Control
DoA	Department of Agriculture
FCGO	Financial Comptroller General Office
FPP	Full Project Proposal
GAP	Good Agricultural Practices
ILO	International Labor Organization
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
MEDEP	Micro-Enterprise Development Program
MoALD	Ministry of Agriculture and Livestock Development
MoLMAC	Ministry of Land Management, Agriculture & Cooperative
M&E	Monitoring and Evaluation
NAP	National Agricultural Policy
NARC	Nepal Agriculture Research Council
NASC	Nepal Administrative Staff College
NATHM	Nepal Academy of Tourism & Hotel Management
NGAP	Nepal Good Agricultural Practice
NGO	Non-Governmental Organization
PCN	Project concept Note
RtF	Rights to Food
SWOT	Strength, Weakness, Opportunity and Threat
WTO	World Trade Organization

PREFACE

People's aspiration towards peace and development has increased after transition of the country into Federal Democratic Republic. There has been a huge administrative and institutional change alongside other changes in the context of federal governance. The country has been politically and administratively divided into federal, provincial and local level and accordingly the human resources related to agriculture extension have also been deputed to all these three levels.

In this context ABPSTC of Bagmati Province, in collaboration with AITC organized the first in-service training program on Agriculture Program Planning and Management for the officer level 6th in Hariharbhawan, Lalitpur during 10 January to 25 February 2020. The course was designed to provide knowledge, skills and a good interactive learning experience on emerging issues related to technical, administrative and financial management to agriculture officers of Bagmati province and local governments in the province.

ABPSTC wishes to acknowledge the invaluable support it received from the AITC team who kindly agreed to collaborate to run the program and provided all the support for its successful accomplishment, including facilitating the training sessions, conduction of tests and scoring. AITC under the leadership of Dr. Shreeram Ghimire and supported by Mr. Ishwori Prasad Pandey, Training Chief and other Senior Officers and officers, played a key role in organizing the course taking responsibility for all the arrangements. ABPSTC is particularly grateful to several organizations – Nepal Administrative Staff College (NASC), Ministry of Agriculture and Livestock Development (MoALD), Department of Agriculture (DoA) and other governmental, quasi-governmental, non-governmental and private organizations for their kind support by permitting their experts to facilitate the course.

Invaluable support was provided by Mr. Madan Marasini and Mr. Bikram Syangtang, Agriculture Officers of AITC who wholeheartedly helped the training management team, and ABPSTC wishes to appreciate them in this regard. I also thank the participants and the training management team for the successful completion of the training program.

Bimal Thapa Chhetri
Chief
Agribusiness Promotion Support and Training Centre

INTRODUCTION

Role of public sector organizations is instrumental for ensuring good governance and achieving development goals of the nation. Restructuring of the state into local, provincial and federal level has brought both challenges and opportunities for the development. Now all levels of government can devise their own policies and plans to deliver good governance, prosperity and development to the people. This is possible with ethical, competent and efficient public officials in managing resources, relationships and results efficiently.

As the foundation role bearers of public service, officer level 6th of the provincial Ministry of Land Management, Agriculture and Cooperatives and those working in the agriculture development sections of the local governments have vital role in executing policies and programs as change agents for effective agriculture extension service delivery. Hence, capacity development of this level is critical for successful functioning of the public agriculture extension system.

In this context, Agribusiness Promotion Support and Training Centre (ABPSTC) has conducted in-service training course on Agriculture Program Planning and Management to develop knowledge, skill, behaviour and attitude related competencies of the agriculture officers required to perform their role effectively which will ultimately help to create impact on the sectoral development and society as a whole. The course incorporates both perspective building and skill developing contents with emphasis on practical and participatory learning.

OBJECTIVES

The overall aim of the training program was to develop competent agriculture officers who can deliver excellent service by maintaining and fostering integrity in personal and professional life; and managing resource and relationships effectively to achieve organizational goals.

THE COURSE

The course was structured in seven modules (see Figure 1) ensuring that all the key issues relating to agriculture program planning and management are adequately addressed. Each module comprised of a number of sessions facilitated by leading experts in the relevant fields who outlined the critical issues enabling in-depth discussion of the current state of knowledge, future trends and the key messages emerging from



Figure 1 Course Modules

experience hitherto. Most sessions were organized in an interactive format providing participants immense opportunities to share their knowledge and experience and thus to learn from each other. Apart from discussions during the presentations by resource persons, several group discussions and group exercises were organized. Further, the training management team organized one field trip providing an overview of different aspects of agriculture program in the Bagmati province. Annex I gives the detailed course program.

PARTICIPATION

Twenty-five participants from 18 different offices (see Table 1) under the Ministry of Land Management, Agriculture and Cooperatives (MoLMAC) of Bagmati province and local governments in the Bagmati province attended the training program (see Annex II for the list of participants). The training had participation of women officers who accounted for 36 percent of the participants (9 out of 25 participants). Though the course was undertaken for the officer level 6th agriculture technicians, the group was diverse in terms of age, sex and length of service. This has a positive impact in that the participants were able to learn from each other sharing of the rich experience from the full range of diversity of the participants.

Table 1 Training participation

Organization	No. of Participants
Seed Testing Laboratory, Hetauda	2
Agriculture Knowledge Centre, Nuwakot	2
Agriculture Knowledge Centre, Lalitpur	1
Agriculture Knowledge Centre, Kavre	2
Agriculture Knowledge Centre, Dhading	2
Agriculture Knowledge Centre, Ramechhap	1
Agribusiness Promotion Support and Training Centre, Bhaktapur	3
Floriculture Development Centre, Lalitpur	1
Subtropical Horticulture Development Centre, Nuwakot	1
Tuber Vegetable Development Centre, Sindhuli	1
Plant Protection Laboratory, Lalitpur	1
Ministry of Land Management, Agriculture and Cooperatives, Hetauda	1
Mahalaxmi Municipality, Lalitpur	2
Madhyapur Thimi Municipality, Bhaktapur	1
Tarakeshwor Municipality, Kathmandu	1
Godawari Municipality, Lalitpur	1
Budhanilakantha Municipality, Kathmandu	1
Bharatpur Metropolitan City, Chitwan	1

OPENING SESSION

The session started with the welcome remarks by Mr. Bimal Thapa Chhetri, Chief, ABPSTC. He on behalf of the organizer extended a warm welcome to all the participants and the guests and thanked Agriculture Information and Training Centre (AITC) for extending strong support for organizing the training. He gave a brief speech on the relevance of the training in strengthening the skills, knowledge and competencies of the participants and wished the training program will successfully be able to achieve its objectives.



The chief guest of the ceremony, Dr. Yubak Dhoj G.C., Secretary of the Federal Ministry of Agriculture and Livestock Development (MoALD) started his remarks by emphasizing the importance of training agriculture technicians in improving and up-scaling the agriculture extension service delivery and thanked AITC for extending support to the provincial training center in organizing the in-service training program. He informed that such partnerships will be a cornerstone for the cooperation between federal, provincial and local governments in the areas of agricultural development in the coming days.

The special guest of the ceremony, Mr. Kanchan Raj Pandey, Deputy-Director General of the Department of Agriculture (DoA) extended best wishes to all the participants and those involved in the management of the training program. He also highlighted the importance of coordination and cooperation between the three governments (federal, provincial, and local) for effective implementation of agriculture development plans, programs and policies.

Dr. Shreeram Ghimire, Chief of AITC and the chairperson of the opening ceremony also extended his best wishes to all the participants and thanked the ABPSTC team for organizing the training, especially through collaborating with the AITC. In particular, he noted that the strong partnerships and cooperation between the federal and provincial level government agriculture organizations will surely bring fruitful benefits in the sector.

Mr. Ishwori Prasad Pandey, Senior Agriculture Extension Officer, AITC then provided a brief overview of the course, highlighting the objectives, different modules and course contents to be discussed. During the presentation, the participants indicated their expectations from the training.



MODULE 1: MANAGING SELF AND INTERPERSONAL RELATIONSHIP

Whether an individual will be successful in the role of public service provider depends upon how s/he manages oneself and the relationship between him/her and the citizens. For this one has to, on the one hand, develop awareness about self and apply practical ways of self-management, while on the other hand, has to recognize relationship as transaction among individuals and institutions and apply appropriate mode of transaction for fostering smooth relationship. This professional competency is necessary to achieve personal and professional goals within time and resource constraints and maintain standards of excellence for effective service delivery as an agriculture extension agent. To provide this knowledge and skills to the participants, following sessions were covered under this module:

- Self-Development
- Developing Positive Attitude at Work
- Managing Time and Priority
- Stress Management
- Motivation and Inspiration Skills
- Decision Making Skills
- Leadership Skills
- Interpersonal Communication Skills
- Team Building and Total Quality Management
- Managing Conflict
- Negotiation Skills
- Delegation of Job and Authority
- Hospitality & Dining Etiquette

Key issues discussed during each session are summarized below:

Ms. Kamal Nayan Pradhan: Self Development

This session provided an overview of the concept and components of the “self” concept in relation to professional development. The presentation also outlined the important areas of self-development like barriers to self-development, self-development process, methods of creating and increasing self-awareness and framework for developing self-development plan. The presentation focused on the following:

Self Development

- Self development is taking responsibility for one's own learning and development through a process of **assessment, reflection and taking action**
 - Qualitative changes in life - involving three basic inner activities - thinking, feeling and willing.
- It should be felt that self-development is possible.
 - A system of self-development should also be developed and followed in the organization.

- Self-development is a continuous process of self-awareness, setting goals to remove shortcomings, developing and implementing action plans and assessment.
- Using the Johari window framework, the presentation also explained ways to increase self-awareness and developing self-development plans.

Uttam Acharya: Developing Positive Attitude at Work

The presentation outlined the concept of positive attitude and different dimensions of positive attitude. Mr. Acharya also explained about the steps to develop positive attitude and the benefits of positive attitude as well as consequences of negative attitude in the personal and professional life. Important message received during the presentation was: like knowledge and skill; attitude can also be acquired by learning and continuous practice of the positive behaviour.

Steps to Develop Positive Attitude

1. Look at the bright side of life. Focus at positive.
2. Find reasons to smile more often.
3. Avoid negative thinking and worries.
4. Associate yourself with happy and positive people.
5. Read inspiring stories. Read inspiring quotes.
6. Develop an attitude of gratitude.
7. Engage in continuous learning process.
8. Start to like things that need to be done.
9. Start your day with positive in the morning.
10. At the end of each day, reflect on the positives of the day. What went right and why? Rather than focusing on what went wrong. Focus instead on what you've learned.
11. At the end of the day repeat this affirmation: I am an optimistic, hopeful, positive thinking person.

Mr. Uttam Acharya: Managing Time and Priority

The presentation provided an overview of the concept of time in philosophical, empirical and technical terms including the importance of time and need to value time in order to improve the quality of life. Mr. Acharya provided details about time management and some practical skills of time management. The presentation also included techniques of priority setting in relation to time management. The session ended with some practical tips on time management.

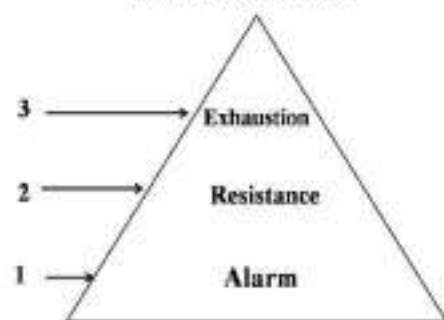
Stephen Covey's Time Management Matrix

	Urgent	Not Urgent
Important	I <ul style="list-style-type: none"> - Crisis - Pressing problems - Deadline-driven projects, meetings, preparations 	II <ul style="list-style-type: none"> - Preparation - Prevention - Values clarification - Planning - Relationship building - True re-creation - Empowerment
Not Important	III <ul style="list-style-type: none"> - Interruptions, some phone calls - Some mail, some reports - Some meetings - Many proximate, pressing matters - Many popular activities 	IV <ul style="list-style-type: none"> - Trivia, busywork - Some phone calls - Time wasters - "Escape" activities - Irrelevant mail - Excessive TV

Mr. Phul Prasad Subedi: Stress Management

Mr., Subedi's presentation mainly focused on managing stress in both personal and professional life. The presentation also outlined the different stages of stress (alarm, resistance, exhaustion), different sources of stress (poor performance, anxiety, health issues, insomnia, disappointment, lack of motivation) and ways of work-life balance (prioritize, organize, efficient scheduling of tasks, know when to multitask, reducing interruptions, using planning tools, changing life style).

STAGES OF STRESS



Mr. Subedi emphasized the role of meditation in managing stress and provided some practical tips on stress management and yoga skills.

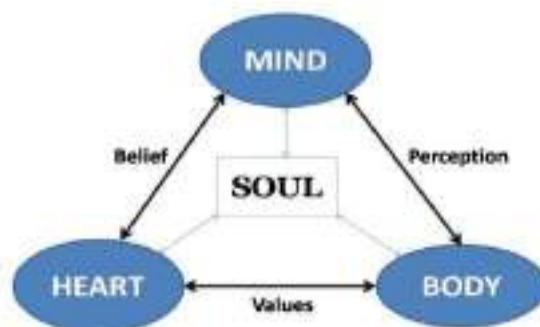
Mr. Ashbin Kumar Pudasaini: Motivation and Inspiration Skills

The session commenced by establishing the interrelations between management, leadership and motivation. Mr. Pudasaini outlined the meaning of motivation as a strong desire to attain goals with energy and determination and discussed the differences between motivation (external forces to do something) and inspiration (internal force created through personal and task relationship). This was followed by an explanation of the “Maslow’s hierarchy of needs” theory of motivation. Mr. Pudasaini also explained that for motivating others, one need to be self-aware about one’s own emotions and the communication experiences through our sense organs. He added that the diversity of a team is the result of genetic makeup, parenting, schooling, peer/groups/society and personal dreams. During the later part of the session, he presented some practical tips about how to motivate and inspire team and the bases of motivation and inspiration.



Mr. Dipankar Sherpa: Decision Making Skills

Mr. Sherpa introduced decision making as a process for solving problems arising in an organization. Decision making is a complex process involving the interaction of mind, heart and body of a decision maker. Mr. Sherpa explained the concept of belief, perception and values and how they affect in decision making. Three types of decision making namely, Rational, Bounded rationality and Intuition was discussed and the steps involved in each type were explained in detail. Steps of rational decision making were also discussed as Identifying problem, Defining criteria, Evaluating criteria, Identifying alternatives, Evaluating alternatives and Selecting the best alternative. Similarly, steps of bounded rationality decision making were discussed as defining problem with familiar criteria and selecting already tried and tested alternative. The decision making based on intuition is based on long term experience of decision making in similar cases and in similar context and does not involve complex steps like the others. Mr. Sherpa concluded the session by discussing the decision problems and nature of problems in decision making (external adaptation and internal integration).



Ms. Kamal Nayan Pradhan: Leadership Skills

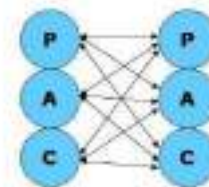
The session focused on the concept of leader and leadership and various other areas related to these concepts. During the presentation, three leadership competencies, viz. cognitive intelligence, emotional intelligence and behavioural intelligence were explained in detail to the participants. The presentation also provided an in-depth analysis of the competencies of an emotionally intelligent leader as self-awareness, self-management, social awareness, relationship management.



Mr. Binod Kumar Bista: Interpersonal Communication Skills

Mr. Bista in the initial part of his presentation introduced the term transactional analysis and its use as a social skill for managing interpersonal relationships and improving communication skills. Mr. Bista explained that all interpersonal activities are more or less directed by the behaviors and attitude of an individual and all human behaviour and attitudes are the expression of deeper psychological orientation that we have about ourselves and the others. It is therefore, necessary for us to analyze our orientations to establish better interpersonal relationships. Transactional analysis helps to analyze our orientations to establish better interpersonal relationships, improve communication and for better understanding human behavior through studying verbal and non-verbal message between the individuals.

There are nine possible transaction between two individuals



The essence of transactional analysis is that, our behavior toward others can originate in any of three basic ego-states i.e. Parent (P), Adult (A), and Child (C). The Parent (P) is that part of us that reflects “life as it is taught”. Thus, Parent derives from the model/s given us by our parents or substitute parents. The Adult (A) is that part of us that reflects “life as it is thought”. It represents the developed ability to process information on the basis of experience i.e., skills and knowledge. The Child (C) is the part of us that reflects “life as it is felt”. It represents stored pattern of behavior based on feelings experienced within ourselves early in life. There are nine possible transactions between two individual and proper combinations of those ego-states is desirable in these transactions for managing interpersonal relationships and improving communication skills.

Mr. Uttam Acharya: Team Building and Total Quality Management

The presentation provided an overview of the concept of team and team building in an organizational context. Team work is necessary to generate synergy in work. This means completing jobs in given time and better by using the skills and knowledge of all team members together which ultimately helps in improved organizational performance. The presentation also included stages of team building (forming, storming, norming, performing, adjourning) and measures for team success. Reasons for intra and inter conflict in a team and their effect was analyzed and the role of leader



in handling conflict for team building and mobilization was discussed. Mr. Acharya in the second part of his presentation outlined the concept of Total Quality Management in relation to team work. He explained Total Quality Management as a way of managing organization to achieve excellence and discussed the effect of quality improvement in the organization (improve product/service quality, increase productivity, lower costs, higher profit, business growth).

Mr. Khum Raj Punjali: Managing Conflict

Mr. Punjali provided an in-depth meaning of the concept of conflict with special reference to organizational conflict and different views related to the definition of conflict: Traditional view (conflict is harmful and must be avoided), Human relations view (conflict is natural and inevitable and should be focused on productive resolution of conflict), Modern view (conflict is a positive force and is necessary to perform effectively). Elaborating with his experience working as a high level administrator in the public service, Mr. Punjali outlined different types of conflict (intrapersonal, interpersonal, intra group, inter group, inter organizational) arising in the public organizations with real life examples and the major reasons of arising conflict in an organization. He explained the process of emerging conflict in an organization as perceived conflict and felt conflict.

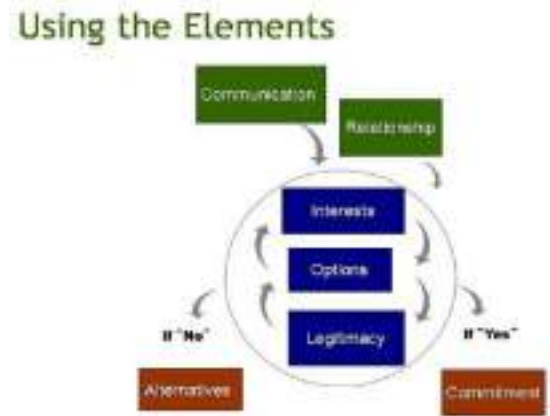


The later part of his presentation focused on management of the organizational conflict. Mr. Punjali described two important types of human nature (cooperativeness and assertiveness) involved in conflict management, the mix of different levels of these human nature in conflict management leads to five types of conflict handling styles, namely competing, collaborating, avoiding, accommodating and compromising. He also discussed the positive outcomes of

conflict management (improvement in decision making, stimulating creativity and innovation, encourage participation and good communication, fosters organizational change) and pointed out different types of practical conflict resolution techniques and the situations when they can be used effectively to resolve organizational conflicts in constructive manner.

Mr. Binod Kumar Bista: Negotiation Skills

Mr. Bista in this session briefly outlined the meaning of negotiation as an interactive communication process of resolving conflict of interest through discussion and bargaining. He explained the basic elements of negotiation process (interests, options, legitimacy, communication, relationship, alternatives and commitment) and discussed the concept of “The circle of value” and how to use it in the negotiation process to explore key interests



(core concerns, aspirations, wants, needs, hopes, fears, motives, goals, etc.) of the negotiating parties and not the positions or demands that surface in a negotiation, develop options for joint gain which both of the negotiating parties might agree to and use objective standard (benchmarks, principles, laws, regulations, standards, practices, traditions, researched evidence, etc.) to establish legitimacy of the decisions made during the negotiation.

Mr. Indra Kumar Shrestha: Delegation of Job and Authority

This session focused in explaining the meaning of delegation of authority, reasons to delegate tasks, advantages and problems of delegation in an organization and common faults occurring in delegation of authority. Mr. Shrestha during the initial part of his presentation classified the activities in the organization in terms of active priority system based on urgency and importance (urgent and important, important not urgent, urgent not important, not important not urgent) and urged delegating those activities that are urgent but not important to subordinates. He discussed the core principles of delegation of authority and explained different stages of delegation in a delegation continuum (before-during-after). Mr. Shrestha also outlined the basic elements of delegation (authority, responsibility, accountability) and undertook an individual exercise on steps in delegation (Introduce the task, Demonstrate clearly what needs to be done, Ensure understanding, Allocate authority, information and resources, Let go, Support and monitor) to the participants in the later part of the session.



Mr. Surya Kiran Shrestha and Mr. Ashok Upadhyaya: Hospitality & Dining Etiquette

Mr. Shrestha in his presentation outlined the meaning and concept of hospitability. He also explained the service qualities (technical and functional) in the hospitality business. Different hospitality etiquette was also explained during his presentation with major focus on the following areas:

- Different types of food and beverage services (pre-plated, plater to plate, english, buffet, counter, family and gueridon)
- Types of meals (A la carte, Table d'hôte, breakfast, brunch, lunch, high tea, cocktail, dinner and supper)
- Dining etiquette (hosting and attending lunches and dinners)
- Dress code during formal dining

The session continued with practical sessions on dining etiquette by Mr. Ashok Upadhyaya. During the session participants were taken to formally dine in the restaurant of the NATHM college and were given practical experience of dining etiquette in different course of meals with lessons on selection and use of cutleries and Do's and Dont's in formal dining etiquette.



MODULE 2: AGRICULTURE AND RELATED SECTORAL POLICIES AND STRATEGIES

Whether agriculture sector will be able to play an important role in securing the rights of the citizen's enshrined in the constitution and fulfill the duty of the state will be largely determined by the policies and strategies taken by the government to regulate and develop this sector- especially agriculture policies, legislation and institutional arrangements. It was, for this reason, substantial time was devoted to discuss different acts, policies and strategies related to the agriculture sector. The following were the sessions under this module:

- National Agricultural Policy, 2061 and other Policies Related Agriculture Development
- Agriculture Development Strategy
- Historical Perspectives of Agricultural Development in Nepal and Contemporary Issues
- Policies, Priorities and Major Programs of Agriculture Development of the Bagmati Province
- Agriculture Research and Extension Approaches in Nepal
- Fifteen Periodic Plan and Agriculture Sector
- Food Sovereignty, Right to Food; Food and Nutrition Security
- An overview of Agriculture related Acts and Rules
- Farmers' Welfare and Support Policies of Government of Nepal
- Current state of Technology Development, Advancement and Linkage among Education, Research, and Extension Institutions
- Introduction to NARC and its Activities
- Seed Regulatory framework in Agricultural Sector
- Food Safety and Quality Control

Important issues discussed during each of the sessions are summarized below:

Mr. Ishwori Prasad Pandey: National Agricultural Policy, 2061 and other Policies Related Agriculture Development



Mr. Pandey in his presentation outlined the concept of public policy, different types of public policy and the structure of public policy document. After providing the overview of the public policy, he elaborated major policies related to the agriculture development in Nepal. The presentation focused on detail analysis of the National Agricultural Policy (NAP) 2061, major policy provisions in the

NAP. Mr. Pandey also outlined the shortcomings of the current NAP and way forward.

Mr. Sujan Dhungel: Agriculture Development Strategy

The presentation provided an overview of the ADS (2015-2035), its vision, indicators and targets, strategic framework and strategies. The presentation outlined the institutional mechanisms of ADS implementation, major programs under ADS, investments needed for the implementation of programs envisaged in ADS, monitoring and evaluation system of ADS implementation. Drawing upon the progress record of the ADS implementation



the presentation also provided detail analysis of the current status of ADS implementation and budget expenditure, major issues related to amending and aligning ADS in the context of federal governance system and future opportunities of ADS.

Mr. Bhairab Raj Kaini: Historical Perspectives of Agricultural Development in Nepal and Contemporary Issues



This session provided a comprehensive picture of the past and ongoing efforts in the agricultural development in the country especially from the government sector. The presentation started with a brief overview of the Nepalese agriculture growth trends followed by efforts made for the agricultural development in Nepal during different time periods in terms of institutional development, policy reforms made in the agriculture sector

and priority agricultural programs in the periodic plan documents.

Mr. Kaini also highlighted about the long term Agricultural Perspective Plan (1995-2015), its achievements and shortcomings and the ongoing Agriculture Development Strategy (2015-2035). ADS is built on the lesson learned from the implementation of APP and included important aspects that were lacking in the APP. These aspects include governance, mainstreaming food and nutritional security program into the agricultural research, extension and education system, land management, climate change, involving cooperatives and private sector in the ADS, integration of smallholders into the value chains and having a clear exit strategy among others.

Dr. Yogendra Kumar Karki: Policies, Priorities and Major Programs of Agriculture Development of the Bagmati Province

Dr. Karki started his presentation with the brief description of the socioeconomic situation of the Bagmati province related to the agriculture sector. He also presented the vision of MoLMAC, Bagmati province in the areas of agricultural development and food and nutritional security. He gave a detail account of the current policies, priorities and major agricultural development programs in the province.



Some important areas highlighted in his presentation are summarized below:

- Agriculture sector in the Bagmati province is in the process of transformation from subsistence to commercial, from smallholders to large scale group, cooperative and collective farming and by less educated to educated farmers. This transformation will create demand for many specialized technical workforce and specialized support services (finance, insurance, quality testing) in the agriculture sector.
- Every district of the Bagmati province has potential for commercialization of various agricultural commodities, we need to explore and exploit such opportunity.
- MoLMAC of Bagmati province has attempted to align federal government, provincial and local governments in the province for coordinated effort in agricultural development.
- The ministry has initiated some innovative and noble agriculture development programs in the province to drive the process of commercialization, poverty reduction, and employment generation.
- Such programs will incorporate efforts from the cooperatives, private sectors, non-resident Nepalese, other line agencies and support organizations.

Mr. Bhairab Raj Kaini: Agriculture Research and Extension Approaches in Nepal

The session was focused on the different research approaches taken during different periods in the past. Some notable research approaches like commodity focused research, participatory research, competitive grant system were discussed during the session. The extension approaches like block development program, pocket package approach, pocket-block-zones-super zones approach, pluralistic approach, farming system research and extension approach, farmer group approach were also discussed. Mr. Kaini also outlined some major current challenges and issues in the agriculture research and extension system in Nepal.

Mr. Mahesh Kharel: Fifteenth Periodic Plan and Agriculture Sector



The presentation provided an overview of objectives of agriculture sector development in the different periodic plans of Nepal from first plan to the fourteenth plan. During the presentation, reasons for the poor performance of the agriculture sector despite high priority accorded to the agriculture sector development in all the periodic plans were outlined. Mr. Kharel explained why the agriculture

sector is taken as a priority sector for economic prosperity of the country. The presentation also outlined the broad vision, goal, objectives, strategies and major socioeconomic development targets of the ongoing fifteenth periodic plan along with the same details of the agriculture sector development and food and nutritional security. The presentation concluded with the discussions of the major issues in the implementation of the agriculture sector programs of the fifteenth plan.

Dr. Ganga Dutta Acharya: Food Sovereignty, Right to Food; Food and Nutrition Security

The presentation provided an overview of the concepts and definition of Food security, Rights to food and Food sovereignty, their interrelationships and differences. Important points from the presentation are summarized as follows:

- Food security, Rights to food (RtF) and Food Sovereignty are interrelated but not comparable concepts in strict sense as each concept has its own scope.
- Food Security is a technical concept, generally used to describe the global effort to address the problem of hunger and malnutrition.
- Rights to Food (RtF) is a legal framework to ensure basic right of all human beings to be free from hunger and malnutrition.
- Food sovereignty is a political framework primarily articulated by the international peasant movements composed of landless tenants and small-scale and marginal producers from rural communities across the world.
- Food Security focuses more on access to food/purchasing food while RtF focuses on access to means of living.
- Food security is a technical goal on which the states are supposed to work for but no means to hold them accountable,
- RtF seeks to make states accountable for food security of all.



- Food Security approach is still biased primarily towards availability of food.
- The RtF starts from individual entitlement to means of living/food.
- Food security and RtF seek to address the issue of food and hunger through the current dominant corporate food regime, whereas Food Sovereignty challenges this paradigm and seeks to build alternatives, to address the root causes of hunger and malnutrition through a bottom-up, grass-roots approach.

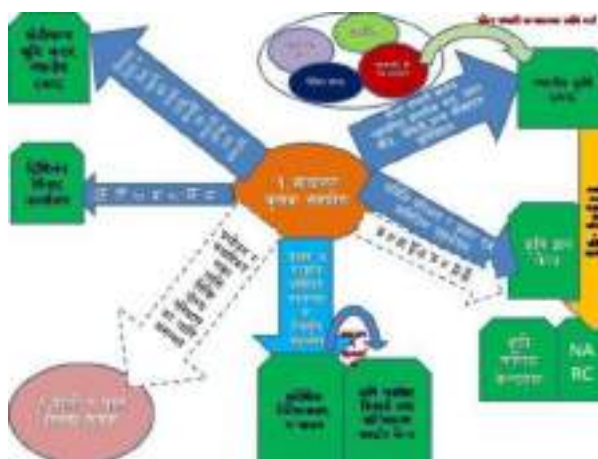
Mr. Basu Dev Kaphle: An overview of Agriculture related Acts and Rules



The session provided a comprehensive view of major laws related to the agriculture sector and major provisions in such laws. The presentation also provided a succinct analysis of seed related legislation, Rights to food and Food Sovereignty Law, Pesticide Management Law, Chemical Fertilizer (Control) Order and law related to the jurisdiction of the federal, provincial and local government agriculture organizations.

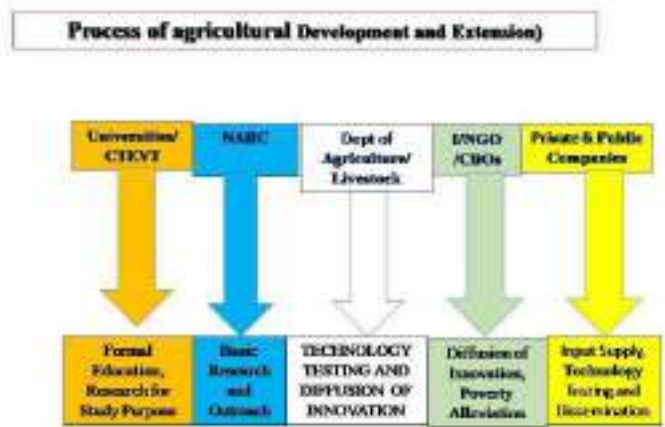
Dr. Yubak Dhoj G.C.: Farmers' Welfare and Support Policies of Government of Nepal

The session provided a comprehensive analysis of need for subsidy to farmers for agriculture development. The session also discussed various types (direct, competitive matching grant, indirect) of subsidy schemes practiced in Nepal and situation of farm subsidies in different countries. This was followed by comparative analysis of agricultural subsidy and agricultural gross domestic product growth in different countries. Volume of subsidies in different agricultural development programs being implemented by the federal Ministry of Agriculture and Livestock Development was also presented. Different directives and working procedures of the federal agriculture ministry with schemes of farmer welfare and the present challenges of agriculture subsidy being experienced in Nepal was discussed. Major issues of farmer rights and the need for farmer classification in relation to providing welfare schemes to needy farmers were also presented. The session concluded by providing some practical suggestions to improving the welfare of Nepalese farmers.



Dr. Yubak Dhoj G.C.: Current state of Technology Development, Advancement and Linkage among Education, Research, and Extension Institutions

Dr. G.C. provided an in-depth analysis of the historical perspective and present situation of agricultural education and human resource development in Nepal. Elaborating his experience in working with the agricultural education, research and extension related organizations, Dr. G.C. outlined the current challenges and opportunities of the Nepalese agriculture sector. He also pictured the agro-technology development and transfer model currently being practiced in Nepal. Other related information shared during the presentation include different approaches of agricultural research, process of agricultural development and extension, existing channel of information flow between agriculture education, research and extension system in Nepal and the current situation of research, extension and education in Nepal.



Mr. Manoj Kumar Thakur: Introduction to NARC and its Activities

The presentation provided an overview of the introduction to Nepal Agricultural Research Council (NARC), its objectives, organizational structures and agricultural research networks of NARC throughout the country. Mr. Thakur also noted the priority areas for agricultural research and major research achievements of NARC in terms of varietal development of different crops commodities for higher production and productivity, disease and pests and climate resistance.



Different agricultural technologies (production, post-harvest, processing, farm machineries and implements) developed by NARC were also presented. The presentation also provided a brief explanation of the agriculture research related services (source seed production, training, problem based technology development, agro-meteorology based agro-advisory services, call center establishment) provided by NARC, ongoing policies and programs of agricultural research in Nepal and future roadmap for agricultural research and development of NARC. The presentation concluded by discussion on the proposed linkages model of agricultural research-extension-education developed by NARC and feedbacks were provided by the participants on the models.

Mr. Bimal Thapa Chhetri: Seed Regulatory Framework in Agricultural Sector

The presentation provided an overview of the major policy and legal provisions related to seed quality regulations of Nepal, in particular the National Seed Policy 2056, Seed Act 2045, Seed Regulation 2069 and National Seed Vision 2013-2025. The session also outlined the institutional and functional structure of National Seed Committee, system of seed quality control in Nepal, major problems in the implementation of the seed related legislation. Drawing upon various assessments related to the seed sector, Mr. Chhetri pointed out possible conflicts between international agreements, conventions (WTO, CBD, ITPGRFA, ILO) related to the seed sector and the present seed sector regulatory framework of Nepal and discussed areas for major changes required to harmonize with international convention and agreement and to protect the rights of farmers.



Mr. Mohan Krishna Maharjan: Food Safety and Quality Control

The presentation outlined the concept of food safety in the entire food chain and the current institutional structure to ensure food safety in Nepal. Mr. Maharjan explained the organizational structure of Department of Food Technology and Quality Control (DFTQC) and its major objectives in relation to food safety and quality control. He also provided a system view of the management of food safety and quality control. Mr. Maharjan also explained the major provisions of National Food Safety Policy, 2076, Food Act 2023, Food Regulations 2027 and presented major quality standards of food and feed items set by the Nepalese government. In the later part of the session, Mr. Maharjan explained major programs and activities of DFTQC related to food quality regulation and monitoring services; discussed major problems and challenges of food safety and food quality control; and way forward.



MODULE 3: AGRICULTURE PROGRAM PLANNING: TOOLS AND TECHNIQUES

This module consisted of the following six sessions focusing on how agriculture sector development plans, programs are formulated and how the monitoring and evaluations of the implemented programs are undertaken to analyze the efforts made by the government in realizing the vision, goal and objectives it has set for the development of this sector, particularly in the long term periodic plans, sectoral perspective plans, annual plans. The entire thrust of this module was to equip the participants with practical knowledge of different tools and techniques of planning, budgeting, monitoring and evaluation used in case of agriculture development programs.

- Overview of Agriculture Planning and Budgeting Process
- Overview of Project and Project Cycle
- Logical Framework Approach of Project Formulation
- Monitoring and Evaluation of Agriculture Program and Projects
- Strength, Weakness, Opportunity and Threat analysis
- Agriculture Statistics

Some of the key issues discussed are summarized below:

Mr. Lal Kumar Shrestha: Overview of Agriculture Planning and Budgeting Process

The session commenced with the presentation of current situation of Nepalese agricultural sector development in terms of major indicators of production, productivity, trade growth and budget allocation trends. Mr. Shrestha provided a detail account of the concept of planning, need for planning and the practical steps of planning and budgeting process

बजेट तर्जुमा प्रक्रिया

- राष्ट्रिय योजना आयोगका त्रैमासिक प्रतिवेदनहरूबाट बजेट तर्जुमा प्रक्रिया सुरु गरिने, समग्र बजेटको विवरण उपलब्ध गराउने र बजेट तर्जुमा प्रक्रिया सुरु गराउने। (Agriculture activity wise allocation)
- बजेट तर्जुमा प्रक्रिया सुरु गरिने।
- बजेट तर्जुमा प्रक्रिया सुरु गरिने।
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योजना तर्जुमा प्रक्रिया

1. समस्याको पहिचान गर्नु : योजना तर्जुमा गर्नु भन्दा अघि के के लागि योजना बनाउने गर्नु पर्छ हुनु जसरी समस्याको वस्तुगत पहिचान नगरी तर्जुमा गरिएका योजनाहरूले अपेक्षित परिणत दिन सक्दैन र पहिचान गर्ने आधार भएको उपलब्ध सम्पदा र स्रोतको आधारमा समस्याको पहिचान गरी सो को समाधान योजना बजाइन्छ । अर्थात् Design जस्ता गरिन्छ ।
2. प्रारम्भिक उत्तर प्राप्त गर्नु : समस्याको पहिचान भइसकेपछि र के गर्ने भन्ने निश्चित भइसकेपछि योजनाको खसका तयार गरिन्छ । यसमा के गर्ने, कसरी गर्ने, सोत कसरी उपलब्ध गराउने आदिको विवरण हुन्छ । आवाजहरू/सोझहरूबाट प्राप्त सूचनाका आधारमा योजनाको प्रारम्भिक Design तयार गरिन्छ ।
3. परिमार्जन गर्नु : Design गरिएको योजनालाई फुट्टा एकपटक सरोकारवालाहरू कुराकानी गर्ने एकाई उपलब्ध गरी देशभन्दा र ऊपरको बाधासम्बन्धमा ऊपर वाचनगत परिमार्जन तर्जुमा Deduct Design गरी Deduction गरिएको योजनामा विभिन्न विकल्पहरू उपलब्ध हुन्छन् ।
4. निर्णय गर्नु : सबै सरोकारवालाहरूसँग वार्तालाप गरी प्रस्तुत भएको योजनामा अन्तिम विकल्पहरू विकल्पलाई छनौट गरी योजनाको रुपमा निर्णय लिइन्छ अर्थात् Decision गरिन्छ ।

currently bring practiced in the agricultural sector in Nepal. Many of the problems in planning and budgeting system were elaborated and discussions were held with the participants in regard to easing the planning and budgeting process.

Dr. Prakash Raj Bista: Overview of Project and Project Cycle

The session focused on the concept of plan, program and project. In his presentation, Dr. Bista provided an in-depth explanation of the project cycle and explained each steps of the project cycle, viz. identification, preparation, appraisal, implementation and evaluation. The presentation provided an overview of the different project appraisal techniques, e.g. technical, financial, economic, social, institutional, environmental, sustainability and risk. He also pointed the different types of evaluation separately and the criteria used in the project evaluation as relevance, efficiency, effectiveness, impact and sustainability. Elaborating his experience in working with different donor funded agriculture projects under the Ministry of Agriculture, he presented with the participants the complete case study of Asian Development Bank funded Commercial Agriculture Development Project.



Mr. Dal Prasad Pudasainy: Logical Framework Approach of Project Formulation

The session focused on the details of logical framework design with hands-on exercise. During the initial part of the presentation, Mr. Pudasainy outlined the concept of project and the stages of project formulation. The presentation was followed by introduction to the concept and key features of logical framework, detail explanation of the structure of the Log frame and its components (Goal, Purpose, Outputs, Activities, Objectively Verifiable Indicators, Risks and Assumptions). The presentation also provided the important uses of Log Frame matrix as a management tool in planning, implementation, monitoring and evaluation of agriculture projects.



In the second part of the session, participants were formed into three groups for the hands-on exercise of the log frame design of a typical agriculture development project. Participants involved in the group activity enthusiastically and came out with three set of log frame which was presented before the class. The groups received suggestions from other groups, resource person and the training management team for improvement in the log frame prepared. On the whole, Mr. Pudasainy's session capacitated the participants to develop a log frame independently.

Mr. Binod Kumar Bhattarai: Monitoring and Evaluation (M&E) of Agriculture Program and Projects

The session aimed to provide an overview of the monitoring and evaluation system being used in agriculture sector in Nepal. The presentation outlined the concepts of monitoring and evaluation and difference between them. The presentation was followed by brief introduction to the monitoring and evaluation system adopted in Nepal during different periodic plans

Existing system of Monitoring & Evaluation

Levels	What	Who	When	How
National	Policy	OPMCM, NPC and Concerned Ministry	Policy implementation phase	Third party evaluation
	Periodic Plan	NPC	Entire plan period	Continuous monitoring and Third party evaluation
	Priority I Programs and Projects	OPMCM, NPC, MoF and Concerned Ministry	As per requirements	Joint Monitoring, Sustainable monitoring, TPE
Provincial	Program and projects but provincial plans, policies and projects	Departments and regional offices but now provincial governments	As per requirements	Continuous Monitoring and Third party Evaluation
Local	Program and projects but Local level plans, policies and projects	DDC and other offices Now District Council/Municipal and Rural Municipal Councils	As per requirements	Continuous Monitoring and Third party Evaluation

(weightage system, result based M&E system, Poverty monitoring and analysis system, public expenditure tracking survey, impact evaluation). Mr. Bhattarai pointed out the need of monitoring for performance improvement, informed decision making, learning, project control, ensuring transparency and accountability. Other aspects of monitoring and evaluation system in Nepal discussed during the presentation were:

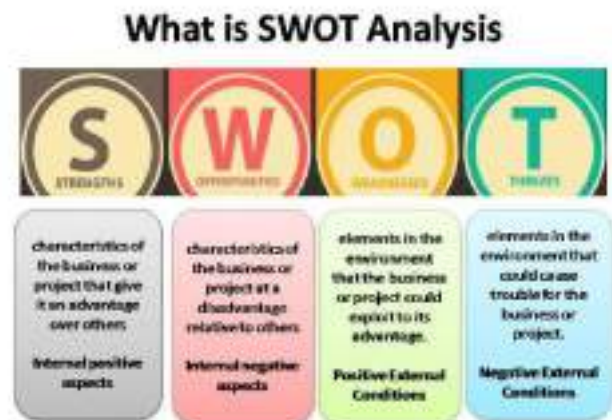
- Importance of indicators in monitoring and indicators for different levels (input, activities, output, outcome, impact) of result based monitoring and evaluation
- Developing monitoring plan based on logical framework
- Different data collection techniques used in M&E
- Bases of monitoring and evaluation system development in Nepal
- Existing methods and systems of monitoring and evaluation
- Monitoring and evaluation agencies at federal, provincial and local level
- Institutional arrangement for national level monitoring and evaluation (National Development Action Committee and its sub-committee, Ministerial Development Action Committee and its sub-committee), provincial level and local level
- Monitoring and evaluation as a means of ensuring transparency, social responsibility and accountability

The next session continued with the exercises on preparing monitoring and evaluation reports based on the standard formats developed by National Planning Commission.

Ms. Priyambada Joshi: Strength, Weakness, Opportunity and Threat (SWOT) analysis

Ms. Joshi outlined the meaning of SWOT analysis and its use for assessing the internal and external strategic situation in a competitive environment and using it as a planning and decision making tool. Some of the important details of SWOT analysis provided during the presentation include:

- SWOT analysis can be undertaken at individual, commodity, service, organizational level.
- Strengths and Weakness are internal characteristics while Opportunities and Threats are external environmental characteristics.
- Strengths need to be maintained and leveraged while Weakness need to be remedied changed and stopped.
- Opportunities need to be prioritized, captured, and optimized while Threats need to be countered, minimized and managed.
- SWOT analysis was originally developed for business and industry, but due to its usefulness it has been used widely by government and non-governmental organizations and other socioeconomic development entities.



In the second part of the session participants were requested to undertake a practical group exercise of SWOT analysis based on the case of Organic Agriculture in Nepal. The participants participated enthusiastically in the exercise and made a short presentation sharing the exercise of each group.

Mr. Hem Raj Regmi: Agriculture Statistics



The session outlined the concept of statistics and presented the importance and use of statistics in policy, planning, measuring and comparing the changes. The major sources of statistics (primary and secondary sources) were explained with detail explanation of the administrative records, census, surveys and open data as the sources of data in agriculture. Legal bases of data collection in Nepal were also discussed and major provisions for data collection, handling and use enshrined in the country's constitution, law, regulations were also discussed. Mr. Regmi also provided a brief overview of major data providers, producers and users in Nepal. The agriculture statistics system of Nepal was discussed in detail. The later part of the presentation focused on the types of agriculture statistics (current, basic and derived) and major agriculture data available in Nepal. Mr. Regmi concluded his presentation by explaining the challenges of agriculture statistics in Nepal and possible solutions to overcome those challenges.

MODULE 4: GOVERNANCE AND SERVICE DELIVERY

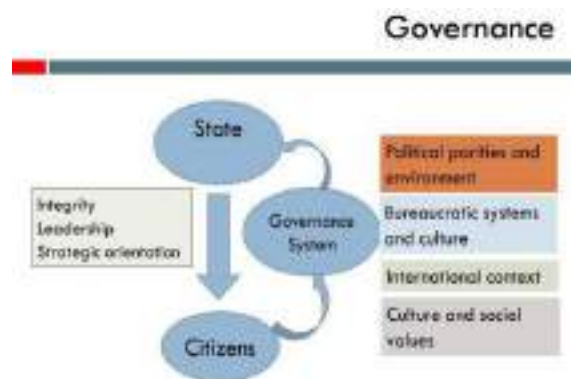
Good governance practices improve public service performance and ultimately enhance service delivery. Governance structures and practices of the agricultural sector thus have direct relations with the quality of public extension service delivery. To impart a comprehensive understanding of the changes in the agricultural governance system undertaken in the course of transitioning from a unitary to a federal context and ways to enhance the cooperation and collaboration between the agriculture development organizations at the federal, provincial and local level to enhance the service delivery situation particular importance were given to include the governance and service delivery module in this training program. The following were the sessions under this module:

- Good Governance
- Agricultural Governance in the Federal Context
- Inclusive Governance, Accountability, Responsiveness and Integrity
- Government Auditing and its Practices in Nepal
- Public Procurement Management
- Memo, Minute, Letter Writing Skills

Some of the important issues discussed during the sessions are summarized below:

Mr. Anil Kumar Gupta: Good Governance

Mr. Gupta in this session highlighted the meaning of good governance as a medium of link between the state and its citizens. The governance system of a country is jointly determined by four factors namely, political parties and environment, bureaucratic systems and culture, international context, culture and social values. Mr. Gupta explained the various attributes of good governance (transparency, accountability, responsiveness, rule of law, consensus oriented, equity and inclusiveness, participation, effectiveness and efficiency) and outlined the major efforts made by the government for ensuring good governance in the country through constitution, acts, rules, regulations, guidelines and institutional mechanisms. Mr. Gupta also included in his presentation the major issues and challenges for ensuring good governance in the country.



Dr. Ram Krishna Shrestha: Agricultural Governance in the Federal Context

The session outlined the constitutional provisions related to the power of federal, provincial and local level governments and how the agricultural governance has been changed while transitioning from unitary to federal government system and its probable repercussions on the

agriculture extension service delivery in the country. Some of the key areas of agricultural governance discussed during the presentation include:

- Constitutional provisions about roles and responsibilities of the federal, provincial and local government related to agricultural sector development.
- Agricultural development related institutional structures in the federal, provincial and local governments and their major activities.
- Resource mobilization in the agricultural sector in the context of federal governance.
- Current situation, problems and solutions of the agriculture extension in the federal governance.
- Steps to strengthen the agriculture extension services.
- Coordination mechanisms between the federal, provincial and local government.

तिन तहका कृषिका निकायहरू बीच समन्वय र सम्बन्धको सम्भावित मोडल



Mr. Anil Kumar Gupta: Inclusive Governance, Accountability, Responsiveness and Integrity

Mr. Gupta explained the meaning of inclusive governance and outlined the importance of inclusive governance to provide efficient public service delivery, to ensure the right of the citizens, to ensure justice for all, recognition, representation and meaningful participation of all citizens in state affairs, redistribution of national wealth and income, empowering the citizens and ensuring good governance. Mr. Gupta explained the key components (accountability, integrity, responsiveness, gender equality and social inclusion) of inclusive governance in detail and also provided the present day scenario of accountability in Nepal based on research undertaken by NASC in the year 2017. In the later part of his presentation, Mr. Gupta explained about few social accountability tools commonly used in public organizations in Nepal.



Mr. Mahesh Poudyal: Government Auditing and its Practices in Nepal

The session aimed to provide an overview of principles and practices of financial auditing in Nepal. Essentially this was an interactive session. Most of the participants got opportunity to

interact with the resource person regarding the finance and audit related problems they were facing in their office. Some of the key areas of auditing discussed during the session include:

- Meaning of audit and its types (internal and final)
- Internal audit, reasons for undertaking internal audit, areas of internal audit
- Final audit, reasons for undertaking internal audit, areas of internal audit
- Types of audits undertaken by FCGO (financial, compliance audit, performance and specialized audit, environmental audit, information technology audit, concurrent audit)
- Process of audit (planning, implementation and reporting, quality control and assurance, monitoring)
- Different categories of financial irregularities
- Settlement of the irregularities (Beruju Pharchheut)

Mr. Bhim Khatiwada: Public Procurement Management

The session provided comprehensive overview of the concept of public procurement, the objectives (right quality, quantity, price, source, time and place), basic principles (transparency, efficiency, fairness, effectiveness, accountability, result oriented) and types (routine, complex) of public procurement. The session was undertaken in an interactive way and discussions were held on the issues like major features and provisions of Public Procurement Act and Regulations, types of public procurement and responsibility of procurement, process and stages of procurement, working procedures of bidding, and purchase of consultancy services.



Mr. Lilu Giri: Memo, Minute, Letter Writing Skills



Mr. Giri’s session focused on the meaning and purpose of writing memo, meeting minute and official letters. The official format of memo, meeting minute and official letters was also discussed and important points to consider while writing a memo, meeting minute and official letter were also highlighted. The presentation also included major advantages and disadvantages of using memo for decision making.

MODULE 5: AGRICULTURE COMMERCIALIZATION AND TRADE

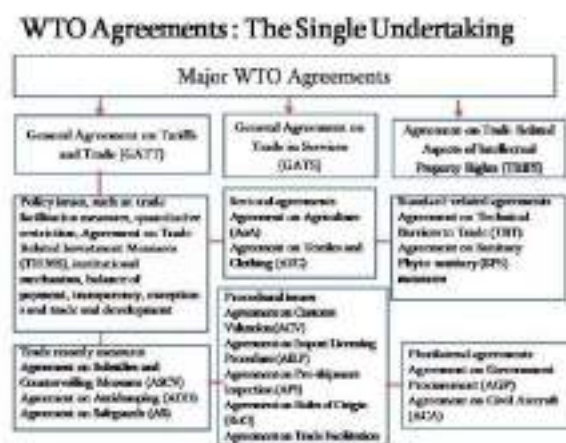
This module considered both domestic and international aspects of agriculture development relating to commercialization, domestic marketing and international trade. It was emphasized that agriculture sector growth through commercialization and increasing exports of food and agriculture commodities are ultimately needed for this sector to become important sector of the economy. This module consisted of the following sessions:

- Multilateral Trade and Nepalese Agribusiness Sector
- Regional Trading Regimes and Nepalese Agriculture Sector
- Agro-Entrepreneurship Development
- Micro-Enterprise Development Model
- Business Plan Preparation for Entrepreneurship Development
- Agricultural Marketing in Nepal
- Major drivers and constraints of agriculture commercialization and mechanization
- Agriculture Insurance
- Value Chain Development

Some of the important issues discussed during the sessions are summarized below:

Dr. Shreeram Ghimire: Multilateral Trade and Nepalese Agribusiness Sector

The session commenced with a historical background of how multilateralism evolved and provisions of multilateral trading systems. Dr. Ghimire also presented different views of experts on merits and demerits of multilateral trade in this session. He elaborated the five principles of WTO (Reciprocity, Non-discrimination, Transparency, Special treatment for DCs, Effective dispute settlement system) and major trade related agreements: General Agreement on Tariffs and Trade (GATT), General Agreement on Trade in Services (GATS), Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS).



The major agriculture related agreements in the WTO: Agreement on Agriculture (AoA), Sanitary and Phytosanitary Agreement (SPS), Trade Related Agreements on Intellectual Property Rights (TRIPS), Technical Barriers to Trade(TBT) were also discussed during the session. After highlighting those international agreements, Dr. Ghimire explained the three pillars of Agreement on Agriculture: Market access, Domestic support and Export subsidies to the participants. During the later part of the session, Dr. Ghimire highlighted the status of Nepalese food and agriculture trade after the membership in the WTO along with major

agriculture related policies and legal provisions related to multilateral trade, challenges of Nepalese agricultural trade and way forward.

Dr. Shreeram Ghimire: Regional Trading Regimes and Nepalese Agriculture Sector

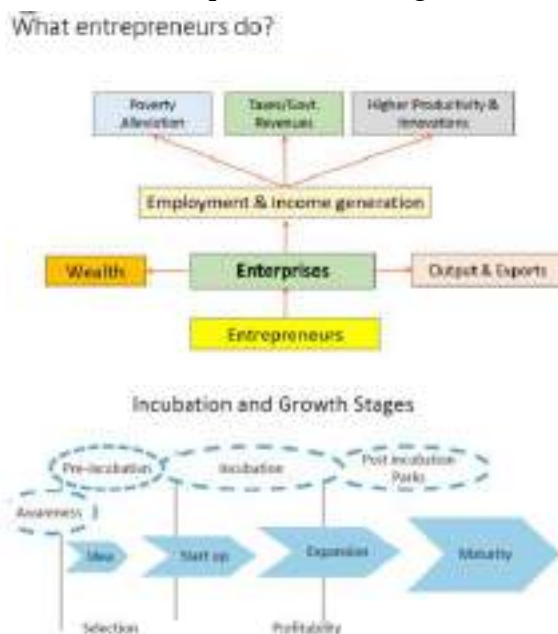


The session provided a comprehensive view of the various regional trading regimes like: South Asia Free Trade Agreement (SAFTA), Bay of Bengal Multi-Sector Initiative for Trade and Economic Cooperation (BIMSTEC), South Asia Sub-Regional Economic Cooperation (SASEC), Bangladesh, Bhutan, India, Nepal Initiative (BBIN), One Belt One Road Initiative (OBOR), Indo-Pacific Strategy (IPS) and discussed the

major causes of lagging behind of Nepalese agriculture in the regional trade. The presentation also provided an overview of the opportunities and challenges in enhancing the Nepalese agricultural export promotion and way forward.

Dr. Hari Sharma Neupane: Agro-Entrepreneurship Development

The presentation provided an overview of the different concepts and meaning of the terms entrepreneur, entrepreneurship, and entrepreneurship development. The presentation also pointed out the importance of being an entrepreneur, role of entrepreneur in the economy and different entrepreneurial qualities (courage, ambition, knowledge, innovation, and focus on competitiveness) needed to be a successful entrepreneur. Dr. Neupane also explained in detail about the entrepreneurial process, its stages and importance. The concept of business incubation, process of business incubation and facilities provided in a business incubator (business development services for startup, marketing assistance, networking activities, coaching and mentoring, financing, shared equipment and services) was also discussed. Moreover, the different business incubation and business growth stages (idea generation, start-up, expansion and maturity) and framework for agribusiness incubation were also explained. Dr. Neupane drawing upon his experience of working in the public, private and non-governmental sector also elucidated the major obstacles for business and factors for success and failure of businesses in Nepal. The



session concluded by presenting few success stories of agro-entrepreneurship development and agribusiness incubation in Nepal and foreign countries.

Dr. Ramji Prasad Neupane: Micro-Enterprise Development Model

The session provided a comprehensive view of the major policy provisions related to micro-enterprise development in Nepal with special reference to fifteenth periodic plan and Industrial Enterprise Act, 2073. Dr. Neupane provided introduction to the Micro-Enterprise Development Program (MEDEP), strategies adopted by MEDEP for entrepreneurship development and major achievements made by the program. Other important topics discussed during the session are:



- Micro-enterprise development model and its key features, stages of micro-enterprise development
- Features of entrepreneurship development (self-confidence, motivation, innovation, creativity, ambitious and risk bearing capacity)
- Contribution of micro-enterprises on overall economic development
- Leanings from the MEDEP implementation

Mr. Megh Raj Acharya: Business Plan Preparation for Entrepreneurship Development



The presentation outlined the concept and meaning of business plan, use of business plan for start-up enterprises, expansion of existing enterprises and importance of business plan preparation for entrepreneurs. Mr. Acharya explained the key elements of business plan (market plan, production plan, expenditure plan, and financial plan) in detail. The presentation also explained the sample business plan of off-

season tomato cultivation in plastic house to the participants. In the second part of the session, Mr. Acharya assisted the participants to prepare sample business plans in a group exercise and the prepared business plans were presented and feedback were provided to the participants by the resource person, training management team and other participants.

Dr. Mahadeb Prasad Poudel: Agricultural Marketing in Nepal

This session provided an overview of the concept of market, marketing, market management and marketing management. The presentation also highlighted the importance of agricultural marketing and market development. Dr. Poudel explained the cycle of market development and management cycle. Some of the important concepts and issues dealt in detail during the presentation include:



- Different approaches of marketing (commodity approach, institutional approach, functional approach, decision making approach)
- Characteristics of agricultural products
- Classification of agricultural markets (based on frequency, types of products traded, marketing functions performed, location, trading volume, degree of competition, cooperative market, government trading, supermarkets, online shopping)
- Different functions performed by agricultural marketing (collection, grading, storage, transportation, processing, wholesaling, retailing)
- Problems and solutions of agricultural marketing
- Concept of marketable surplus, marketing efficiency, marketing mix
- Methods of identifying profitable markets
- Major agricultural markets in Nepal
- Legal provisions for agriculture market management in Nepal

Shreemat Shrestha: Major Drivers and Constraints of Agriculture Commercialization and Mechanization

The presentation outlined the basic concept of subsistence agriculture and commercial agriculture including the indicators and benefits of commercial agriculture.

Drivers of Agriculture Commercialization

- Cash flow in the society
- Urbanization
- Market Development
- Big farm size
- Infrastructure (transportation and communication network) Development
- Industrialization
- Lack of labour in agriculture
- Easy access to mechanization
- Technology availability
- Favorable policy
- Access to financial intermediaries
- Availability of inputs including labour commercially
- Youth farmers in agriculture

Constraints of Agriculture Commercialization

- Dominance of Smallholders in agriculture
- Lack of industrialization
- Less employment opportunities in the sectors other than agriculture
- Rugged terrain
- Lack of infrastructure (road, irrigation, electric, communication etc.)
- Poor access to credit and technology
- Feminization and ageing labour force in agriculture
- Lack of competitive environment/ policy compared to neighbouring countries.
- Poor market network
- Lack of laboratories and certification system
- Climate related risks

Opportunities of Agriculture Mechanization

- Development Adaptation & Promotion of efficient Animal Drawn Implements
- Development Adaptation & Promotion of efficient processing machinery
- Agri. Mechanization with Conservation tillage
- Cooperative farming/ command area development
- Efficient Irrigation for commercialization
- Mechanization through custom hiring

Challenges of Agriculture Mechanization

- Small and fragmented land holding
- Subsistence nature of agriculture
- Poor infrastructure is major constraints for mechanization and commercialization of agriculture in Nepal.
- Need of easy access to credit & awareness of financial intermediaries
- Need of easy access to appropriate AM technology
- Weak Research and development system on AM
- Lack of clear-cut policy and strategy on AM

Mr. Shrestha also explained to the participants the relationship between agriculture commercialization and mechanization in agriculture. The presentation pointed out the current status of

agriculture mechanization and opportunities and constraints of agriculture mechanization in Nepal. The presentation also provided a succinct analysis of the drivers and constraints of agriculture commercialization in Nepal. Some of the notable successful cases of agriculture commercialization in Nepal was presented and the presentation concluded by pointing some pertinent solutions for agriculture commercialization and mechanization.

Mr. Shiva Sundar Ghimire: Agriculture Insurance



Mr. Ghimire introduced the concept of agriculture insurance to the participants and also presented the laws, regulations, policies and directives related to crop insurance in Nepal. The presentation also outlined the types of risks covered by agriculture insurance. The presentation also provided detail explanation of the current status of agriculture insurance in Nepal, different types of agriculture insurance schemes, procedure of agriculture insurance and insurance claims, problems of agriculture insurance in Nepal and suggestions. Mr. Ghimire also introduced the meanings of various technical terminologies used in the insurance sector and how they are used during the entire process from insuring the crop/livestock to claiming the insurance. The second part of the session included practical exercises on calculating Insured Sum, Insurance Premium, and Insurance Claim with case study of vegetable and buffalo production.

Mr. Bhuwan Bhatta: Value Chain Development



Mr. Bhatta outlined the meaning of value chain and explained how this concept inculcates whole of the chain approach (from farm gate to consumer's plate). The presentation included the analysis of different stages of value chain analysis (selection, analysis, constraints and opportunity analysis, competitiveness development, monitoring and evaluation, development of value chain intervention strategy) and methods of value chain selection (attractiveness matrix, ranking matrix). The major functions in the value chain (input supply, production, processing, wholesaling, retailing, consumption) that are critical for the success were discussed based on the examples of agricultural value chain in Nepal. Drawing on his experience working in the NGO sector, Mr. Bhatta explained practical approach of preparation of the value chain map based on the function, actions and relation analysis and analyzing the constraints and opportunities of the selected value chain.

MODULE 6: EMERGING ISSUES IN AGRICULTURE

This module considered few emerging and cross-cutting issues relating to the agriculture sector development aimed at providing an overview of the key issues that needs to be considered while designing policies, plans and programs related to the agriculture development. The module consisted of the following sessions:

- Gender and Social Inclusion
- Climate Change and Agriculture in Nepal: Impact and Adaptation Strategies
- Organic Farming and Certification System
- Good Agricultural Practices

Some of the important issues discussed during the sessions are summarized below:

Ms. Yamuna Ghale: Gender and Social Inclusion



Ms. Ghale undertook an interactive session and presented various case studies and shared her experience of gender and social inclusion in the areas of agriculture and food security. Drawing upon from the findings of various research studies in these areas, the presentation outlined the gender dimensions of agricultural development and gender relations in food and agricultural systems. Ms. Ghale explained

strategies of mainstreaming gender and social inclusion in the food and agriculture sector and ways of making food and agricultural policies and programs gender responsive. She also presented an analysis of the participation of gender in agricultural sector by geographic region, thematic representation in consultation process, management structures in the process of ADS formulation as a case study. She interestingly presented the concept of feminization of agriculture in Nepal, socio-economic-political barriers to participation and reasons why our agriculture is not women responsive?

Mr. Madhusudan Poudyal: Climate Change and Agriculture in Nepal: Impact and Adaptation Strategies

The session provided a comprehensive situation of current status of global warming in the world. Prominent effects of climate change (temperature rise, natural ecosystem, disasters, biodiversity, draught, flooding, heavy rains, soil erosion,) and its effects on agriculture sector and food security was also discussed during the session. Mr. Poudyal also noted the current status of climate change in Nepal and Nepal's response to address the problem caused by climate change based on his vast experience working in the government and non-government organizations. The concept of community based adaptation and its methodology were also



discussed. In the later part of the session, Mr. Poudyal discussed with the participants case studies of different community based climate change adaptation strategies (sloping agricultural land technologies, resistant varieties, agrometeorological data collection and dissemination, conservation agriculture, minimum tillage practices, integration of small livestock in the

farming system, livelihood diversification). The session concluded by outlining the importance of adaptation strategies, its problems, challenges and way forward in the context of developing country like Nepal.

Mr. Bhola Kumar Shrestha: Organic Farming and Certification System

Mr. Shrestha outlined the concept of organic production and principles of organic farming. The session basically focused on introducing the meaning of organic certification, reasons for organic certification of products (to develop trust between consumers and producers), different types of organic certification system (Participatory guarantee system and Third party certification) practiced in Nepal and its processes, process of organic inspection and certification procedures, benefits and costs of organic certification and the relations between different production techniques (Integrated Pest management, Organic, GAP) were also explained during the presentation. These issues were dealt in detail and the session was undertaken in an interactive way.



Mr. Arun G.C.: Good Agricultural Practices



This session provided a comprehensive picture of the concepts of food safety, sustainable agriculture, Good Agriculture Practices (GAP) and their interrelationships. After presenting the current status of world food safety, Mr. G.C. also explained the importance of food safety by presenting some alarming situation of human health related to food borne diseases. More than 200 diseases of humans are caused due to

consumption of unsafe food and there are deaths of around 0.42 million people mostly of childrens under age 5 annually due to unsafe food including and millions of diseases in the

world. The presentation also provided the channels of food from production to consumption and different types and areas of food hazards and how they can enter into the food channel. Mr. G.C. in the later part of his presentation explained in detail the following areas of GAP in the global and national context:

- Origin of the concept of GAP and developments occurred till date in the international context and Nepal
- Principles and objectives of GAP and its relation to sustainable agriculture and food safety
- Institutional arrangement for implementation of Nepal GAP standard
- Major modules (product quality, food safety, environmental quality, worker's safety and welfare, general rules and record keeping) of the Nepal GAP standards
- Major provisions of Nepal GAP Implementation Directives approved by the federal MoALD
- Benefits of NGAP
- Future directions to institutionalize the NGAP and for ensuring food safety, export promotion and import management in the country.



MODULE 7: PROJECT WORK

Professionally agriculturists have not been good formal communicators as they have largely focused on technical aspects of agriculture extension, paying much less attention to the formal study, report writing and presenting. However, the situation is changing very rapidly. As more stakeholders are making increasing demands for formal information, statistics, outcomes of the programs and learning, agriculturists have to become excellent researchers and communicators. The main thrust of this module was to provide skills to independently undertake research and other studies and be able to present the findings in both written and verbal form with confidence. Following five important sessions were included in this module:

- Guidelines for Individual Assignment Preparation
- Project Concept Note and Project Proposal Writing Skills
- Data Collection and Analysis for Agriculture
- Preparation of Study Proposal for Field Work
- Report Writing Skills
- Presentation Skills

Some of the important issues discussed during the sessions are summarized below:

Mr. Saroj Kant Adhikari: Guidelines for Individual Assignment Report Preparation



Mr. Adhikari in the initial part of the presentation explained the objective of giving the individual assignment. He explained such assignment will help the participants to develop capacity to analyze the situation/environment in the society and/or in their work place, identify critical issues and problems, undertake quick studies to analyze the cause-effect relationship and

based on the findings bring forth some easy, low cost solutions to the problems. In this process, participants will be able to understand and appreciate the role of public servants, analyze performance needs/gaps, take initiatives for improving work systems and are expected to contribute for enriching existing understanding and knowledge. Mr. Adhikari, then briefly outlined the process of undertaking the study from the very topic selection for study to the final submission of the report. He also explained the standard format of individual assignment report and methods to undertake the study.

Mr. Dal Prasad Pudasainy: Project Concept Note and Project Proposal Writing Skills



The presentation commenced by outlining the concept of development project and the reasons why development projects are initiated to solve the societal problems and to grab the available opportunities. Mr. Pudasainy then proceeded the presentation by explaining the Project concept Note (PCN) and purpose of preparing PCN and its components. He explained the complete cycle from PCN to Full Project Proposal (FPP) preparation (Genesis of PCN from concept development, detail discussion, concept maturity, framing the developed concept into a project concept, preparation of the project concept note, review of the PCN, preparation of the FPP, review of the FPP, negotiation and finally agreement for funding and implementation). Mr. Pudasainy also explained about the concept of detail project proposal preparation elaborating from the PCN. The second part of the session included practical exercises on preparation of PCN by the participants based on the logical framework prepared in the earlier session. The prepared PCNs were presented and comments and suggestions were received from the resource person, training management team and other participants.

Dr. Surya Prasad Poudel: Data Collection and Analysis for Agriculture



Dr. Poudel provided an overview of the meaning of data, how data can be collected efficiently and analyzed in order to reach to proper conclusions. The presentation also provided an introduction to statistical inference (analyzing sample data and inferring to population parameter based on estimation and hypothesis testing). Dr. Poudel also demonstrated practically the entry and analysis of agriculture data in Microsoft Excel program to the participants. The main areas of agriculture data collection and analysis discussed during the session were:

- Definition of variable and measurement of variable in different scales (Nominal, Ordinal, Interval, Ratio)
- Different types of data (continuous and discrete, primary, secondary, cross section, categorical, time series, spatial, ordered)
- Sources of data (survey, library, experiment)
- Crop area and crop yield estimation techniques, crop mixture and methods of apportioning

- Presentation of collected and analyzed data in graphs (histogram, box plots, bar diagram, pie chart, line chart) and number (measures of central tendency and dispersion)
- Measuring relationship between two variables through scatter diagram and calculation of correlation coefficient.

Mr. Saroj Kant Adhikari: Preparation of Study Proposal for Field Work

Mr. Adhikari in this presentation explained the importance of field work to the participants as an opportunity to assess the current situation of agriculture systems in the real field from the policy, programmatic, institutional and organizational view comparing with the information received from the theoretical sessions. He guided the participants to select suitable topic for the field work and shared his expert knowledge on undertaking detail field study with major focus in the areas of data collection, analysis and interpretation. Mr. Adhikari also provided the outline of the format of field study report and explained each sections of the format. During the session, participants worked out the checklist needed to collect data from the field and finalized it through group presentation after getting comments from the resource person, training management team and other participants.

Mr. Saroj Kant Adhikari: Report Writing Skills

The presentation outlined detail steps of writing a study report. Based on the format of the training program where participants are required to write an individual report and a group report, the session included following areas of report writing:

- Structure of the study report (cover page, acknowledgements, table of contents, introduction, review of the literature, methodology, major findings and discussion, summary, conclusion and recommendation, references, appendix, photographs).
- Writing introduction part (background, statement of the problem, objectives, significance of the study, limitations and scope of the study).
- Study of the related literatures, findings the gap in the existing knowledge.
- Designing study methodology (study design, sources of data, sampling

Structure of the Report

- Cover page
- Table of Contents
- Introduction
- Methodology
- Major Findings and Discussion
- Summary, Conclusion, Suggestions
- References
- Appendix
- Photographs (If relevant)

Methodology...

- Study Design**
 - Descriptive
 - Exploratory
 - Case study
- Sources of Data**
 - Primary
 - Secondary
- Sampling procedure**
- Data collection tools and techniques**
 - Questionnaire
 - Interview schedule
 - Focus Group Discussion
 - Observation
- Techniques of Data Analysis and Interpretation**
 - Quantitative
 - Qualitative
 - Mixed (Quantitative, Qualitative)

procedure, data collection tools and techniques, techniques of data analysis and interpretation).

- Writing the main findings of the study, discussion of the findings and presentation of the findings, summarizing the main findings, drawing conclusions and providing suggestions based on the study.
- Referencing and citation styles.
- Guidelines on formatting the study report.

Mr. Devi Datta Bhatta: Presentation Skills

The presentation introduced the concept of presentation skills as an art of effective communication. Mr. Bhatta explained the reasons for delivering presentation and described the process of presentation into three phases (planning, implementation and evaluation). He described each of the phases in detail and main activities involved in these phases as following:



Planning phase- preparations for the presentation are done related to what, why, whom, where, how and accordingly sequencing the presentation activities, the main point to be discussed, collecting relevant information, preparing notes and presentation materials, cross checking all preparation and rehearsing the presentation.

Presentation phase- making presentation based on the preparation and adjusting to the situation as and when necessary. Important considerations to be made during this phase include reaching on time, highlighting main objective and outlines of the presentation, making point-wise presentation and elaborating each points, observing the feelings of the audience, showing respect to them, managing one's own feelings while presentation and summarizing the main points and concluding the subject at the end.

*Evaluation phase-*It is the process of self-feedback. It is reflecting on what we did during the earlier phase, what went good and bad during the presentation and the planning phase and finally derive learning to improve future presentations.

In the later part of his presentation, Mr. Bhatta briefly explained the different kinds of learners and important characteristics of an ideal presentation. He also explained the presentation development process sequentially and finally concluded with some practical tips on presentation skills.

FIELD TRIP

The training management team organized a field trip on 13-19 February to provide a unique opportunity to the participants for factual learning and conceptual understanding of agriculture planning and management and to give a practical approach for the curriculum by providing that information's that is difficult to convey in the classroom setting, as indicated below:

Table 2 Field Trip Activities

Date	Activities
Day 1 (Feb 13)	Departure
Day 2 & 3 (Feb 14-15)	Visit to the concerned organization (PMAMP/DoA/AKC/Metropolitan City) and interview with the key officials
Day 4& 5 (Feb 16-17)	Visit to the farmer group cooperatives/ Interview with DoA Officials
Day 6 (Feb 18)	Wrap-up meeting with the officials of the concerned organization
Day 7 (Feb 19)	Return

For this the participants were divided into four groups. Each of the group was assigned one agriculture development organization. These organizations include Department of Agriculture, Lalitpur, Prime Minister Agriculture Modernization Project, Chitwan, Agriculture Knowledge Centre, Chitwan and Agriculture Section of Bharatpur Metropolitan City, Chitwan.

Each of the group was assisted by one member of the training management team. Participants met with the chief of the organization, other senior officers and responsible officials of the organization and discussed about various issues related to their study area. The participants also visited the farmer groups and cooperatives involved in the programs implemented by these organizations and met with the members and discussed various issues with them.

Based on the data collected during the field visit, each group prepared a group report which was then submitted to the training management team and presentations were made by each member of the group to the evaluation experts invited by the training management team for individual and group scoring.



CLOSING SESSION

The closing session was organized on 25th February. The ceremony was chaired by Dr. Shreeram Ghimire, Chief of AITC and Ms. Niru Dahal Pandey, Director General of Department of Agriculture was invited as the chief guest. During the closing ceremony, Mr. Bimal Thapa Chhetri, chief of ABPSTC thanked all the participants and the AITC team for helping to make the training program success. He highlighted that ABPSTC is further willing to organize other training programs in close collaboration with the AITC.

Mr. Pawan Singh Bhandari, coordinator of the training program then gave an overview presentation on the overall structure of the training program, the modules and sessions, key outcomes and achievements of the training and summary of the feedback provided by the participants. Training completion certificates were then awarded to the participants by the chief guest. Ms. Tara Devi Gurung and Mr. Chun Bahadur Rai as the female and male representatives of the participants respectively expressed their appreciation on the manner in which the training program was conducted and thanked the organizers for providing this unique learning opportunity. They both expressed that the training program was very successful and urged that the ABPSTC will further organize refresher training programs and include them as the participants.

Ms. Dahal, chief guest of the program in her wishful speech thanked all the participants for their active involvement in the training program and successful completion of the training. She also expressed the willingness to collaborate with the agriculture organizations in the provincial and local government in the future in the areas of institutional and human resource development.

Finally, Dr. Shreeram Ghimire thanked all the participants for their meaningful participation and successful completion of the training program. He expressed the hope that the participants will work more efficiently and effectively in the coming days to further improve the agriculture extension service delivery in their respective workplace. He also reiterated the willingness to work in collaboration with the provincial ABPSTC and declared the closing of the training program.

COURSE EVALUATION

At the end of the training program, participants were asked to provide their feedback on the course using a training evaluation form (see Annex III). Participants were requested to grade the different components of the course, and also to indicate what they found most useful, what parts of the course they found least useful, parts of the course most relevant to their work, what they will do differently after having attended the course and suggestions to improve future training programs. All the participants completed the evaluation form. Their responses were tabulated to get an idea of the participant's perception of the course. Key findings from the evaluation are summarized below:

Overall organization of the training program

Participants were requested to assess the overall organization of the training program based on the following criteria:

- Content of the course
- Relevance of the sessions to your job
- Meals, breaks and general comforts provided
- Venue arrangements for conducting course
- Opportunities for interacting with other participants
- Pre-program communication and instructions provided by the organizers
- Support provided by organizers
- Appropriateness of training methods and materials used
- Learning materials distributed
- Arrangements for the field visit
- Achievement of the training objectives
- Assessment of the overall quality of this training program

Of the 25 participants, 12 participants (48 percent) found the overall quality of the training program was very good and the remaining 13 participants (52 percent) rated is as good. No participant evaluated the components of the training program lower than fair category. The different components of the training program organization were assessed as indicated in Table 2 below:

Table 3 Participants assessment of different components of the training program organization

Component	Very Good	Good	Fair	Total
Content of the course	18	6	1	25
Relevance of the sessions to your job	15	9	1	25
Meals, breaks and general comforts provided	18	4	3	25
Venue arrangements for conducting course	13	10	2	25
Opportunities for interacting with other participants	14	7	4	25

Pre-program communication and instructions provided by the organizers	20	5	25
Support provided by organizers	19	5	1 25
Appropriateness of training methods and materials used	18	7	25
Learning materials distributed	22	3	25
Arrangements for the field visit	9	11	5
Achievement of the training objectives	13	12	25
Assessment of the overall quality of this training program	12	13	25

Components of the training program most liked and least liked

Participants were requested to list the most liked and least liked components of the training program. Notwithstanding the diverse views expressed, some broad conclusions can be drawn from the comments made by the participants as indicated below:

- Sessions conducted by NASC faculties, time management, training contents, discussions, interactions with expert resource persons, refreshments provided and field visit were considered as the most liked components of the training program.
- PowerPoint slides in English language, management of the field visit, congested training hall for group exercises were considered as the least liked components of the training program.

Most useful for work

Participants were requested to indicate what parts of the course were most useful for their work and the responses are summarized below:

- Preparation of the business plan and logical framework
- Sessions on financial management (auditing and procurement), team building exercises, Good Agricultural Practices, decision making, stress management, conflict management, agriculture program planning and budgeting, time management, leadership development
- Exercises on agriculture program monitoring and evaluation, agriculture insurance
- Practice of presentation skills and report writing

New knowledge, skills and attitudes gained

The training participants were requested to provide specifically what new knowledge, skills and attitudes they gained after the participation in the training program. The various comments received are summarized below:

- Knowledge on agriculture program planning, monitoring and evaluation, agriculture plans, policies and legislation, office management, self-management.

- Skills on project proposal writing, business plan preparation, report writing, presentation skills agriculture insurance premium calculation, stress management, interpersonal communication skills, conflict management and time management.
- Attitudes on positive thinking and feeling of accountability and responsibility towards the clients.

What will you do new or differently after the participation in the training program?

This question was asked to assess whether the participants have formed an opinion about what they want to do based on the knowledge, skill and attitude developed after attending the training. Some responses to this question are summarized below:

- Will be able to help farmers to develop their business plans.
- Will manage the time more efficiently and effectively.
- Will be able to prepare good quality report.
- Develop positive attitude while providing service to the clients.
- Use of office resource more judicially.
- Will be more open and transparent to the public and provide them timely and quality service.
- Will try to improve the planning process.

Suggestions to improve the course

Several suggestions were given by the participants to improve the course. Some of the suggestions include:

- There should be more practical exercises and group work.
- PowerPoint slides should be prepared in Nepali language.
- Such training program should be organized as residential training.
- Some participants indicated the need for refresher training course.

CONCLUSION AND RECOMMENDATIONS

The successful completion of the officer level in-service training program and the high level of satisfaction expressed by the participants, collaborating organization and resource persons clearly indicated that the training program will make a significant contribution in enhancing the capacity of agriculture professionals working in the provincial and local government organizations. This training program was particularly more effective primarily due to the strong collaboration with the AITC, careful and detail planning, meticulous management and the excellent team of the resource persons. Suggestions were provided by the experienced team of AITC while designing and undertaking the training program.

Considering the diversity of the participants, their diverse interests and expectations from the training, there will always be challenges to satisfy all the participants equally. However, the training management team always tried to provide an interactive learning opportunity enabling the participants to share their experiences, learn about new knowledge, skills and attitude and encourage critical thinking through advance preparation, inculcating multiple teaching methodologies, trying to address the concerns of the participants expressed during the daily review and adjusting the sessions and schedules as per the demands of the participants as far as possible. The longer duration of the training has enabled to develop and strong network among the participants and it is hoped that this will help to further improve their knowledge and coordination in their workplace.



ANNEX I: COURSE PROGRAM

	Session/Topic	Presenter/Facilitator
Opening Session	Introduction to the training program, Process, Roles and Expectations	Mr. Ishwori Prasad Pandey, Senior Agriculture Extension Officer, AITC
Module 1	Managing Self and Interpersonal Relationships	
Session 1	Self-Development	Ms. Kamal Nayan Pradhan, Senior Director, NASC
Session 2	Developing Positive Attitude at Work	Mr. Uttam Acharya, Director of Studies, NASC
Session 3	Managing Time and Priority	Mr. Uttam Acharya, Director of Studies, NASC
Session 4	Stress Management	Mr. Phul Prasad Subedi, Assistant Professor, Central Department of Management, Tribhuvan University
Session 5	Motivation and Inspiration Skills	Mr. Ashbin Kumar Pudasaini, Director, Training and Development Department, Nepal Bank Limited
Session 6	Decision Making Skills	Mr. Dipankar Sherpa, Freelancer Management Expert
Session 7	Leadership Skills	Ms. Kamal Nayan Pradhan, Senior Director, NASC
Session 8	Interpersonal Communication Skills	Mr. Binod Kumar Bista, Director of Studies, NASC
Session 9	Team Building and Total Quality Management	Mr. Uttam Acharya, Director of Studies, NASC
Session 10	Managing Conflicts	Mr. Khum Raj Punjali, Freelancer Public Management Expert (Former Secretary, GoN)
Session 11	Negotiation Skills	Mr. Binod Kumar Bista, Director of Studies, NASC
Session 12	Delegation of Job and Authority	Mr. Indra Kumar Shrestha, Freelancer Management Expert
Session 13&14	Hospitality & Dining Etiquette	Mr. Surya Kiran Shrestha, Deputy Head of Department, Hotel and Curriculum and Mr. Ashok Upadhyaya, Food & Beverage Instructor, NATHM
Module 2	Agriculture and Related Sectoral Policies and Strategies	
Session 1	National Agricultural Policy, 2061 and Other Policies Related Agriculture Development	Mr. Ishwori Prasad Pandey, Senior Agriculture Extension Officer, AITC
Session 2	Agriculture Development Strategy	Mr. Sujan Dhungel, Senior Plant Protection Officer, MoALD
Session 3	Historical Perspectives of	Mr. Bhairab Raj Kaini, Former Director

	Agricultural Development in Nepal and Contemporary Issues	General, DoA
Session 4	Policies, Priorities and Major Programs of Agriculture Development of the Bagmati Province	Dr. Yogendra Kumar Karki, Secretary, Ministry of Land Management, Agriculture and Cooperatives, Bagmati Province
Session 5	Agriculture Research and Extension Approaches in Nepal	Mr. Bhairab Raj Kaini, Former Director General, DoA
Session 6	Fifteenth Periodic Plan and Agriculture Sector	Mr. Mahesh Kharel, Program Director, NPC
Session 7	Food Sovereignty, Right to Food; Food and Nutrition Security	Dr. Ganga Dutta Acharya, Senior Agriculture Officer, MoALD
Session 8	An overview of Agriculture related Acts and Rules	Mr. Basu Dev Kaphle, Deputy Director General, DoA
Session 9	Farmers' Welfare and Support Policies of Government of Nepal	Dr. Yubak Dhoj G.C. , Secretary, MoALD
Session 10	Current state of Technology Development, Advancement and Linkage among Education, Research, and Extension Institutions.	Dr. Yubak Dhoj G.C. , Secretary, MoALD
Session 11	Introduction to NARC and its Activities	Mr. Manoj Kumar Thakur, Senior Scientist, NARC
Session 12	Seed Regulatory framework in Agricultural Sector	Mr. Bimal Thapa Chhetri Chief, ABPSTC, Bhaktapur
Session 13	Food Safety and Quality Control	Mr. Mohan Krishna Maharjan, Senior Food Research Officer, DFTQC
Module 3	Agriculture Program Planning: Tools and Techniques	
Session 1	Overview of Agriculture Planning and Budgeting Process	Mr. Lal Kumar Shrestha, Senior Agri-Economist, MoALD
Session 2	Overview of Project and Project Cycle	Dr. Prakash Raj Bista, Senior Agri Officer, ASDP
Session 3 & 4	Logical Framework Approach of Project Formulation	Mr. Dal Prasad Pudasainy, Senior Agriculture Economist, CAIDMP
Session 5 & 6	Monitoring and Evaluation of Agriculture Program and Projects	Mr. Binod Kumar Bhattarai, Senior Agriculture Economist, MoALD
Session 7	Strength, Weakness, Opportunity and Threat analysis	Ms. Priyambada Joshi, Senior Agriculture Economist, DoA
Session 8	Agriculture Statistics	Mr. Hem Raj Regmi, Deputy Director General, CBS
Module 4	Governance and Service Delivery	
Session 1	Good Governance	Mr. Anil Kumar Gupta,

		Training and Research Officer, NASC
Session 2 & 3	Agricultural Governance in the Federal Context	Dr. Ram Krishna Shrestha, Senior Agriculture Extension Officer, DoA
Session 4	Inclusive Governance, Accountability, Responsiveness and Integrity	Mr. Anil Kumar Gupta, Training and Research Officer, NASC
Session 5	Government Auditing and its Practices in Nepal	Mr. Mahesh Poudyal, Director, FCGO
Session 6	Public Procurement Management	Mr. Bhim Khatiwada, Freelancer Expert on Public Procurement
Session 7	Memo, Minute, Letter Writing Skills	Mr. Lilu Giri, Section Officer, MoALD
Module 5	Agriculture Commercialization and Trade	
Session 1	Multilateral Trade and Nepalese Agribusiness Sector	Dr. Shreeram Ghimire, Chief, AITC
Session 2	Regional Trading Regimes and Nepalese Agriculture Sector	Dr. Shreeram Ghimire, Chief, AITC
Session 3	Agro-Entrepreneurship Development	Dr. Hari Sharma Neupane, Chief Executive Officer, Agro Enterprises Centre (AEC), FNCCI
Session 4	Micro-Enterprise Development Model	Dr. Ramji Prasad Neupane, National Program Manager, MEDPA-TA, MoICS
Session 5 & 6	Business Plan Preparation for Entrepreneurship Development (Exercise)	Mr. Megh Raj Acharya, Micro-enterprise Development Policy Expert, MEDPA-TA
Session 7	Agricultural Marketing in Nepal	Dr. Mahadeb Prasad Poudel, Senior Agriculture Economist, DoA
Session 8	Major drivers and constraints of agriculture commercialization and mechanization	Mr. Shreemat Shrestha, Senior Scientist, NARC
Session 9&10	Agriculture Insurance	Mr. Shiva Sundar Ghimire, Senior Agriculture Extension Officer, DoA
Session 11	Value Chain Development	Mr. Bhuwan Bhatta, Agriculture Value Chain Specialist, CEAPRED
Module 6	Emerging Issues in Agriculture	
Session 1	Gender and Social Inclusion	Ms. Yamuna Ghale, Freelancer, Gender Equality and Social Inclusion Specialist
Session 2	Climate Change and Agriculture in Nepal: Impact and Adaptation Strategies	Mr. Madhusudan Poudyal, Training Specialist, FAO, Nepal
Session 3	Organic Farming and Certification System	Mr. Bholu Kumar Shrestha, Organic Agriculture Expert, Organic Certification Nepal
Session 4	Good Agricultural Practices	Mr. Arun G.C., Agriculture Extension Officer, MoALD

Module 7	Project Work	
Session 1	Guidelines for Individual Assignment Preparation	Mr. Saroj Kant Adhikari, Senior Agriculture Extension Officer, AITC
Session 2&3	Project Concept Note and Project Proposal Writing Skills	Mr. Dal Prasad Pudasainy, Senior Agriculture Economist, CAIDMP
Session 4	Data Collection and Analysis for Agriculture	Dr. Surya Prasad Poudel, Senior Livestock Development Officer, AITC
Session 5	Preparation of Study Proposal for Field Work	Mr. Saroj Kant Adhikari, Senior Agriculture Extension Officer, AITC
Session 6	Report Writing Skills	Mr. Saroj Kant Adhikari, Senior Agriculture Extension Officer, AITC
Session 7	Presentation Skills	Mr. Devi Datta Bhatta, Deputy Director of Studies, NASC
Session 8	Learning Test (Written)	
	Field Work	
	Report Preparation	
	Report Presentation	

ANNEX II: LIST OF PARTICIPANTS

	<p>Bidhya Nidhi Lohani Agriculture Knowledge Centre, Nuwakot Email:bnlohani@yahoo.com</p>		<p>Shirmala Yonjan Seed Testing Laboratory, Hetauda Email:sirmalayonjan@gmail.com</p>
	<p>Bhism Bahadur Basnet Agriculture Knowledge Centre, Lalitpur Email:bhisma.basnet200@gmail.com</p>		<p>Anu B.C. Agriculture Knowledge Centre, Nuwakot Email:sanub2004@gmail.com</p>
	<p>Ram Chandra Bhattarai Agriculture Knowledge Centre, Kavre Email:akckavre@gmail.com</p>		<p>Puspa Devkota Agribusiness Promotion Support and Training Centre, Bhaktapur Email:devkotp74@gmail.com</p>
	<p>Rishi Raj Subedi Agriculture Knowledge Centre, Ramechhap Email:akc.ramechhap2075@gmail.com</p>		<p>Sanjita Devi Sunuwar Agribusiness Promotion Support and Training Centre, Bhaktapur Email:jtsanjita@gmail.com</p>
	<p>Narayan Acharya Floriculture Development Centre, Lalitpur Email:pbkgodawari@gmail.com</p>		<p>Tara Devi Gurung Agriculture Knowledge Centre, Dhading Email:taragurung854@gmail.com</p>
	<p>Hemant Kumar Jha Subtropical Horticulture Development Centre, Nuwakot Email:horticentertrishuli@gmail.com</p>		<p>Tara Dahal Plant Protection Laboratory, Lalitpur Email:dahalt166@gmail.com</p>

	<p>Amar Kant Jha Vegetable development centre, Sindhuli Email:amarkantjha705@gmail.com</p>		<p>Rita Sigdel (Shrestha) Tarakeshwor Municipality, Kathmandu Email:kushmalashrestha66@gmail.com</p>
	<p>Madan Prasad Jangam Agriculture Knowledge Centre, Kavre Email:akckavre@gmail.com</p>		<p>Goma Devi Khatiwoda Mahalaxmi Municipality, Lalitpur Email:khatiwodagomadevi@gmail.com</p>
	<p>Jaya Ram Adhikari Agriculture Knowledge Centre, Dhading Email:jayaramadhikari6@gmail.com</p>		<p>Laxmi Gharti Budhanilakantha Municipality, Kathmandu Email:laxmigharti9758@gmail.com</p>
	<p>Tika Bahadur Khatri Ministry of Land Management, Agriculture and Cooperatives, Hetauda Email:dahaltikabd@gmail.com</p>		<p>Ram Chandra Bhattarai Seed Testing Laboratory, Hetauda Email:ramchandrabbhattarai400@gmail.com</p>
	<p>Tika Prasad Kafle Agribusiness Promotion Support and Training Centre, Bhaktapur Email:abpstc.p3@gmail.com</p>		<p>Purushotam Tiwari Bharatpur Metropolitan City, Chitwan Email:binodlamichhaneo13@gmail.com</p>
	<p>Tanka Bahadur Adhikari Mahalaxmi Municipality, Lalitpur Email:tankaadhikari78@gmail.com</p>		<p>Koka Nath Ghimire Godawari Municipality, Lalitpur Email:ghimirekn1@gmail.com</p>
	<p>Chun Bahadur Rai Madhyapur Thimi Municipality, Bhaktapur Email:yamphu-32@yahoo.com</p>		

ANNEX III: TRAINING EVALUATION FORM

Agribusiness Promotion Support and Training Centre, Bhaktapur Basic In-service Training Course on Agriculture Planning and Management for Officer Level 6th

19 January to 25 February, 2020

TRAINING EVALUATION FORM

Please complete this form. Your response would be very valuable for us - it would help us to assess the overall effectiveness of the training program and to make necessary changes in the design and delivery of future courses enhancing their value to the participants.

Please tick one response for each question.

1. Overall organization of the training program

Component	Very Good	Good	Fair	Poor	Very poor
Content of the course					
Relevance of the sessions to your job					
Meals, breaks and general comforts provided					
Venue arrangements for conducting course					
Opportunities for interacting with other participants					
Pre-Program communication and instructions provided by the organizers					
Support provided by Organizers					
Appropriateness of training methods and materials used					
Learning materials distributed					
Achievement of the training objectives					
Assessment of the overall quality of this training program					

2. Evaluation of the Field Visit

Contents	Very Good	Good	Fair	Poor	Very poor
Opportunity to study and discuss issues related to the contents of the training and objectives of the field visit					
Opportunity to understand the ground realities of issues discussed during the training sessions					
Overall arrangement for the field visit					

3. What parts of the training course did you like best and why?

Comments:.....
.....
.....
.....

4. What parts of the training course did you like least and why?

Comments:.....
.....
.....
.....

5. What parts of the training course are most useful for your work?

Comments:.....
.....
.....
.....

6. What new knowledge, skills and attitudes have you gained from the training course?

Comments:.....
.....
.....
.....

7. How will you use the knowledge, skills, attitudes that you have gained from the training course to do different things or do differently when you return to your office?

Comments:.....
.....
.....
.....

8. Any suggestions to improve the course in the future?

Comments:.....
.....
.....
.....

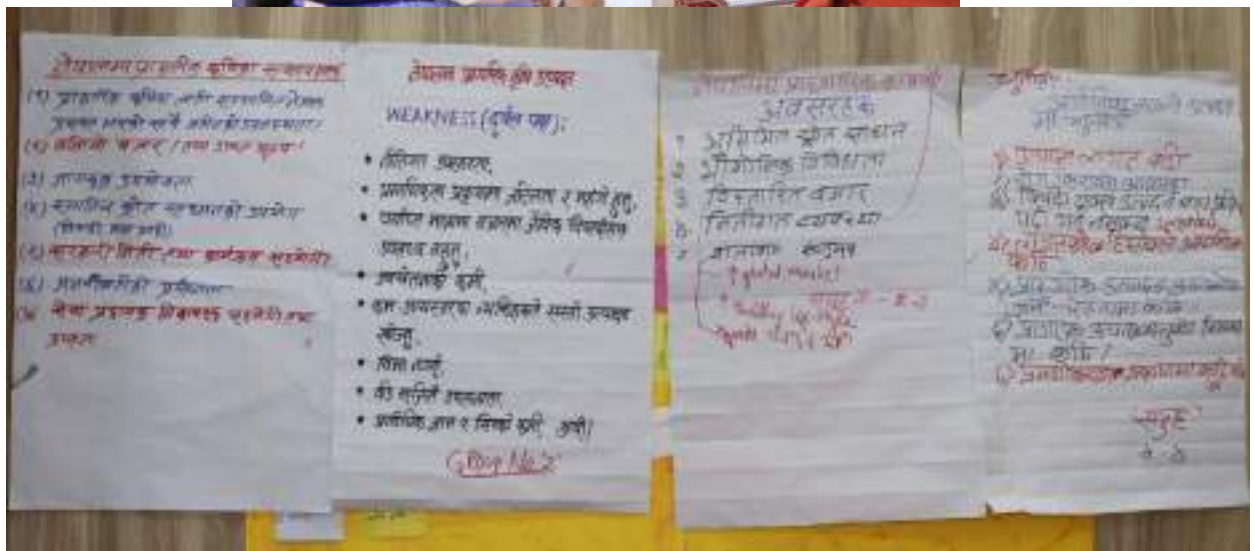
THANK YOU VERY MUCH!

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



Expectation Collection from the Training Participants

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



Practical exercise on Strength, Weakness, Opportunity, Threat (SWOT) analysis

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



Practical exercise on Logical Framework Preparation

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



Practical exercise on Good Governance

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



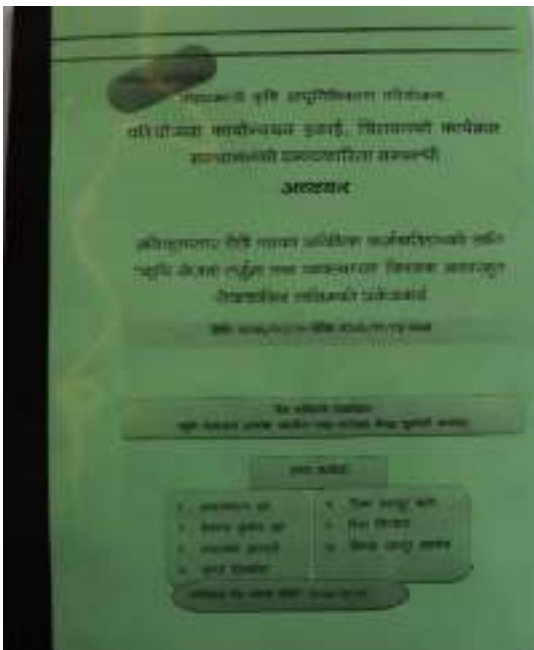
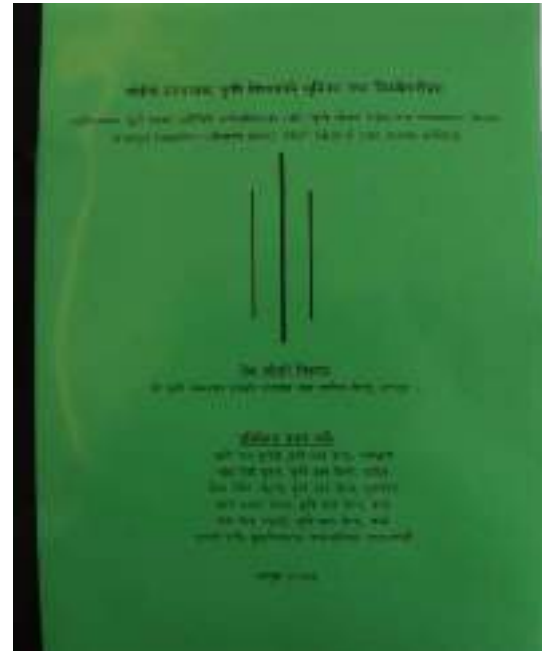
Individual Assignment Reports

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



Group Field Study Visit Activities

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



Group Field Work Report

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



Field Study Report Presentation

ANNEX IV: GLIMPSE OF THE TRAINING ACTIVITIES



Closing Ceremony

ANNEXV: TRAINING MANAGEMENT TEAM



Mr. Pawan Singh Bhandari
Senior Agriculture Extension Officer
Training Coordinator



Mr. Mahendra Kunwar
Senior Agriculture Economist
Training Observer



Ms. Jharana Panthi
Agriculture Extension Officer
Deputy-Coordinator



Mr. Hom Bahadur Thapa
Administrative Officer (Level 6th)
Administrative and Financial Support



Ms. Babita Karki
Administrative Assistant (Level 4th)
Administration and Logistic Support



Mr. Rajan Adhikari
Office Assistant
Administration and Logistic Support

