

Government of Nepal  
Ministry of Local Development  
**Department of Local Infrastructure Development  
and Agricultural Roads**  
(DoLIDAR)

**Human Resource Development Policies,  
Strategies and Actions**

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## ***Introduction***

Under the component of institutional capacity building, MLD/DOLIDAR is engaged in the process of Human Resource Development/Management (HRD/M) since its establishment in 1996. HRD efforts have been focused to local infrastructures development through various projects, department and the ministry itself. In this process HRD policy, training needs assessment, training plan and HRD implementation strategies have become the acute need of DoLIDAR.

Human Resource Development is the framework for helping employees and stakeholders develop their personal and organizational skills, knowledge, attitude and abilities. HRD includes various opportunities such as employee training, employee career development, performance development and management, core skill coaching, successor planning, further study assistance, experiential learning through visits and observation, mentoring to support various aspects of the professional development. The focus of HRD is to develop most superior workforce with basic skills and mastery of skills so that the project work as well as regular work can be accomplished in time with quality work and satisfy the investors and users/customers. In order to satisfy the organization and customers, high-performance work systems is essential. The high-performance work systems have shown how skills and training are key component in increasing organizational /institutional performance specially when linked with complementary HRM practices.

## ***Background***

In May, 2005, strengthening of core capacities of human resources were planned under RAIDP supported ISAP Sub-Program. Four key outputs were planned for HRD/M with overall objective of effective outcome oriented HRD and HRM policies in DoLIDAR:

- Improved DOLIDAR staff performance assessment and management processes implemented;
- Sustainable core skills and RAIDP driven training and HRD programs conducted;
- DOLIDAR- specific Senior Management Development program implemented;
- Effective process for "manpower utilization and effectiveness" review is in place.

All these four components were detailed with key outputs, short term key actions and medium term key actions. In March 2007, this framework was further detailed adding two columns of supporting project and priority by Institutional Strengthening Action Plan.

### ***1. Objective***

The overall objective was to design, prepare, HRD policy and plan for DoLIDAR and local bodies with implementation strategy to enhance the capacity and efficiency in local infrastructure development and management.

## **2. Global Paradigm Shift**

While responding to the overall issues of HRD/M in MLD/DoLIDAR, effectiveness and efficiency of the training system seems to be tuned to global paradigm shift. A paradigm shift is taking place while formulating the HRD Policy Framework which takes into account of the following recent global trends in HRD Policy.

- Autonomy, decentralization, devolution and privatization
- Public-private partnership
- Giving private training providers a greater role
- Cost sharing from the beneficiaries
- Reduced specialization in pre-employment training
- Shift towards competency based, life long learning
- Recognition and certification of competence.
- Efficient and effective training management
- On-the-Job/ Workplace based training
- Post training support and motivation

## **3. Issues and Challenges**

The challenges for implementation of HRD are as following:

- Lack of HRD Division
- Lack of HRD Plan in DoLIDAR
- Lack of coordination among training programs and activities
- Limited application of knowledge and skills gained from training
- No impact evaluation done of training programs
- Lack of proper selection criteria for training
- Lack of training management system; limited use of HRD opportunities
- Difficulties to carry on varieties of projects in absence of trained technicians and managerial staff
- Lack of uniformity in training course, duration and cost among various projects under DoLIDAR
- Lack of proper mechanism of training management, monitoring and evaluation
- Very limited training on training of trainers courses
- Lack of clarity in recruitment criteria
- Lack of reward, incentive, and recognition
- Lack of training materials: Hardware, software and course were

- Lack of priority on training/ HRD with adequate resource allocation
- The gaps encountered in training needs assessment (TNA) and training/ delivery.
- Current Civil Service Rules and Regulation exist for external training and exposure visits but those rules are not followed effectively. Constant complains are on selection process.

#### ***Training Needs Assessment***

- TNA has two components: (1) Essential input for TNA and training design; and (2) Analysis of training requirements. Similarly, design of training/curriculum and delivery is to be matched for quality training
- Application of knowledge, skills, and attitude gained from trainings/observations
- Establishment of effective HRD Division.
- Updating training program
- Updating training content
- Identifying competency gap
- Identify appropriate training providers

#### ***4. HRD Policies and Strategies***

HRD policies of DoLIDAR are focused on following four areas: (1) directing training towards achieving the organizational goals; (2) facilitating the technical as well as management staff members or any other out-side users, agencies, and committees in meeting their responsibilities or tasks; (3) mending the behavior of the key people in a way that helps achieving the organizational goals and objectives. (4) Filling up the deficiency gap in skills, knowledge and attitudes of the people, so that they can perform their job efficiently, effectively and economically.

##### ***Overall Policy:***

***The HRD Policy of MLD/DoLIDAR is to systematically and continuously improve the capacity of its employees and relevant stakeholders at central as well as local levels.***

##### ***Vision:***

***All employees and stakeholders of rural infrastructure institutions and organizations are competent to deliver quality services.***

***Mission:***

*All employees of MLD, DoLIDAR to DDC, DTO, Municipalities, VDCs are technically, managerially and professionally competent to deliver assigned work and responsibilities effectively*

***Specific Policy 1:***

*Create a favorable HRD/M environment in DoLIDAR by establishing an independent HRD Division / Directorate (HRDD) with clear functions.*

***Strategies to implement specific policy 1:***

The following strategies will be followed to accomplish specific policy 1:

- Monitoring Environment and Technology Section (METS) will start the process to establish HRD Directorate.
- Professional training staff and additional support staff will be transferred to the HRD Division as per requirement. Training consultant will be hired for technical back up and training system establishment.
- To motivate and retain training staff, training opportunities such as TOT, subject wise specialized training and further study will be provided to staff working in HRDD. They will be allowed to work as resource person and be recognized based on performance evaluation
- Organize Formal(F), Non-Formal(NF) Training, and recognize informal training: Following are the training levels and types:
  - **Higher Academic In-Service Studies** (At a limited scale in very needy areas, F); Medium Term/ Long Term. In country/abroad. Can be accredited. Can be linked to the job-practice for internship and research.
  - **Professional Training:** Engineering, Planning, Contract Management, General Management, Project Management, Monitoring & Evaluation, and Maintenance at all sectors and levels (NF). In-country/ Abroad. Medium Term/ Short Term.
  - **On-the-job-Training:** Competency based training on identified competence (Including coaching and mentoring, NF). Medium Term/Short Term

- **Participation for Learning.** Seminars/ Workshops/ Conferences/ Study Visits: National/International.
- **Tailor Made Training** on Initiation of Change Process: Autonomy, Decentralization, Devolution, Management, Leadership, Inclusion, Social Transformation, Transition Management, Reconstruction, Ownership of Development Activities, Public- Private Partnership (NF), Team Building, Consensus Building in infrastructure development, Motivation Factors. All will be Short Term/National/International
- Encourage **Informal (I) Skill Training** of Skilled Workforce at workplace through Skill Testing of CTVEVT. Certification and recognitions are provided for skilled workers, supervisors and temporary or contract staff so that they can show the credentials and get work easily with proven competencies.
- Implement training management system:
  - Prepare annual training plan including all training programs, activities and budget based on TNA.
  - Communicate approved training program to all projects, institutions and organizations in time for their participation
  - Select trainers, facilitators, speakers, specialist or experts on the basis of selection criteria and TOR. Get signed in agreement papers with pre-training orientation. Update trainers' roster from time to time.
  - Prepare TOR/Agreement Papers for Training Providers/Training Expert to carry out training programs.
  - Implement TU functions efficiently and effectively.
  - HRDD will coordinate all training programs with HRD Section in Ministry, HRD Units in districts and HRDD itself.
  - While selecting people for training working in social, technical managerial and financial will covered proportionately.
- Research and development will be an integral part of HRD

***Actions to implement policy 1.***

- Make policy decision from an appropriate level either by MLD or Cabinet by Dec 2009.



- Establish HRD Division / Directorate with sufficient staff and office facilities by Dec. 2009.
- Provide orientation to staff by Jan. 2010.
- Start training programs by Feb. 2010.

### ***Specific Policy 2***

*Equal opportunities will be provided for both technical and managerial staff at all levels and geographical locations. People working in remote areas will get the priority.*

### ***Strategies to implement specific policy 2***

The following strategies will be followed to accomplish specific policy 2:

- Priorities will be given to field staff/remote projects/local body staff for training. Repetition for the same training or training after training will be discouraged.
- Training programs will be designed and implemented for both managerial (Planners, managers, administrators, accountants) as well as technical (Engineers, sub-engineers, assistant-sub-engineers, and technicians...) staff.
- Efforts will be made to empower all employees in the organization by involving each person to most relevant training either in on-the-job-training/coaching/mentoring/tailor made short term packages etc.
- Provide induction/ orientation training to novices and newly transferred staff

### ***Actions to implement policy 2***

- Selection criteria will be prepared, decided and make effective for the selection of staff for training giving priority points to those who are working in the field and remote areas by July 2009. Similarly, Women, Dalit, and Janajatis will be included in the priority list.
- All employees of the office and members of the organization will be involved in some sort of training/empowerment program by the end of 2015. That will cover managerial, technical and community support programs

### ***Specific Policy 3***

*Training programs will be developed/shared and updated regularly. Research development and TNA will be an integral part of training development and improvement.*

***Strategies to implement specific policy 3***

- Training Needs Assessment (TNA) will be carried out regularly to explore new training areas, update existing training programs and identify training gaps in job-performance.
- Internal scholars and university students of relevant areas will be engaged in research and development of infrastructure development programs.
- Getting feedback from TNA, training monitoring and evaluation, curriculum/Modules/Packages and delivery mechanism will be updated periodically.
- TNA and training monitoring and evaluation system will be in place for implementation.
- A Training Curriculum Bank will be maintained in HRDD with Self-developed curriculum, Modules, Training Packages; shared content from other similar organization; and updated/ modified version by HRDD management. Such activities will be outsourced.

***Actions to implement policy No 3:***

- TNA Training will be organized for central level staff by the end of August 2009. It will be expanded gradually to other districts by July 2010.
- Monitoring tools and system will be developed by the end of 2010.
- An archive of training curriculum, modules, packages, and testing materials will be set up by August 2010.
- MLD/DOLIDAR's internal scholars, professional trainers and students from universities will be engaged in research activities on selected areas and titles by Jan. 2011

***Specific Policy 4***

*A single door policy for regular training will be applied for all projects. Opportunities will be explored for external training. Adequate fund will be available for training from regular budget and project budget. Some percentage of project-budget will be allocated for training to project specific and other generic work.*

***Strategies to implement specific policy 4***

- A Training Fund Basket will be created in HRDD where money will come from various sources like Govt. Budget for regular work, project specific fund for HRD, and other sources created by the HRDD or contributed by local bodies/INGOs.
- A single door training system will be applied for all projects within DoLIDAR that will ensure the need of each project and organization. Single door system will maintain uniformity and standards of training.
- An acceptable fund management system will be established and implemented for smooth continuation of training in pick summer season (Saun, Bhadau, Asoj) when limited construction activities are in field. HRD activities will not be hampered because of unavailability of budget in time and scarcity of fund to cover planned HRD activities
- Foreign training related to infrastructure development will be explored as much as possible to provide exposure to the relevant staff.
- Most relevant persons will be selected for external training

***Actions to implement policy 4:***

- A basket fund will be created pooling funds from central government, projects and institutions like DDCs, VDCs by August 2011.
- HRDD will announce Annual Training Program using pick rainy season by January 2010.

***Specific Policy 5***

*Training of Trainers (TOT) and Curriculum Developers (CD) will be provided from time to time to prepare a roster of qualified and competent training providers/trainers/experts/specialist/speaker and curriculum developers so that training can be provided across the country on a cluster basis.*

***Strategies to implement specific policy 5***

- Coaching and Mentoring will be included in TOT.

- The trainers will be selected from DOLIDAR and outside DOLIDAR system.
- A roster of Trainers of Trainers are identified and oriented on HRD need
- TOT and training of curriculum developers will be conducted from time to time to prepare trainers/developers from DOLIDAR system and outside. DACUM (Developing A CURriculum) and Modified DACUM could be an appropriate approach to develop competency based technical curriculum
- Trainers will be prepared for the preparation and use of Modular Training Packages, Instructional Materials (Hardware, software and visuals) and consistency in delivery methodology. More practice and less theory will be applied during training.
- Moderation, facilitation, communication, preparation of projected and non-projected visuals and andragogy will be the major part of TOT.

#### ***Actions to implement policy 5***

- One hundred coaches and mentors will be trained every year for center and local level.
- At least 50 trainers at center and 400 trainers at district level will be prepared by the end of 2015 gradually.
- Three hundred training modules/ training packages /skill cards will be prepared gradually in hard copies and soft copies along with visuals until the end of 2015.

#### ***Specific Policy 6***

*Well equipped public as well as private training providers will be used for outsourcing DOLIDAR training programs. However, training institutions under MLD will be strengthened to make the best use of available training facilities and resources.*

#### ***Strategies to implement specific policy 6***

- Agreements with training providers and certified coaches and mentors will be done to carry on competency-based small group training or individualized on-the-job-training.
- Training Providers will be selected based on the assessment criteria. The HRDD will develop a "Training Providers Selection Criteria": Qualification and competency of

trainers, training facilities, compability in training packages/Modules, delivery mechanism etc.

- Priority will be given to MLD training institutions but they will have to satisfy the customers.
- Professional coach/mentors will be identified and certified accross Nepal so that they can be used with agreement for on-the-job training at workplace individually or in small group.

#### ***Actions to implement policy 6***

- A training operation manual will be prepared for smooth operation of all training programs by the end of April 2009.
- MLD training institutions will be strengthened by the end of December 2010. Other selected training institutions also will be strengthened.

#### ***Specific Policy 7***

*Opportunities for Skill Test will be provided for any skilled person working in the project/office. Skilled labors will be encouraged to appear in skill tests.*

#### ***Strategies to implement specific policy 7***

- HRDD will provide skill testing opportunity to skilled workers/ staff/ community people by paying testing fee in association to National Skill Testing Board/CTEVT.
- HRDD will counsel skilled and certified people for self-paid job or paid work in similar development projects. Such people will be very useful for maintenance work in their villages.

#### ***Actions to implement policy 7***

- At least 100 skilled workers/staff will be appeared in NSTB run skill test in various sectors of engineering every year
- Job-counseling will be provided to all tested and certified candidates for finding or matching jobs in various development projects and program every year.

***Specific policy 8***

*Multi-dimensional training for elected leaders and contemporary counterpart managers will be provided on titles like change management, leadership and teambuilding/ consensus building, and transition management etc.*

***Strategies to Implement Specific Policy 8***

- Tailor made leadership and management training will be organized for top managers and their political counterparts at national and international level.
- Seminars, workshops, study visits will be organized for top decision makers, collaborators from other line ministries and their counterparts at national and international level.

***Actions to implement policy 8***

- Leadership and management training will be provided for executives as planned in HRD Plan 2009-011.
- Seminars, workshops, study visits will be conducted as planned in HRD Plan 2009-011.

***Specific Policy 9***

*A reward system will be established in HRDD to support, retain and motivate professionally competent training management staff and experts/trainers..*

***Strategies to implement specific policy 9***

- Trainers/experts/Coach/Mentors can be developed from inside and outside the department.
- An incentive mechanism will be made in HRD Fund to support professional trainers and support staff
- HRD Fund will be established by collecting or obtaining resources from government, projects and other sources in order to facilitate HRD function.

- Working environment will be created by removing de-motivating conditions in HRDD and training system.
- A roster of competent and qualified trainers/mentors/coach will be prepared, maintained and updated from time to time by providing TOT/ refresher training/ professional interaction.
- Remuneration to trainers/coach/mentors will be provided as per approved decision
- A fringe benefits such as training/education, compensation for extra-technical/time will be provided by HRD Fund

#### ***Actions to implement policy 9***

- Payment for trainers/coach/mentors/facilitators/coordinators will be done as per norms and standards set in HRD Operation Manual 2009.
- An incentive system for HRDD personnel will be provided for extra and especial duties offered for training.

#### ***Specific Policy 10***

*A data-base training management will be established and maintained in order to carry on a systematic record keeping and information dissemination.*

#### ***Strategies to implement specific policy 10***

- A baseline data survey will be conducted regarding HRD
- A training inventory will be maintained for each course/program.
- Trainees' record will be kept individually. Similarly trainer's record also will be maintained individually. This will serve as an individualized HRD data account/Bank.
- Transparent criteria will be applied for recruitment: Trainees, trainers, training providers, abroad visit places/ study places

- Simple software will be developed to record information of trainees, training providers, trainers/experts, training program, curriculum, training competencies, and certification
- An archive of TNA training program, curriculum/ competencies, job description, trainees and trainers will be maintained.

#### ***Actions to implement policy 10***

- Tools for baseline data survey will be prepared by the end of 2010
- Software will be developed to keep computerized record of trainees and trainers by the end of 2009

#### ***Specific Policy 11***

*HRDD will have a well equipped Mobile Training Van to carry on various activities such as baseline data collection, training resource collection, short-term-training, monitoring, testing/evaluation, TNA, post-training support, on-the-job-training, coaching, mentoring, conducting TOT in regions/districts, training follow up and technical backstops.*

#### ***Strategies to implement specific policy 11***

- A small team of mobile with well equipped van will be in operation for various purposes
- OJT, Small group CBT , TOT, Curriculum developers training and professional training on management, planning, accounting will be provided through mentors and coaches
- This squad will remain stand by for training on call and demand by the projects on the site.
- This squad will support to activities like monitoring, evaluation, testing, post training support, OJT and technical backstops.

#### ***Actions to implement policy 11***



- A training mobile van and trainers' team will be prepared by July 2010.
- A well equipped Mobile Training Van will be in operation by August 2010.
- Tools for training performance and impact evaluation will be developed and applied by Jan 2010

***Proposed Functions of the Human Resource Development Division/Directorate (HRD/D)***

The following functions, roles and responsibilities will be carried out by the HRD Division / Directorate:

- Obtain necessary space, staff, tools, equipment, Bye-Rules and logistic support to establish HRDD.
- Obtain/follow/ formulate government rules and regulations for smooth functioning of HRDD as well as training programs
- Conduct training needs assessment (TNA) on a continuous basis by utilizing internal staff or sourcing out activities to potential training providers/experts.
- Develop/Obtain/ Modify Training Curriculum/Courses through various similar sources and use them for training. Maintain an archive of hard copies and soft copies of curriculum/courses. Development or modification of curriculum can be done by internal experts or sourcing out potential training providers or experts. DACUM or Modified DACUM could be a suitable method for curriculum preparation.
- Develop Training Modules/Manuals/ Training Guidelines/ Self-Learning Modules for effective operation of training. Make manuals available during training and after training for post-training activities in designing, construction, and maintenance activities.
- Establish training norms and standards in training management such as training cost, materials and logistic support by following the system and guidelines of similar public organization.
- For accreditation, certification and recognition work closely with MLD, PSC, Accreditation Division of CTEVT, STC of CTEVT, MLD Training Institutions.