

Foundation *for*  
Development  
Management

"Working together for change"



# At a Glance

Annual Report

2013

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# Message from the FDM Team



We are pleased to inform you that the year 2012 has been an exciting year for us as we were involved in number of projects in diverse sectors. We take this opportunity to thank all our supporters and promise to deliver quality services in future as well. Since “Working Together for Change” is our motto, we think we are successful in implementing what we preach while delivering services to our clients.

In 2012, we were engaged in six major areas namely, strategic planning, project document preparation, project implementation, institutional development, research, and trainings. In order to accomplish the tasks associated with these thematic areas, we have worked very closely with our clients. Our clients have ranged from public, private, and social sector institutions, including national as well as international organizations. Since providing a platform for new generation has been one of the main objectives of FDM, we think we are positively moving ahead at this direction. We created a pool of young development management professionals by giving them an opportunity to work with development experts, both national and international; and by grooming them to be competent and proficient in diverse sector of work including accountability and good governance, capacity building, gender, and social inclusion among others. We will continue to work with young generation to enhance the capacity of young people and work with more and more young talents from around the country. We hope this will inspire other organizations as well, which ultimately helps in a small way to reduce the brain drain from this country.

Although, we take pride on what we have achieved last year, we have no room for complacency. We, at FDM, take every new assignment as a learning opportunity for us. This learning will give us extra impetus to perform better. Therefore, we strive for further accomplishment, aiming to become one of the best known development management organizations in Nepal. Lastly, we would like to welcome any comments, suggestions, and feedbacks that could further enhance our service delivery.

FDM Team

- Neha Koirala  
Prof. S. - Prof. S.  
Tang



# F

oundation for Development Management was established in 2000 as a management consultancy firm by a group of development management professionals and aims to cater to the growing management development needs of Nepal's public, private, and social sector. FDM is based in Kathmandu, Nepal and has associated professionals from South Asia, Asia Pacific Region, and Europe, having an excellent record of delivering services to national and international developmental organizations.

## Our Mission

"Our mission is to contribute to societal development, by introducing effective management practices in public, private, and social organizations."

## Our Approach

We believe that sustainable change can only be achieved through a genuine understanding of the real issues facing organizations. We provide consultation by collaborating with our clients, involving them in creating and developing a participative process to bring about real change.

## Objectives

**To promote**  
institutional development in public and voluntary sectors;

**To enhance**  
leadership and management skills and competence of practicing managers from the public, private, and non- governmental sectors;

**To assist**  
government /voluntary/ corporate agencies for strengthening management of development programs and projects through research studies, consulting, and advisory;

**To contribute**  
to professionalizing management by developing a pool of young management professionals.

## Expertise

Members of FDM consist of professionals and practitioners from various disciplines including leadership and management, economics, executive development, IT, anthropology/ sociology, governance and institutional development, project management, and organizational development.

## Services

- Project design, project management and implementation, monitoring and evaluation.
- Research facilitation and advisory services for economic development.
- Capacity building program.
- Institutional development: organizational assessment, restructuring, HR planning, performance management system, and development.
- Leadership and general management.
- Formulation of Strategic Plans.
- Monitoring and evaluation.

# Key Activities of 2012

## Strategic Document and Institutional Development Plans

### Strategic Plan of Research and Planning Directorate: 2012- 2015

The strategic plan of Research and Planning Directorate (R & P D) of Nepal Police was prepared with technical support from FDM and financial support from Enabling State Programme (ESP) of Department of International Development (DFID). The preparation process involved numerous consultations with various stakeholders from Nepal Police, Ministry of Home Affairs (MoHA), Research Department of Tribhuvan University and Kathmandu University, Nepal Administrative Staff College, and other human rights organizations. SWOT analysis of R & P D was also conducted with staff from different R & P sections. As a part of design process, FDM also reviewed strategic plan of several police organizations across the globe. Based on the analysis of R & P D, the current strategic plan was developed to overcome the challenges and threats faced by R & P D to meet their desired goal. The strategic plan included seven strategic priorities with clear vision, mission, core values and guiding principles, and strategic goal. It also included comprehensible objectives under each priority areas, alongside activities, outputs, indicators, and time line.

### National Strategic Plan of Action on Right to Information in Nepal: 2013- 2018

Right to Information (RTI) has gained momentum since the recognition of RTI as a fundamental right in the Interim Constitution of Nepal. Its recognition was further enhanced by the establishment of RTI Act and National Information Commission (NIC). However, the use of RTI in Nepal is still weak. Therefore, in order to provide a clear strategy for the promotion, protection, and implementation of RTI, ESP/DFID provided financial support to NIC to develop the strategic plan on RTI. FDM provided technical support during the drafting and finalizing process. FDM organized consultation workshops in Kathmandu, Nepalgunj, Pokhara, Chitwan, and Biratnagar with around 350 participants from public sector, political parties, civil society organizations, and media. Senior Government officials notably from Commission of Investigation of Abuse of Authority, Public Accounts Committee, Office of Prime Minister and Council of Ministers, Ministry of Communication along with Ex-Chief Commissioner of NIC were also consulted during the formulation process. Three priority areas were identified in order to cover the three major actors of RTI, namely NIC, public sector (supply side), and civil society (demand side).

## Three-Year Institutional Development Plan for Women and Children Directorate: 2013- 2016

R & P Directorate initiated to develop an institutional development plan of Women and Children Service Directorate (WCSD), using the existing strategic planning manual (under the interim support of R & P D). The document includes strategic priorities of WCSD for the year 2013 - 2016 in order to promote institutional development within the directorate.

FDM provided technical support to R & P D to develop the document and assisted in conducting SWOT analysis, FGDs, and consultation meetings. A highly participatory approach was used during the formulation of the document. During this process, the team also consulted other stakeholders including Ministry of Women, Children and Social Welfare, INGO/NGOs, donor agencies, human right activists, and so forth.



## Ten Years Plan to End Untouchability and Caste Based Discrimination in Nepal: A National Strategic Plan of Action 2013- 2023

The initiative to formulate the strategy has been undertaken by National Dalit Commission (NDC) and Dalit NGO Federation (DNF). Under the guidance of NDC and DNF, FDM drafted a Strategic plan to end untouchability and caste based discrimination in Nepal. This strategic action plan has been developed to provide a roadmap for different actors including the government and its ministries, public bodies, NDC, Upekchit and Udpidit District Committee (UUDDC), DNF, and the other dalit NGOs to end untouchability and caste based discrimination in Nepal. The overall approach of drafting and finalizing the strategic plan of action was highly participatory and involved key stakeholders, including Dalit activists, senior government officials (notably from National Planning Commission, Ministry of Federal Affairs and Local Development, Office of Prime Minister and Council of Ministers, and Ministry of Education), religious group leaders, members from law enforcement agencies, media personnel, donor organizations, civil society members from both Dalit and non-Dalit community, in each step of design process. The action plan aims to identify and distinguish the role of different stakeholders and prioritizes their activities in order to minimize duplication of effort and maximize of available resources.

# Project Document Preparation

## Strengthening the Capacity of Nepal Administrative Staff College to Mainstream Inclusive Governance

At the end of 2011, FDM started developing a two year long project document for Nepal Administrative Staff College (NASC) in order to strengthen the capacity of NASC to mainstream Inclusive Governance. The main goal of the project was to make 'State institutions, policies, programmes and service provision more inclusive.' The project worked towards making the civil servants better able to understand and practice Inclusive Governance approaches in their work. Its implementation started immediately after the project document was finalized by early 2012. The project was funded by ESP/DFID and was implemented by the NASC in collaboration with other national level training providers working very closely with public service providers. The project's primary beneficiaries were NASC and other national level training providers. It covered officer level public servants working in central and local level line agencies of Government of Nepal through capacity building and awareness programmes. At the impact level, the sensitized public sector officials ultimately provided benefits to socially excluded group in their working environment as well as during service delivery.



## Strengthening the capacity of Public Service Commission

In 2012, FDM produced a project document entitled "Strengthening the Capacity of Public Service Commission (PSC) in Nepal" on behalf of PSC. The document was a result of several rounds of consultative meetings with PSC and ESP staff. The project aims to create an effective and inclusive public service in Nepal by making the PSC better equipped to select and recruit high quality and diverse civil servants. Through the implementation of this document, PSC seeks to improve their selection process to attract more qualified and dedicated candidates from socially excluded and diverse groups. In order to increase the number of diverse candidates, the document suggests improving the curriculum, examination, and selection process; introduce socially excluded and exceptional applicants in the Nepal Civil Service for officer level; and strengthen human resource capabilities of PSC via a human resource development strategy plan. The main beneficiary of the project will be people from socially excluded groups and quality applicants who have not entered the public sector. The project will also provide opportunity to build capacity of staff of PSC, which will help them to perform better.

## Interim Support to Research and Planning Directorate

Following the formulation of Strategic Plan of Research and Planning Directorate (R & P D) in December 25th, FDM started providing technical support to implement the activities as identified in the strategic Plan for a period of one year. Altogether 16 activities were completed during the interim support phase. Major activities included developing job description, providing training on research and planning; developing various documents such as a planning template, performance management system, research on community policing, motivation of Junior Commission Officers (JCOs), Post Graduate Diploma in Police Sciences (PGDPS), career management, and gender situation. The project also developed strategic planning manual, research publication, develop a documentary and so forth.



## Strengthening the Capacity of National Information Commission

FDM formulated the project document for National Information Commission (NIC) based on the "National Strategic Plan on RTI in Nepal 2013-2018." Therefore, the project is closely in-line with the strategic plan. Based on the plan, FDM and NIC prioritized the major activities that needed immediate attention and implementation. The project covers activities that shall be conducted immediately in one year's time. The main goal of the project is in line with the plan, which includes 'to make public bodies responsive, transparent and accountable towards citizens.' The purpose of the project is to make NIC competent for protecting citizens Right to Information. The program will cover 75 districts through an awareness and promotional programme, but only five selected districts from five development regions will be covered through local level line agencies of six selected ministries, namely Ministry of Federal Affairs and Local Development, Ministry of Education, Ministry of Urban Development, Ministry of Physical Planning, Works and Transport Management, Ministry of Health, and Ministry of Agriculture. The project's primary beneficiaries will be NIC staff, Public Information Officers (PIO), and public bodies working in central and local level line agencies of six selected ministries. At the impact level, the other beneficiary will be the civil society as the sensitized public sector officials, especially PIO, will ultimately provide effective and efficient service as per the demand for information.

# Project Implementation

## Management of Interim Activities of Research and Planning Directorate of Nepal Police

FDM formulated a project document for the interim support to R & P D. It was contracted out to provide managerial support during the implementation of the interim activities. Both FDM and ESP/DFID signed a contract to implement the interim support to R & P D. FDM was responsible for the implementation of the day to day activities during project implementation and then outsourced and hired specialists for implementing major activities.



## UN Traineeship

In 2012, FDM continued its collaboration with the United Nations on the Joint UN Traineeship Program. The main aim of the this project was to provide capacity building and professional training to recent university graduates from socially excluded groups to enhance their professional competencies and improve their marketability in the public, private, and non- governmental sectors. FDM assisted UNDP in selecting and recruiting 30 trainees for various UN agencies for the duration of 11 months. The key participating UN agencies in the program were UNDP, UNFPA, WHO, UNICEF, OHCHR, and UNESCO. FDM conducted visits to the trainees on a regular basis and held a midterm workshop to monitor their progress.

## Long Term Impact of Koshi Hill Development Project

FDM in partnership with GRM International has been involved in providing management support for a research program on Long Term Impact of Koshi Hill Development Project. As a local partner, FDM has helped GRM International in selecting local consultants and local officers for the project. It has also helped GRM in field visit management. The study was commissioned by the National Planning Commission of Nepal in association with DFID in Nepal. The study assessed the impact of the combined effort of development interventions along with the regular development activities of the government. The projects have enhanced livelihoods, reduced poverty, improved health and education, and created employment and income over the past 40 years in the Koshi Hill area of Eastern region of Nepal. In order to collect qualitative information, Reality Check Approach (RCA) was applied in the field. The dissemination plan for this study will be completed by June 2013.

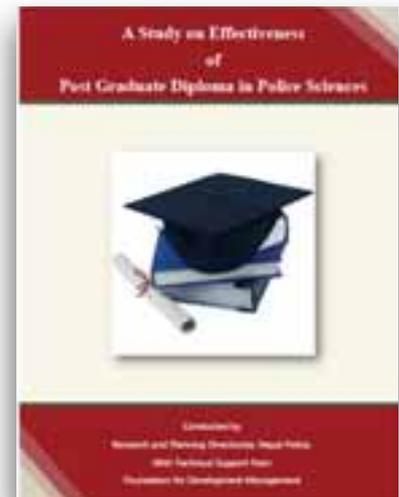


*Bhupa Das Rajbhandari during RCA in Bhojpur district.*

# Major Research

## Assessment of Effectiveness of Training and Development Efforts and HRD Plan of Save the Children

FDM conducted an assessment for Save the Children (SC) to assess the effectiveness of training and development efforts, specifically in the HRD plan of SC. The study aimed to measure the extent to which various training and development efforts have positively contributed to achieve organizational goals and improve behavior and skills of staff at all levels based on nature of the job they perform. The study reviewed the time period of April 2009 to August 2012. The Human Resource Department (HRD) of SC has been involved in providing various training programmes, in-country and abroad, to develop the capabilities of staff members. Such training courses are focused in relation to leadership and managerial competencies development, technical skills enhancement, and effectiveness of organizational overall systems and procedures. The results of the assessment will be useful for HRD, Department Heads, and Senior Management Team (SMT) to strengthen and systematize the HRD activities and follow-up mechanism into its organizational culture. Thus, the research findings will specifically enable the HR Department, SMT, and Department Heads in planning overall training and development plan, process, and develop effective and efficient follow-up mechanism.



## Gender Assessment of Nepal Police

The objective of the research was to assess the current situation of both male and female police officers. The research explored gender differences in policing and has identified few practical and strategic gender needs of both men and women serving in Nepal Police. Altogether, 63 survey respondents including 32 female officers and 31 male officers working in Kathmandu Valley were randomly selected. The respondents included Police Constables, Police Head Constables, Assistant Sub Inspectors, Inspectors, and Deputy Superintendent of Police. Besides, other respondents from outside the Valley were also included as sample through focus group discussions and in-depth interviews. This research is an additional effort put forward by Nepal Police in order to make the police organization a gender-friendly institution. The study is expected to act as a foundation for shifting the working culture, which is dependent upon traditional conceptions of 'male' and 'female'.

## Impact Assessment and Effectiveness of Post Graduate Diploma in Police Science

The Post Graduate Diploma in Police Science (PGDPS) course was initiated in January 2005 as a part of professional development of freshly recruited Inspectors, and in-service inspectors of Nepal Police. The R & P D has identified the current research as one of the major research area that has direct impact on human resource development of Nepal Police. Therefore, the research was conducted in order to provide key recommendations for the improvement of the course design and effectiveness. The main objectives of the research was to identify the effectiveness of PGDPS by assessing the competency and commitment of the graduates, to assess the key gaps/ issues in design and implementation of PGDPS, and to recommend for further improvement in the program as seen appropriate. Altogether 40 PGDPS graduates from all over Nepal were randomly selected as the sample from the target group that included police inspectors who have received PGDPS since 2005.



### Career Management and Development in Nepal Police: A Situation Analysis

The research was a part of interim support activity to R & P D of Nepal Police. It was conducted in order to assess the existing situation of career development in Nepal Police; identify the perception of employees regarding career development opportunities within Nepal Police; assess the linkage between job satisfaction and performance; and career management along with conducting a preliminary assessment of training needs for effective performance. Altogether, a team of six members, which consisted of Research Specialists and representatives from the R & P D, conducted the research. The data was analyzed based on the response of 1321 respondents from all over Nepal. Out of which 639, 630, and 52 were the sample for employee satisfaction survey, career path survey, and public perception survey respectively. Career path assessment was conducted using both the analysis of current practices and staff's perceptions.

## Evaluation of Community Policing in Nepal: Key Gaps and Challenges

The research was conducted by a team consisting of both police officers and external research specialists with advisory support from R & P D. The study has attempted to outline the current situation of community policing in Nepal from the perspective of both civilian and police staff members from Community Police Service Centre's (CPSCs) by briefly analyzing the origins of community policing in Nepal, along with the key lessons learnt and challenges. Altogether, 75 CPSC's were covered, with a total of 237 community members and police officers. Total of four lessons learning workshops were conducted in Hetauda, Pokhara, Biratnagar, and Kathmandu. The objective of the workshop was to share best practices and lessons learnt from community policing with police personnel, community people, and some government agencies. A separate research article was also developed based on the final report produced on community policing.



## Potential Ways to Improve the Motivation and Service Provided by Junior Commission Officers

The R & P D identified the current research as one of the major activities in their interim support project. The research assessed the factors motivating Junior Commission Officers (JCOs) to provide effective and efficient service delivery and to provide key recommendations on ways to reduce their dissatisfaction and motivate them. Altogether, 327 JCOs were taken as sample through the process of random sampling from 19 different districts in all the five development regions of Nepal. The research team consisted of four research specialists from FDM and staff from R & P D. The study also focused on identifying the factors leading to low motivation, resulting in decreased productivity of JCOs and assessed the impact that low motivation has on service delivery. The research provided a series of recommendations to enhance the motivation level of JCOs.

# Training



## “Professional Development Course on Research and Planning for Action Officers of Research & Planning Sections”

As part of the interim support to Nepal Police, FDM organized a training program in March 2012 for the Action Officers of Research and Planning Sections under the R & P D. The training was provided to 40 officers and was divided into three stages. The first stage, which was conducted in Kathmandu, was a 3 day training on basic skills on Research and Planning. At the end of the training period, all participants were given a research assignment to be completed in two months time. The participants were required to submit their proposal within a week’s time, which would be reviewed by the course management team, who would then provide post-support training to the participants for re-writing the proposal as well as for data collection. This activity was followed by another round of post-training support provided to the officers in Kathmandu, Biratnagar, Hetauda, Pokhara, Dipayal, and Surkhet. All research has been completed and a follow up training has been provided to the participants in a one-day workshop where they further revised their papers based on the feedback they received.

## “Negotiation Skills and Technical Skills” Training

In 2012, FDM, in partnership with Alliance for Social Mobilisation, continued the long-term agreement with UNDP for the supervision of training services on effective aid management and coordination. Financial support from UNDP, Denmark, DFID, and the project Developing Capacities for Effective Aid Management and Coordination aided the Government of Nepal in conducting comprehensive capacity assessment of national capacities for aid coordination and management focusing on central and pilot line ministries. According to the key capacity gaps identified, FDM designed and delivered two courses on Negotiation Skills and Technical Skills, which were attended by middle level government officers.

## “Project Cycle Management Training” for RDIF

FDM designed and delivered a series of trainings on Project Cycle Management (PCM) designed for Project Managers of partner organizations of the Rights Democracy and Inclusion Fund (RDIF). The course aimed to enhance the understanding of PCM among project managers, make them proficient in applying project monitoring and reporting guidelines prepared by ESP/RDIF, and establish knowledge management and effective communication system. The end objective was to help participants improve the quality of ongoing and future projects. The trainings were held in Biratnagar and Pokhara.



## “Institutional Good Governance Training” for RDIF

FDM was also involved in designing and delivering professional development course on Institutional Good Governance (IGG) for partner organizations of the Right Democracy and Inclusion Fund (RDIF) based in Kathmandu, Biratnagar, Pokhara, Dhangadi, and Nepalganj. The course aimed to promote institutional good governance in partner organizations by imparting knowledge as well as best practices. By the end of the course, participants were expected to understand the importance of good institutional governance for effective organizational performance; identify strengths, weaknesses, opportunities and threats in their own organizations; identify gender equality and social inclusion aspects of IGG; and institutionalize IGG in their organizations .

## “Institutional Good Governance Program for Finnish Evangelical Lutheran Mission Nepal”

FDM organized a two-day residential workshop on Institutional Good Governance in January 2013 for sister organizations of the Finnish Evangelical Lutheran Mission (FELM) – Nepal as part of their institutional capacity strengthening. Altogether, 18 participants from four participating organizations including Shanti Nepal, Forward Looking, Samaritan Utthan Sewa (SUS), and Sahas were present for the workshop. The participants learned about the issues and challenges in governance and more importantly how to overcome them.



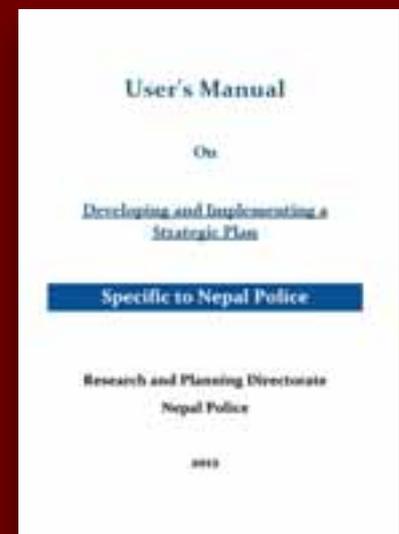
## Institutional Development Support

### Result Based Job Description and Users Manual

FDM provided technical support to R & P D to formulate Result Based Job Description of R & P D and its satellite unit's staff. Along with the JD, FDM also developed a simple user's guide for writing a job description with easy to understand step-by-step instructions. The Result-Based JD is expected to benefit both the individual and the organization. At the individual level, it will help employees increase their motivation towards work. It will also aid the employees and the supervisor to identify the capacity building gaps and opportunities, which will further guide them towards proper career planning. A Result-Based JD focuses more on the key result areas, which the job holder is supposed to accomplish within a year of his/her term, followed by another document of 1-2 pages which is known as a 'Forward Looking Work Plan.'

## A Report on Performance Management System

FDM conducted series of consultation meetings with police officers in order to identify the system of performance appraisal within Nepal Police. Based on the consultation, FDM developed a suggestive Performance Management System (PMS) for the Research and Planning Directorate of Nepal Police. The PMS involves the output, objectives, and target indicators along with monitoring plan of staff involved and the process required. In this report, FDM identified the shortcomings of the PMS in Nepal Police and provided a list of recommendations, urging the implementation of a new performance management system where a core list of competencies and work to be completed based on work plan were also listed.



## Users Manual on Developing and Implementing a Strategic Plan

The manual has been developed by R & P D with technical support from FDM. The manual was developed in order to help different departments and units under Nepal Police to identify and prioritize the most critical issues faced by the organization with special focus on each department or unit. The manual will be handy in assisting different departments and units of Nepal Police to recognize and reflect on the long-standing and deeply integrated problems faced by the organization along with the choices, opportunities, and way forward towards achieving what the organization has envisioned itself to be in the future with special focus on each department and unit. Since FDM had been involved in developing a strategic plan of R & P D during the initial phase of the interim plan support, FDM was sought for technical support while developing the strategic plan manual. The manual is aimed at providing basic step-by-step instruction and guidance to lay out the plans and programmes of separate department and unit that may or may not have been raised earlier in Nepal Police or even within their own department or unit.

# Research Publication

The successful publication of the collection of research articles is a result of the collaborative effort undertaken from the entire R & P D team and its satellite units. FDM has provided support through the entire process of review, selection, and publication of research articles. The research articles have been written by various Nepal Police officers and civil society members. Each research article focused on various management and service delivery related issues in Nepal Police and provided recommendations based on those issues. This publication would be helpful for inculcating the importance of research for effective decision-making and policy planning at all levels in Nepal Police.



## Other Key Projects Undertaken by FDM

### Institutional Development

- Impact Evaluation of Sustainable Rural Livelihoods Project (SRLP) of Rural Reconstruction Nepal, March – April 2010
- Establishing the Performance Management System of Rural Reconstruction Nepal, February – March 2010
- Institutional Capacity Assessment of selected Research Institutes in Nepal, April 2010
- Institutional Capacity Building of Rural Infrastructure Projects, funded by Asian Development Bank, Sept 2007 – August 2008
- An Output Purpose Review of SWEET Project funded by DFID Nepal, July – August 2008
- Institutional Capacity Assessment for the Introduction of E-Governance in selected government Ministries, April 2007
- NGO Federation Capacity Building Project funded by DFID Nepal, October 2002 – September 2005

### Training and Facilitations

- Professional Development Course on Results Based Management for Practical Action, Nepal
- Young Leadership Development Program for graduates
- Office Management Course for Political Youth and Student Organization's Secretaries of Nepal
- Bank Risk Management for Development Bankers
- Leadership for Peace Building for Ministry of Peace and Reconstruction and Local Peace Committee
- Performance Management Course for section officials from Ministry of Health, Ministry of Local Development, DoLIDAR

# FDM Core Staff

Dr. Shailendra Sigdel  
Director



Dr. Sigdel holds a Ph.D. in Development Management from the University of Birmingham, UK. He has over 20 years of experience in the field of governance, institutional development and reform for public sector and civil society, and evaluation of development projects. He serves as a Country Representative of AIT Extension, Thailand, and Country Coordinator - Nepal of Low Emissions Asia Development Program (LEAD).

Mr. Rajbhandari received his Masters in Rural Development Planning from the Asian Institute of Technology (AIT), Bangkok, Thailand. He has over 20 years of experience working in Asia and West Africa in organizational management, policy advocacy, development planning, capacity building of NGOs, partnership development, and donor coordination.



Bhupa Das Rajbhandari  
Senior Specialist

Hritika Rana  
Program Specialist



Ms. Rana holds a Masters degree in Development Studies from Kathmandu University. She has over three years of experience in the field of development, including market and development, disaster, vulnerability risk reduction, and community based approaches. She has been particularly involved in developing strategic plans, project proposals, program designs, conducting research and evaluation study of different programmes, and implementation.

Ms. Sharma holds an M.Sc. degree in Gender and Development Studies from Asian Institute of Technology, Thailand. Her main areas of research interest are contemporary social issues. She specializes in designing project proposals, assisting in writing proposals and reports, undertaking research, and coordinating domestic training courses, seminars, and conferences.



Krishma Sharma  
Project Officer

Suswopna Rimal  
Program Officer



Ms. Rimal holds an M.A. degree in Sociology from Jawaharlal Nehru University, New Delhi. She has over two years of work experience in the field of research, evaluation studies, and training management. She is involved in drafting proposals and conducting research on various issues. She has also worked as an RCA researcher for the "Research into the Long Term Impact of Development Interventions" in the Koshi Hills of Nepal.

Neha Koirala  
Program Officer



Ms. Koirala has an M.A. degree in Sociology from Jawaharlal Nehru University, New Delhi. At present, she is involved as a coordinator in various professional training workshops and as a junior consultant in numerous Nepal Police research projects. She also has expertise in designing capacity building action plans. She is a trained Reality Check Approach (RCA) field researcher, having conducted research in the Koshi Hills area.

Ms. Adhikari has a Bachelors degree in Business Studies, with a specialization in Accounts, from Tribhuvan University. She records and manages office petty cash, journals, payments, sales vouchers, and other related financial files, assists in making deposits and payments of TDS, preparing monthly reconciliation of cash with bank statements and monthly expenses report, and reviewing and processing travel expenses.



Sushila Adhikari  
Administrative Officer

Pooja Thapa  
Program Associate



Ms. Thapa has a Bachelors degree in Business Administration, specializing in Finance, from Tribhuvan University and is currently pursuing her MBA degree from KFA Business School. She prepares monthly expense reports and inventories of FDM equipment and monitors assets of the organization, covers the office telephone and communication payment system, and reviews supporting documents and prepares vouchers daily.

Ms. Kasaju has a Bachelors degree in Environmental Studies from Knox College, IL, USA. Currently, she edits, designs, and formats research reports and research publications and assists in maintaining and updating the official website and social media pages. She specializes in graphic design, photography, and environmental issues such as climate change.



Supriya Kasaju  
Program Associate

Avash Nirola  
Project Officer of CITD



Mr. Nirola holds a Masters Degree Rural Development from Tribhuvan University. He has more than half a decade's of experience in coordination and facilitation of capacity building programs for both private and public sector in the country. He specializes in program management and capacity building. Currently, he coordinates trainings for various ministries and I/NGOS.

# Associated Specialists and Consultants

Ram Bhakta Shrestha  
Senior Specialist

Mr. Shrestha has an M.A in Management Learning from University of Lancaster, UK. He also has a Masters degree in Business Administration and Commerce. Mr. Shrestha has over 25 years of working experience in training and research. He has been a part of the South Asian Regional Workshop on Entrepreneurship Development in Management Education in Bangladesh and Training on Process Consultancy in Australia amongst various other trainings and workshops.

Mr. BK is currently a Ph.D. student at Kathmandu University on the subject of Livelihoods Future in the Resource Scarce Area. He has over ten years of work experience in various organizations such as DFID and LFP Program. His expertise includes project planning, implementation, and monitoring. As a consultant, he has worked on Climate Change projects for Regional Community Forestry Training Centre (RECOFTC), Forest Action, and many more.

Nirmal Kumar BK  
Specialist

Bishnu Maya Dhungana  
Consultant

Dr. Dhungana has a Ph.D. and Masters degree in Gender and Development Studies from AIT, Thailand. She has worked as a Consultant in evaluation of Oxfam supported projects for Oxfam GB, Nepal. She currently works as a free lance consultant in the field of Human Rights and Peace Building and Conflict Management.

Mr. Rajbhandari has an MBA degree in International Business from AIT, Thailand and has worked as a Consultant for the United Nations Environmental Program, where he was responsible for planning and managing the Poverty Environment Initiative program for Central Asian countries. He was also the Senior Program Officer at AIT Extension Thailand, where he worked on the training and capacity building program coordinator. He was responsible for developing training and capacity building need assessment reports, setting training objectives, and strategy.

Anil Gopal Rajbhandari  
Consultant

Ita O'Donovan  
Consultant

Dr. O'Donovan got her Masters degree in Psychology from the University of Birmingham. She has very rich and wide experience in public sector management at local, regional, and national levels in the UK and overseas. Over the years she has also been providing consultancy services mainly in UK, Eastern Europe, Far East, and South Asia (including India, Sri Lanka, China and Nepal).

Pradeep Kumar Shrestha  
Consultant

Mr. Shrestha has a post graduate degree in Business Administration and Commerce, Chartered Accountancy and post qualification in Information System Audit. He has been involved in auditing and financing management consultancy for the past 25 years.

Ryenaldo Alvarez Caladban  
Consultant

Mr. Caladban (Philippines) holds a Masters degree in Engineering (Telecommunication) from Asian Institute of Technology, Thailand. He has served as Senior Program officer at the AIT Extension, AIT. He has over ten years of experience in designing/developing curriculum and coordinating short-term international training programs, workshops, seminars, and study tours.

Low Siew Thiam  
Consultant

Mr. Thiam (Singapore) holds a B.Sc. in Economics (Honours degree) from the London School of Economics. He began his career as a Management Consultant and Educator 10 years ago after a successful career as a corporate executive and entrepreneur.

Michael E. Lowe  
Consultant

Mr. Lowe (United Kingdom) is a management training and development consultant. After completing his contract with the UK Department for International Development (DFID), he began his career as an independent consultant. He now lives in Thailand and offers international consultancy and management training and development services on a freelance basis to organizations, institutions, and agencies involved in international aid and development, education, and training.

Rajesh Kumar Shakya  
Consultant

Mr. Shakya holds a Masters degree in Computer Engineering from Ukraine and is pursuing PhD from USA in e-Governance and Government Process Reengineering under the School of Public Administration. He is also a visiting lecturer on Entrepreneurship, Public Procurement, Management, Marketing, Reengineering, Outsourcing, Software Engineering, Project Management, and e-Governance in universities and colleges.

# Associated Specialists and Consultants

Manoj K. Bhattarai  
Consultant

Mr. Bhattarai holds a Masters degree in Business Administration and Commerce, with a specialization in Finance, Personnel Management, and Corporate Planning from Tribhuvan University. He has invaluable experience working with various national as well as international organizations. Mr. Bhattarai has also undertaken trainers training on Faculty Development Program conducted by Manila based Asian Business Consultants (ABC).

Mr. Sigdel holds MBA from TU and a diploma in IT from APTECH. He has also served in many organizations such as Infosys and Swati.

Sudip Sigdel  
IT Consultant

## FDM Support Staff



Tara Pun Magar  
Receptionist



Uttam Sapkota  
Office Assistant

### About Us



Center for International Training & Development (CITD) was established by Foundation for Development Management (FDM) with a view of uplifting the human resource development needs in the Asia Pacific Region. FDM is looking to further expand its forte in the field of capacity development needs of public sector organizations, I/NGOs, private sector organizations, and educational institutions. With innovative approach to all its training programs, workshops and seminars, CITD looks forward to organizing them both locally and abroad. CITD has established partnership with reputed educational institutions, government organizations, INGOs, and private sector organizations in the Asia- Pacific region and Europe to provide international standard programs and study visits.

### Our Mission

Our mission is to assist in developing human resources of our partner organizations through an excellent education and training framework that responds to local and regional needs by:

- Promoting excellence in human resources development in the region;
- Delivering world-class standard training programs, seminars, and workshops to managers and officials in the region;
- Fostering innovative use of technology in teaching methods and hands on experience through field trips and observation trips;
- Building collaboration and networking with various government, INGO, local NGOs, and private organizations and institutions in the regions locally and internationally.

### OUR VISION

To provide best quality training programs, seminars, workshops, and other human resources development activities in the region.

## OUR ACTIVITIES



International training and study visit programs are one of the main activities of CITD. We offer the training and study visit programs on the following specializations:

- Management of Public Administration
- Management Skills Development
- Educational Development
- Computer Application and Information Technology Development
- International Tourism and Hotel Management
- Agriculture and Natural Resources Development
- Environment and Infrastructure Development and Management
- Rural and Regional Development

## CUSTOMIZED TRAINING PROGRAMS

CITD also works extensively in designing and conducting customized training programs to the requesting client organization on all the above mentioned specializations. We work with the client to fulfill all of their program needs.

## OUR INTERNATIONAL PARTNERS

- Naresuan University Bangkok Campus, Thailand
- Asian Institute of Technology, Thailand
- Rural Development Administration, Republic of South Korea
- Global Leadership Forum (GLF), Singapore
- National Productivity Center, Malaysia



**DANIDA**



Rural Reconstruction of Nepal



AIT EXTENSION



Federation of Nepalese Chamber of Commerce



Department of Local Infrastructure and District Agriculture Roads



Government of Nepal Administrative Re-organization Commission



Ministry of Education National Centre for Education Development

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