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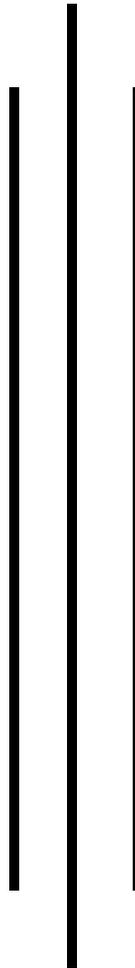
(A Nepalese Journal of Trade and Development)

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Nepal-China Trade : Opportunities for Growth



 Purushottam Ojha

Introduction

Nepal and China are close neighbors situated on the two sides of Himalayas and have a long history of friendly ties. Historical records show that the friendly exchanges of emissaries between Nepal and China dates back to mid 7th Century when various scholars, monks and state dignitaries started visiting each other's country. Fa-Shien, a Chinese monk in the Jin Dynasty and Huen Tsang, another Chinese eminent monk in the Tang Dynasty came to Lumbini, the birth place of Lord Buddha, on pilgrimage. Songstan Gampo, King of the Tubo Kingdom in the Tang Dynasty married the Nepalese princess Bhrikuti, during the 7th century A.D (the period of Lichhavi King Anshuverma). The Nepalese artisan Arniko built a Buddhist Pagoda in Lhasa and also built Miao Ying Temple in Beijing under his supervision in the 13th Century.

The exchange of visits of Buddhist scholars, monks, artisans, state dignitaries, traders and people of various walks of life at various times shows that the relations between two countries spread multi-dimensions in socio-economic and political sphere, including trade and investment. The border trade based on barter of goods between Nepal and Tibet Autonomous Region of China has been taking place since early periods. Nepalese major exports to Tibet Autonomous Region (TAR) included food grains, lentils, vegetables and handicrafts while the imports were raw wool, woolen carpets, medicinal herbs and salts. Meanwhile, during the ancient and medieval period of history, Nepal also served as the transit point in conducting trade and facilitating emissaries between India and TAR China. The trading route between Nepal and TAR China consisted of eighteen major passes across the mighty Himalayas. Such prominent passes are located at various districts from east to west. The mode of transportation has mainly been through draft animals and head loads as the terrain of high mountains lacked in road and other transport infrastructures.

Despite of long economic and trade relationship between Nepal and China, the volume of trade could not develop in comparison to the faster development of international trade in recent decades and Nepal is facing a huge imbalance in its trade with China.. The trade figures of the fiscal year 2008-09 shows that China occupies only 3 percent share in Nepal's export, while it constitutes 12 percent share in Nepal's total imports. Moreover, Nepal's trade imbalance with China has increased persistently and thus a quest for complementarities in trade and economy has been a common concern. The immense potentialities for increasing Nepalese export trade to China need to be explored and realized. China has attained a double digit economic growth in recent years bringing a faster pace of development thereby improving the life and living of the Chinese

 Secretary, Ministry of Commerce and Supplies, GON.

people at large. As a close neighbor, Nepal could benefit from spills-over of China's fast growing economy. But, this will require developing common framework and proper strategy to facilitate trade, investment and economic integration between the two countries.

In the above context, this paper will shed light on Nepal-China economic and trade relations, initiatives taken by the two sides (governments) to enhance economic relations and prospects for enhancing economic integration on the basis of mutuality of benefits on both sides.

A Brief Overview of Nepal-China Trade

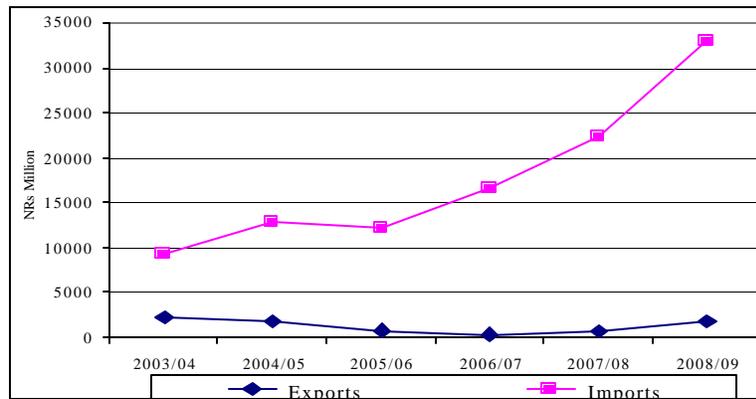
The overland trade between Nepal and TAR China is taking place since long time in the history which cannot be traced back to any particular year. The traditional barter trade is still practiced by the highland people living in the bordering areas. However, with the fast growth of transport network particularly in the Tibetan side, development of communication network and banking services on both sides of the border, changes are taking place in the practices of doing trade. Payment of the trade through banking channels, door-to-door insurance of traded goods and creation of transporters liability are taking shape and replacing the old system of overland trade.

However, the efforts done to diversify and increase bilateral trade are not adequate. Two issues are important in terms of Nepal-China trade. The first is the insignificant share of China in overall export of Nepal. The share of China in the total export of Nepal was merely 4.3 percent (NRs. 2.35 billion in absolute terms) in 2003-04 and China do not appear even among the top ten exporting countries of Nepal. The share of export to China decreased to 3.1 percent (NRs. 2.2 billion) in 2008-09, but China appears on the fifth rank among the top export destinations from Nepal. This shows that China's rank has gone up in the list of export destination not due to increase of Nepalese export rather due to overall decrease of the Nepalese export elsewhere in the world. Nepal's export performance over the past five years has declined due to various external and internal factors and the export to China also showed a declining trend. The second issue is the growing share of imports from China which will be unsustainable for Nepal in the longer term. The figure shows that the total imports from China stood NRs. 9.3 billion (6.7 percent of total imports) in 2003-04 and subsequently increased to NRs. 34.5 billion (11.9 percent of total imports) in 2008-09 thus further increasing the trade deficit for Nepal. The following Table and figure illustrates Nepal's trade with China in the past six years.

| F.Y. | Exports | Imports | Trade Deficit |
|-------------|----------------|----------------|----------------------|
| 2003/04 | 2348.2 | 9299.9 | 6951.8 |
| 2004/05 | 1888.5 | 12859.2 | 10970.7 |
| 2005/06 | 892.6 | 12083.5 | 11190.9 |
| 2006/07 | 378.0 | 16678.6 | 16300.6 |
| 2007/08 | 736.4 | 22255.8 | 21519.4 |
| 2008/09 | 1847.9 | 32852.9 | 31005.0 |

Note: Figures also include Tibet Autonomous Region

Source: Trade and Export Promotion Centre.

Figure (1): Nepal's Trade with China

Source: Trade and Export Promotion Centre.

The table and figure above shows that Nepal's export to China was almost stagnant during the last six years, it was even declined during the fiscal years 2004/05 to 2006/07. On the other hand import from China is increasing continuously during the period. As a result Nepal's trade deficit rises from NRs. 6951.8 million in fiscal year 2003/04 to NRs. 31005 million in fiscal year 2008/09

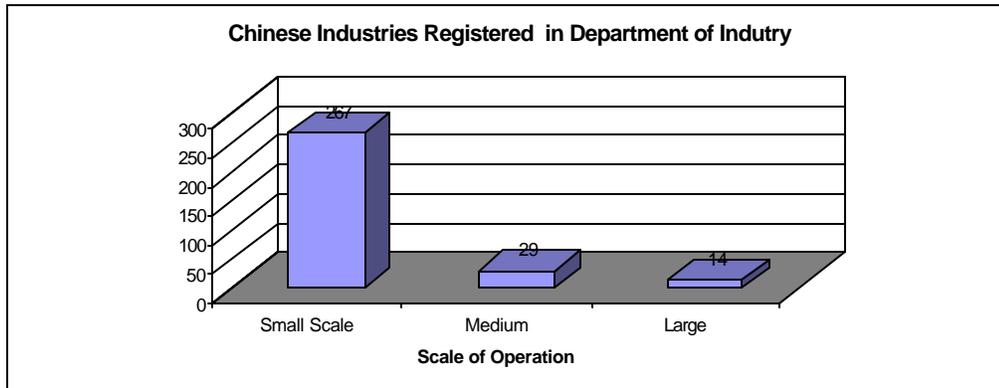
The export basket of Nepal dominates the primary and agricultural products like wheat flour, groats, uncooked pasta, vegetable fats, incense sticks, hides and skins and some manufactured articles like handicraft, woolen carpets, and textile and garments seats of motor vehicles, among others. While Nepal imports electronic goods, computer and parts, vehicle and machinery, readymade garments, onion and garlic, and a wide variety of household utensils and utility items from China. Nepal's export to mainland China and Hong Kong are insignificant and most of the exports are confined to Tibet Autonomous Region.

Chinese Investment in Nepal

In the contemporary world, every single country seeks to maximize Foreign Direct Investment (FDI) with a view to boost the economy not only at the national level but also at the sub-national levels. Nepal pursued the open and liberal economic and trade policy since early 90s where a number of policy measures were adopted such as liberalization of various sectors for foreign investment, concomitance opening of other sectors of economy like, tourism, trade, banking and financial sector and transport and communication, among others. Despite of these, Nepal ranks low among the South Asian countries in terms of foreign investment and a number of reasons mainly related to; internal conflict, political unrest and transition, power shortage, lack of transport infrastructures attribute to the low level of investment in the country.

China is the third largest source of FDI in Nepal. The Department of Industry data shows that there are altogether 310 Chinese investment projects in Nepal with a total investment of 75 million US\$ that provides employment for around 20,000 Nepalese people. Given the number of projects, it seems that most of the projects are of small size with the average investment of 0.24 million US\$.

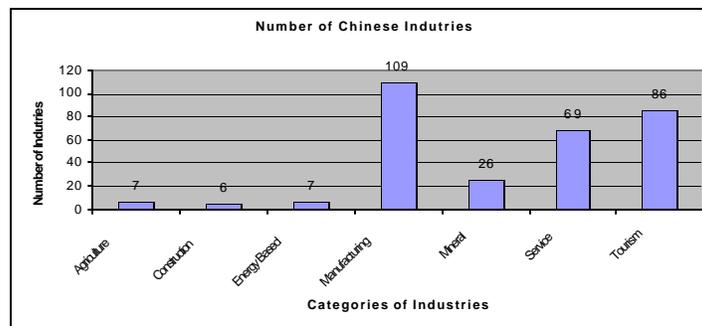
Figure 1: Chinese Industries in Nepal



Source: Department of Industry, Government of Nepal

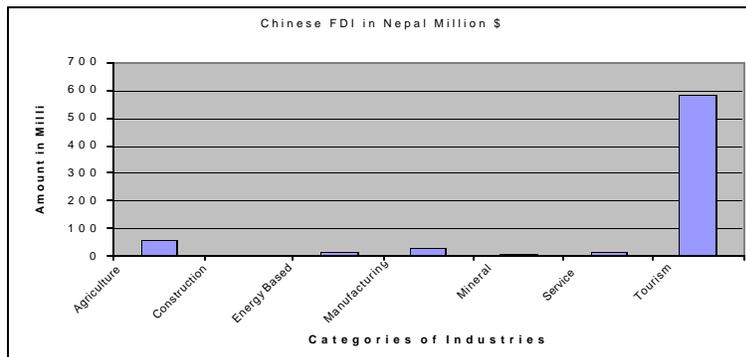
The Chinese investment is mostly focused in hotel and restaurant, electronics, radio paging services, readymade garments, *pashmina*, nursing home, hydropower and civil construction, among others.

Figure 2: Sector-wise Distribution of Chinese Industries in Nepal



Source: Department of Industry, Government of Nepal

Figure 3: Sector-wise Distribution of Chinese FDI in Nepal



Source: Department of Industry, Government of Nepal

The figure above shows that the tourism industry attracts most of the Chinese FDI in Nepal, though the number of industries registered in manufacturing sector is highest.

Nepal attaches great importance and accords high priority to foreign direct investment and technology transfer as an important strategy for resources mobilization. The priority sectors for foreign investment are: hydropower, tourism, agriculture and non-timber based high value products, development of education and health related facilities, financial services, information technology and biotechnology related industries. Selection of industry and investment would be of value for channeling the Chinese investment for achieving complementarities in trade.

Initiatives and Instruments of Enhancing Bilateral Trade

The last trade and payment agreement was signed between Nepal and China in November 1981. This agreement is based on most favored nation's principles and identified number of articles for exchange between the two countries. The agreement also designated three points namely, Kodari-Nyalam, Rasuwa-Keyrong, and Yari-Purang for frontier trade. Two more trading points of Kimathanka-Riwu and Nechung-Lizi were added later through the Letter of Exchange in December 2003. Besides, the agreement further provides facilities for barter trade for the inhabitants within 30 Kilometers on both sides of the borders.

The second agreement between Nepal and China was done in July 2002 for regulating the trade and related matters between Nepal and Tibet Autonomous Region of China which allows the inhabitants of the bordering districts to cross the border on the basis of exit-entry passes for the purpose of border trade in small volumes, pilgrimage visit, visiting relatives or friends provided that such visitors are not allowed to travel beyond the bordering districts on both sides. The two sides also agreed to make the full use of Lhasa-Kathmandu highway on a reciprocal basis for trade, movement of passenger traffic and tourism on the basis of agreed procedures. Further, it has made a provision of; allowing the importation of livestock and plant products on the basis of quarantine certificate issued by the exporting country; encouraging trade based on letter of credit and banking channels; regular consultations between the officials of the border districts, with a view to exchange information and regulate trade.

Another important instrument agreed between Nepal and China is the road transportation agreement for promoting bilateral trade and economic cooperation. This agreement was signed in May 1994 by the Assistant Minister for Ministry of Works and Transport of Government of Nepal and Vice Minister for the Ministry of Communication China and includes several provisions for allowing the bilateral road transportation for tourist, goods and mail services. The agreement provides for; issuance of permit for vehicles, requirement of national or international driving license by the drivers, payment of the transportation charges on freely convertible currency, need of third party liability insurances for the vehicles and observance of traffic laws and regulation of each others country. The Protocol to the treaty has designated the competent authority for issuing permits and licenses on both sides and defined the regular and non-regular traffic and the need of compliance with the customs regulation for commercial goods.

The fourth agreement for facilitation of bilateral trade is on Cooperation for Industrial Products Inspection between General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and Nepal Bureau of Standards and Metrology (NBSM) of Government of Nepal. This agreement basically deals with establishing liaison channel for

industrial product inspection and management, exchanging information on rules, regulation and inspection standards, making inter-comparison of government designated laboratories, exchanging inspection technology, extending technical cooperation and training for technicians, extending the level of cooperation to achieve Mutual Recognition Agreement (MRA) and setting up channels for mutual notifications and finding solutions of the quality problems of industrial products. This agreement has the duration of two years with the provision of automatic renewal until the contracting parties give six months advance notice to terminate the agreement.

A Memorandum of Understanding (MOU) was signed last year in September 2009 for the establishment of Nepal-China's Tibet Trade Facilitation Committee (NTTFC) that is intended to facilitate bilateral trade with Tibet Autonomous Region of China through taking measures on simplification of procedures and documentation in customs, quarantine and transportation, and recommend to the respective governments on the matters of common interest for promotion and facilitation of bilateral trade and economic cooperation. This body is supposed to meet alternately in Kathmandu and Lhasa every year.

Government of Nepal and People's Republic of China signed a memorandum on 14 May 2010 in Kathmandu for giving effect to the Zero tariff to 4721 products from Nepal into the Chinese markets. This is the unilateral and general concessions provided by the Government of PR China to all LDCs around the world as part of their commitment to facilitate the market access to least developed countries under the auspices of World Trade Organization (WTO).

Besides, Nepal and People's Republic of China have formed a Joint Economic and Trade Committee (JEC) at the level of Finance Minister/Secretary that looks after the whole areas of bilateral economic cooperation including trade. The meeting of JEC is alternately held in Kathmandu and Beijing and the committee provides a general framework for promoting collaboration and cooperation on trade, investment, transport, tourism, agriculture and other areas of economic cooperation. The last meeting of JEC was held in Kathmandu in July 2007.

Issues on Bilateral Trade Promotion

Government of China has announced duty free tariff preferences to 4721 products line at six digits customs classification for all least developed countries and Nepal has acceded to this provision by signing a Letter of Exchange on 14 May 2010. This agreement facilitates duty preferences effectively to 360 products (full coverage for 265 products and partial coverage for 95 products at six digit level). Nepal requested in the past for providing duty free access to its 497 export potential products in customs six digit classification. It is obvious that a new avenue is opened with the signing of Letter of Exchange this year for expanding access of Nepalese products in Chinese market. However, this would require developing a new range of products that could benefit from duty preferences or zero duty in Chinese market and also creating a favorable investment climate in the country for attracting investors in the productive sector. Similarly, effort will require concluding bilateral agreement with China for providing tariff concessions to Nepal specific products.

Addressing the issues of non-tariff barriers is another area in promoting bilateral trade. The Memorandum of Understanding (MOU) on Cooperation for Industrial Product Inspection

provides framework for increasing collaboration on Technical Barrier to Trade (TBT) through exchanging information on technical standards, inspection and test methodology, receiving Chinese assistance for technical trainings and paving way for mutual recognition agreement of the quality infrastructures on both sides. Similar, arrangement is expected on food quality assurances and quarantine requirement. The importance of sanitary and phyto-sanitary (SPS) measures is equally important for Nepal as most of the products exported to Tibet-China are the agricultural and non-timber forest products.

Increasing transport connectivity is very much significant in a bid to promote Nepal-China trade. Till now there is only one road corridor that links Kathmandu with Lhasa via Tatopani. The portion of the highway that lies in the Nepalese territory is not in a very good shape and needs renovation and augmentation. The border crossing facilities at Tatopani is inadequate to cater the growing traffic. A new land port is being developed at Larcha, Sindhupalchowk District with Chinese assistance, around seven Kilometers away from Tatopani border and is expected to completion in another two years. It is hoped that the traffic will be eased once this facility comes to operation.

Second road corridor connecting Kathmandu with Kyorong through Trishuli-Syabrubesi-and Rasuwagarhi is being opened very soon with the construction of 18 kilometer missing links between Syabrubesi and Rasuwagarhi. This will be another milestone in promotion of Nepal-China overland trade as it will increase competition in transport services between two different corridors and Nepalese traders will be greatly relieved from the syndicated cost of transportation at Tatopani-Kathmandu corridor. A bridge over the river running along the Nepal-China border at Rasuwagarhi is in the process of construction that will ultimately facilitate the movement of bilateral traffic.

Lhasa, Tibet was connected with the Chinese railway system in 2006. The railway line is being extended to Xigatse, the second largest city in Tibet, situated 300 kilometer further south west from Lhasa. This will bring the Tibetan transport network closer to Nepal thereby, facilitating the movement of goods and passenger traffic across the border. Thus, there is need of opening more road corridors with construction of North-South highways in Nepal that will connect the various parts of country with China-Tibet and thus help in achieving better economic integration.

The development of transport related infrastructures like Inland Clearance Depots (ICDs), Container Freight Stations, and Export Processing Zones (EPZ) makes an important aspect in facilitation of trade. The construction of ICD at Larcha, Tatopani is underway and similar facility is planned at Rasuwagarhi. The development of EPZ at Panchkhal in Kabhrepalanchowk district and Ratamate in Nuwakot is under process that will help enhance trade through the Land Customs Station of Tatopani and Rasuwagarhi respectively

The construction of all weather roads in Tibet along the line of Himalayan range has added opportunity for transportation of goods from Nepal to Nepal via TAR of China. In the past some consignments of medicines, school textbooks, and foodstuffs were transported in the mountain districts of Nepal like Mustang, Humla, Mugu and Dolpa via Tibet on an ad-hoc basis. There is need of constituting a permanent mechanism for transiting Nepalese cargo within Nepal through the territory of Tibet, China.

The agreement on bilateral road transportation signed in May 1994 has largely remained non-operative for a long period. The objective of the agreement is to enhance the economic linkages through operation of bilateral passenger and goods traffic between Kathmandu and Lhasa on a regular basis. There is need of effective implementation of this agreement by enabling the operation of motor vehicles which among others, requires orientation to drivers and crew members on driving rules, traffic signaling, road safety standards, accident and restoration mechanism, familiarization with related acts, rules and regulations. Besides, simplification of visa procedures for businesspeople and traders is equally important in order to facilitate the movement of passenger vehicles across the border.

The overland trade between Nepal and TAR of China is constrained due to weak regulation and facilitation measures. Hence, the genuine traders are facing difficulties in trade operation. The trade process could be rationalized by identifying the organized sectors involved in trade of specific commodities, easing the hassles due to local taxes *en route* on transport vehicles, harmonizing the customs regulation and procedures, quarantine and quality standards.

The last (Tenth) JEC meeting between Nepal and China was held in Kathmandu in July 2007 after nine years interval. The JEC has remained in a dormant stage for a long time in the past. The JEC need to meet in a regular basis in order to sort out the issues on trade, transport and investment and enhance the bilateral economic cooperation. The mechanism of Nepal-China Tibet Trade Facilitation Committee, constituted in 2009 may be made more active and effective in complementing the task of JEC.

Opportunities for Enhancing Economic Cooperation

As member of World Trade Organization, PR China is a key player in the international trading system as it has been able to expand market access in the big markets around the world. However, Nepal, as a least developed country has to strive for sustaining its export base in the wake of competition increased in the destination markets. The challenges faced by Nepal are enormous in terms of increasing productive capacity and production, identification of export potentials, domestic value addition and employment generation, and linking trade with poverty reduction program. Support from the neighboring countries and development partners are very important to overcome these challenges and benefit from openness of trade.

The growing trade volume between India and China could be an opportunity for Nepal if it could serve as a transit economy between the two countries. This proposal was raised couple of years back but still need to work out suitable modality among the partnering countries for using Nepal as the transit corridor. The primary need for Nepal would be to develop adequate transport infrastructures and linking the North-South border.

Nepal provides an ample opportunity for making investment in sectors such as hydropower, tourism, agriculture, non-timber forest based high value products, development of education and health related facilities, financial services, information technology and bio-technology related services. The Government of Nepal has bought out new Industrial Policy-2010 which provides various tax and non-tax incentives to the investors. Similarly, the revision on the Foreign Investment Policy is being worked out in order to give more comfort and incentives to the foreign investment

in Nepal. The formation of a high level Board of Investment is under active consideration of the Government of Nepal. This Board is supposed to function as a "One-window" shop for meeting the requirements of the projects. Government priority for development of transport and communication infrastructures, Special Economic Zones and availability of cheap labor, (but of course with less productivity), comparatively low level of corporate taxes, simplified visa regimes and increased market access opportunities under the bilateral regional and multilateral trading systems are some of the attractions to the potential investors in Nepal

Tourism is another potential sector where Nepal and China can work together for harnessing benefits mutually. The Tibet Autonomous Region of China and Nepal can promote the package tour for western visitors in Nepal and Tibet. Nepal aspire for more Chinese tourist as there is greater potentiality of increasing arrival of Chinese visitors due to fast rise in the income level of Chinese people.

Promotion of bilateral trade and economic linkages has largely depends upon the collaboration between the private sector entities and business organizations. A bi-national chamber by the name of Nepal-China Chamber of Commerce was established in Nepal a few years back. However, there is need of promoting business to business contact, and participation in the trade and investment forum by the representatives of trade and industry. This process is expedited in recent years as Nepal has started participating in South Asian Commodity Fair in Kunming, Western China Trade and Economy Fair in Chengdu in a regular basis. The bi-annual trade fair being organized in Tibet and Nepal alternately has proven to be a good opportunity to bring the business person of both countries together and promote trade and investment relations. This initiatives need to be consolidated for promoting mutual benefits.

Nepal is now in the political transition and poised for writing a new constitution after the political movement of 2006. The decade long conflict in the country from 1996 to 2006 has eroded the investment climate and it has taken a toll in the country's economic performances. Settlement of the political problems and bringing back the peace and stability has been a prime concern for Nepal in order to realign the country in the path of economic progress. This is an arduous task that our political masters are supposed to achieve for a prosperous and peaceful Nepal.

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SAARC Agreement on Trade in Services (SATIS) –What it is and How it is?



What is SATIS ?

✍️ Surya Prasad Silwal

SAARC Agreement on Trade in Services (SATIS) was signed in Thimpu during the SAARC summit in April 2010 with the aim to integrate the region by opening the avenue of trade in services.

Since the early 1990s, when the economic cooperation was brought to the agenda of the SAARC, various attempts have been made to intensify regional economic cooperation efforts. With the implementation of South Asian Free Trade Area (SAFTA) in 2006, SAARC countries began to look toward the deeper economic integration within the region. Recognizing the importance of trade in services, the thirteenth SAARC Summit held in Dhaka on 12-13 November 2005, the Heads of States or Governments recognized the potential of Trade In Services which have expanded rapidly at the informal level. They called for a study to see how services could be integrated into SAFTA process.

At the fifteenth SAARC Summit (Colombo, 2-3 August 2008) the Heads of State or Government expressed satisfaction at the conclusion of the study on Trade in Services by RIS and welcomed the decision of SAFTA Ministerial Council to commence negotiation on the Framework Agreement on Trade in Services. Accordingly meetings of the expert group on SAARC Framework Agreement on Trade in Services were held and with mutual consent of all the member states the Framework Agreement was finalized by the Expert Group and was finally signed by all the member states in Thimpu during the meeting of Heads of States or Governements of the region in 2010.

Need for SATIS

Intra-regional trade in SAARC was expected to rise significantly as an effect of implementation of SATIS under SAFTA. It was being argued that the full potential of SAFTA cannot be realized until its scope is expanded to cover trade in services because the economies of SAARC members are dominated by service sector. With the SAFTA becoming operational a natural hypothesis was that the efficacy of SAFTA process can be considerably enhanced by bringing the services sector into the folds of SAFTA agreement. The growing importance of the service sector in the region coupled with policy reforms pertaining to this sector, make this sector an ideal candidate for SAARC regional economic integration efforts. This is supported by the fact that already trade in services in the region has been on an upswing, though still below their potentials.

The service sector has emerged as the major contributor of income and growth in south Asian countries. In almost all the south Asian countries, service sector contribution to growth has been higher. This sector accounts for in an average of 50 percent of region's GDP. This fact shows that the service sector is emerging as the most dynamic sector in the South Asian economies and is likely to further increase its share in near future.

Overall Objectives

The objective of SATIS is to promote trade in services among the contracting states in a mutually beneficial and equitable manner by establishing a framework for liberalizing and promoting Trade in Services within the region in accordance with the Article V of General Agreement on Trade in Services.

✍️ *Joint Secretary, Ministry of Commerce and Supplies.*

Major Provisions of Agreement

- a. National treatment for all member states
- b. Most Favored Nation Treatment unconditionally to all member states,
- c. Market access to all member states through all modes of supply
- d. Progressive Liberalization of services sector
- e. Adoption of Safeguard measures based on principle of non-discrimination
- f. Non application of restriction on international transfer and payments

Principles for the Negotiations under SATIS.

1. To provide real and effective market access to all contracting states in an equitable manner.
2. Negotiation for schedule of specific commitments shall take place keeping in view the national policy objectives, the level of development and the size of economies of contracting states both overall and in individual sectors.
3. In view of the priority accorded to services by all contracting states, the agreement shall progressively cover liberalization of trade in services with broad based and deeper coverage of majority of services/sub-sectors with a view to fulfilling the objective of Article V of GATS.
4. A positive list approach shall be followed. Negotiation for specific commitments for progressive liberalization would be based on “request and offer” approach.
5. Initial offers of the WTO member states shall be in addition to their existing levels of multilateral commitments with substantial sectoral and modal improvement over those commitments.

Services Trade in Region:

Telecom is a major service sector, and many SAARC countries have liberalized this sector autonomously. Sri Lanka, Bangladesh and Nepal permit 100 % FDI in this sector. In Sri Lanka, 100 percent equity participation by the foreign companies is allowed in a range of sectors like Banking, Insurance Telecommunication and Tourism. Nepal has opened almost all the sectors in services with some restriction. Banking is another service sector which provides opportunities for greater South Asian integration. Banks are in operation in the South Asian countries either in the form of 100 percent FDI or in the form of joint venture. Thus with the implementation of the SAFTA services agreement, there is considerable opportunities for increasing intra-regional trade in services. As the member states are engaged in liberalizing their more and more services sector and inviting foreign investors for more investment, implementation of SATIS will provide a good platform for all the members for investment within the region. Total volume and value of trade within SAFTA would be increased significantly, as trade in services under SAFTA has opened all the opportunity for members.

Conclusion

With the inclusion of trade in services under SAFTA the scope of SAFTA has become wider. Trade in goods between SAARC countries was low because of the complementarities in trade in goods. Trade in services offers better scope for finding full trade complementarities among the South Asian countries. As South Asian countries are more competitive in different categories of services and this sector also contributes in an average of half of the GDP's of SAARC countries, finalization of framework agreement on trade in services will provide considerable opportunities for increasing intra regional trade. It will also push for further economic and social integration within the region since each country has its own areas of expertise and efficiency in specific services trade.

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Nepal Trade Integration Strategy 2010 : Ground for Trade-led Development

– Chandra Ghimire
– Shiv Raj Bhatt

Background

'Trade is an engine of growth' and 'growth promotes development' – these are empirically tested facts and widely accepted doctrines. Trade promotion, thus, gets high priority in economic policy making in most countries of the world, including Nepal. Upon realizing the significance of trade in national development, the Government of Nepal adopted export diversification and import substitution strategies since mid sixties. Accordingly, various policy measures were introduced to diversify the Nepales economy and trade. Besides, Nepal initiated economic reform program in mid 1980s. To diversify and expand its trading relations with other countries, it also joined the World Trade Organization (WTO) and signed various regional and bi-lateral trade agreements. As a result, at present, Nepal is among South Asia's most open and trade-dependent economies (MOICS, 2004, p.X).

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In generic term, reform process in trade, especially joining of regional and multilateral trading system, is subjected to be critical. Nepal's reform process and accession to WTO also brought about a mixed outcome (Ojha et.al, 2010). During the last 40 years, annual growth of both exports and imports remained more or less positive. In the fiscal year 1956/57, the export and import of Nepal was only 95.5 and 169.9 million rupees respectively. During the current fiscal year (2009/10), it is estimated that the import of goods and services at constant prices was Nepali Rupees (NRs) 245.04 billion and exports worth NRs 69.35 billion. In general, the growth of imports has remained higher than that of exports; as a result Nepal's trade deficit has continuously increasing. For example, trade deficit during first eight months of Fiscal Year (FY) 2009/10 has increased by 61.5 percent as compared to 30.1 percent during the corresponding period of the previous FY (MoF, 2010, p136.). The rapid increase in imports has resulted in the alarming level of trade deficit. In the current FY, earning from export of goods and services is estimated to cover only 30.7 percent of import of goods and services at constant prices. Trade deficit was recorded NRs 175.69 billion in the current fiscal year (ibid). Moreover, export promotion and diversification has been very low and Nepal's trade dependence, in terms of both products and countries, is still very high. India still occupies around two third shares in Nepal's total export and

three countries; i.e. USA, Germany and UK; occupy two third shares in Nepal's overseas exports. Similarly, a few primary commodities still occupy large shares in Nepal's export basket.

Continuingly rising trade deficit has been one of the frequently debated issues among Nepal's policy and decision makers. Likewise, export diversification, promotion and import substitution are the policy prescriptions provided by many of them so as to narrow down trade deficit. Diversification of export portfolio, therefore, has been considered as a primary goal of national development strategies and trade policies in Nepal.

Despite weaknesses related to infrastructure and productivity, various studies show Nepal as a potentially competitive country across a range of labour intensive manufacturing and agricultural goods and services sectors (MOICS, 2004 and MoCS, 2010). However, the overall situation of Nepal's trade sector largely remained unsatisfactory, despite Nepal's comparative and competitive advantages in various sectors and government's continuous efforts to diversify country's export basket. This situation necessitated to initiate an integrated approach based on three basic components, e.g., identification of products with comparative advantage; formulation and implementation of sector development strategies and, development of a negotiation strategy in bi-lateral and multilateral forums to harness the benefits of Nepal's export potential.

Against this background, Government of Nepal (GoN) recently launched Nepal Trade Integration Strategy (NTIS) 2010. The NTIS charts a possible course for the development of the country's export sector over the next five years together with possible capacity development actions and selected short-to-medium term priorities that are supportive of "inclusive growth." It is the product of long standing efforts undertaken by the Ministry of Commerce and Supplies, with supports from the United Nations Development Programme (UNDP), the Government of Finland, the United Kingdom's Department for International Development (DFID), the International Finance Corporation (IFC), and the International Trade Center (ITC). Various line ministries, business organization and other stakeholders were also actively participated in its preparation. However, the success of NTIS will be largely determined by its effective implementation, which will need active involvement of all the stakeholders. This paper analyses major provisions of NTIS and present implementation roadmap to achieve the desired outcome of NTIS 2010 - '*the trade-led inclusive growth*'.

Salient Feature of NTIS 2010

The NTIS 2010 is a follow-up to the earlier *Nepal Trade and Competitiveness Study, 2004* (NTCS) which, in a like manner, sought to identify priority actions for export promotion in the short, medium and long-period. The NTCS was prepared at a time when domestic and international conditions were quite different. Then Nepal was not yet a member of the World Trade Organization (WTO) and, the mid-and late-decade turned out to be a period of profound political transformation¹ of the country. Moreover, the global financial crisis also brought significant changes at global level, which also affected reform process in many countries and multilateral negotiations under WTO's Doha Round negotiations. In such upcoming contexts, at both global and national levels, the GoN should have noticed urgency to revise its trade policy and export promotion strategy. Accordingly, the government introduced new Trade Policy 2009 and in following days launched the NTIS.

¹*The process of Nepal's federal restructuring is ongoing. It is anticipated to have profound changes in economic decision making and resource allocation in the days to come.*

The NTIS is a critical building block in the GoN's effort to strengthen its ability to coordinate and manage Trade-Related Technical Assurances (TRTAs) and Aid for Trade (AfT) by implementing the mechanisms of the Enhanced Integrated Framework (EIF). The GoN is now in the process to closely align the objectives and actions as identified in the NTIS and in the Nepal's recently introduced Three Year Development Plan (2011-2013). In order to make the NTIS a single and shared strategy to steer the efforts of the government, the private sector, development partners, and other stakeholders to develop an "inclusive" trade sector; the Council of Ministers already endorsed the NTIS.

In view of diagnosing Nepal's export potential, the NTIS first identifies the challenges being faced by the country's export business. The four major challenges of Nepalese export business, as identified by the study are: (i) **Ensuring proper market access**, which will require from Nepalese negotiators to address issues related to Non-Tariff-Barriers (NTBs) and related regulatory and business environment issues that may affect Nepalese exports in importing markets. The importance of tariff negotiations will continue to decline as tariffs shrink for goods and are not relevant for fast growing service exports; (ii) **Building domestic support institutions** that can create a more friendly business environment and help Nepalese exporters address the challenges of NTBs; (iii) **Taking steps to strengthen the supply capacity of exporters especially in selected sectors** where they can build a competitive advantage, be it in terms of production costs, quality of products, and/or productivity; and (iv) **Mobilizing Overseas Development Assistance (ODA)** to assist in developing pertinent capacity.

Addressing aforementioned four challenges themselves became the four strategic objectives of the NTIS. **The four strategic objectives of NTIS are:**

- (i) **Strengthen trade negotiations capacity:** the NTIS identifies a list of 19 possible priority export potential sectors and priority attractive markets for each of them. The study categorically recommends as to what Nepalese trade negotiators need to ensure for proper market access in order to promote them in the respective attractive markets. As suggested, bilateral market access negotiations and negotiations at regional groupings are likely to play an important role. Strengthening of policy research capacity especially in relation to trade negotiations, thus, may ensure space in international market for Nepalese export items.
- (ii) **Strengthen the technical capacity of domestic Non-Tariff-Barrier (NTB) and other business supportive institutions:** Building a competitive supply capacity of Nepalese products has become increasingly dependent upon the ability of the country's producers to meet the NTB market entry requirements of importing countries. Such supply capacity building will require a supportive domestic support infrastructure in areas of technical standards, sanitary and phytosanitary standards, trade facilitation, investment environment, intellectual property rights, domestic service regulation and others. Therefore, the second strategic objective of the NTIS focuses on capacity building of supportive institutions.
- (iii) **Strengthen the export capacity of "inclusive" export potential sectors:** The NTIS identified 19 priority export sectors for Nepal, therefore Nepali policy-makers has to

² The NTIS 2010 identifies 19 priority sectors, which includes 7 agro-based products, 5 industrial and manufacturing products and 7 services sectors (see Annex 1).

prioritize their attention on those sectors and ensure their success in their current or potential attractive destination markets. The NTIS suggest for deepening the individual sector analyses presented therein and ensure those sectors benefit from proper sector-specific supportive measures. It is also suggested that the initial focus of government and private sector under objectives first and second will also need to target at the areas of trade negotiations, trade-related policy reform and NTB related institution-building. They are imperatives to support priority export sectors.

- (iv) **Strengthen the capacity of government to coordinate and manage Trade-Related Technical Assistance (TRTA) and to implement NTIS:** Achieving the objectives of the NTIS will require domestic as well as external resources. The NTIS suggest that the MoCS, on behalf of the GoN, needs to put in place a set of 'implementation arrangements' that will assist in formulating implementation projects in support of the NTIS' objectives, in securing TRTA resources, coordinating and managing those, and monitoring results. It is also indicated that the coordination and management of aid in the trade sector are quite complex as they involve not simply coordinating and managing with and among DPs but also among various line ministries and agencies directly or indirectly involved in trade development. Aid coordination and management also requires a large amount of capacity-building in the new implementation arrangements, therefore, this need should not be underestimated during the implementation of the NTIS.

An action matrix along with the aforementioned four strategic objectives is presented in the study. And additional recommendations are prescribed for selected 19 priority export sectors. The suggested eight possible short-to-medium-term key actions are as follows:

- (i) **Focus on 19 priority export sectors:** Nepal should focus on its short-to-medium term efforts to promote **19 export potential goods and services**. Among those, **agro-based goods** and **services** exports potentially hold high socio-economic impact and high value addition; therefore, they should get high priority³.
- (ii) **Enhance negotiation capacity:** The study suggest that the Nepalese trade negotiators should take into deeper knowledge of the attractive destination markets identified for each of the 19 export potentials in the NTIS and ensure favorable market access for them in those markets⁴. It is suggested to develop an appropriate agenda for negotiation, with supportive analytical work, as required. India, China, other SAARC countries, selected Gulf and Middle-East countries are recommended as priority countries going for bi-lateral negotiations.
- (iii) **Maintain Quality of Export Products:** The NTIS suggest managing the quality of export items, particularly of agro-based products. In this regard, efforts to build a competitive supply-capacity for exporting agro-food items should focus initially on setting up a number of Good Agricultural Practices (GAPs), Integrated Pest Management (IPM) and Quality Management System (QMS) in selected agricultural commodities. Such effort is to be accompanied by Third Party Certification (TPC) programs to enhance the quality and quantity of such supplies and to lower the current burden for SPS certification. To be specific, the NTIS proposes four sectors that could become initial targets with respect to such programs: tea, lentils, cardamom, and ginger. In addition, such efforts could be supported

³The priority exports sectors and their socio-economic impacts are presented in the Annex 1.

⁴The attractive markets for those 19 priority export sectors are presented in the Annex 2.

- by the introduction of Geographical Indications (GIs) to be required for some of those commodities. It is also suggested to accelerate progress on formulating new Plant Protection Act, and on reviewing plus amending the existing Food Act, Pesticides Act as well as Pesticides Rules.
- (iv) **Establish a Board of Investment:** The study suggests that Nepal is missing out on opportunities to attract Foreign Direct Investment (FDI), including FDI aimed at potential export sectors. Therefore, some alignments between targeted sectors for investment campaigns and potential export sectors promoted under NTIS should be made.
 - (v) **Create Trade Support Network in the Periphery:** Trade information and trade-support services trickles down rather very poorly to businesses in most of the targeted development regions and sectors. Therefore, the NTIS suggests that a Trade Support Network (TSN) should be organized and developed with strong focus on building the capacity of product associations in the export potential sectors. It is also suggested to re-define the functions and mission of Trade and Export Promotion Center (TEPC) and restructure the center accordingly.
 - (vi) **Focus on Priority Services Sectors:** The NTIS identifies tourism, labour services, IT & BPO Services, Engineering services, Education and Health Services as Nepal's priority export sectors. To further build up export potential in these sectors, the study suggests focusing on consolidating the gains from export of temporary labor services through holding bilateral agreements with labor importing countries. Likewise, seizing opportunities to move up the value chain by expanding supply capacity in the areas of priority services sectors also will pay tremendously. A set of recommendations are suggested in each individual profile of those selected sectors. The study also suggests establishing a "service export champion" as there has been as of now a complete absence of an agency that coordinates service exports from the country.
 - (vii) **Create Synergies between Nepal Business Forum (NBF) and the NTIS Implementation:** The study suggests using proposed Trade Sector Working Group under NBF as a mechanism for the Nepalese business sector and the GoN. This window is suggested to monitor the implementation of the NTIS and the effectiveness of its results.
 - (viii) **Strengthen Coordination Mechanisms for Aid for Trade and Trade Related Technical Assistance:** GoN should ensure an effective and efficient mechanism for mobilization and management of Official Development Assistance (ODA) resources. In this regard, two critical factors can be instrumental. First, such mechanism, among ODA, should focus on Aid for Trade (Aft) and Trade Related Technical Assistanes (TRTAs). Second, GoN, business sector of the country, and DPs should recognize the NTIS as a shared strategy to be used as a broad platform for mobilization of resources with respect to implementation of the NTIS.

Challenge Ahead: In Implementation of the NTIS

The challenge ahead for the GoN is to implement NTIS. As soon as formulation of a strategy accomplished, the strategy is led further to implementation stage. Implementation stage tends to host very complex processes, actors and agencies as multiple nature and layers of agencies are required to be involved in this stage. Powerful groups affected by a policy can condition the character of implementation by supporting or opposing it (Howlett and Ramesh, 2003, p.189). Many empirical studies from developing world also suggest that formulation of a strategy in itself is initial and rather simple step that, however, is followed by more complex steps when it goes for implementation.

Since trade performance is a complex summation of multi sectors, MoCS alone or any one single institution can not be sufficient to meet a significant export surge (Ghimire, 2010, p.55). Therefore, support of all the stakeholders, including line ministries, Nepalese business community and development partners are a must. The seven challenges as the pre-condition of successful NTIS implementation can be outlined as: (i) trade should be a priority agenda in government policies and development plans; (ii) agency coordination (public-public, public-private and private-private) at all levels and of all types should be strengthened; (iii) strengthened institutional capacity for delivery; (iv) assurance of resource availability; (v) conducive business environment i.e. constitutional making, political stability, *bandh*, politics etc.; (vi) visionary leadership with strong commitment; and (vii) development partners' cooperation to Nepal's plea for greater AfT and TRTAs.

For effective implementation of the strategy, a phase-wise roadmap can be a fast-moving vehicle. In this context, a three phased roadmap is outlined as below:

Phase I: Strengthen Implementation Mechanism:

The implementation of the NTIS will require a strong implementation mechanism⁵. In this regard, a mechanism, consisting of a National Steering Committee, headed by the Chief Secretary of GoN, five Technical Working Groups headed by the Secretaries of respective ministries, EIF Focal Point - the Secretary of MoCS, a provision for donor facilitators, is arranged in this Nepalese provision. In addition, a National Implementation Unit (NIU) has been already established at MoCS. However, effective engagement of other key line ministries and private sector is a pre-condition to implement the activities identified in the NTIS. Therefore, a mechanism and people working under this process should be clearly identified and their roles and responsibilities (ToRs) should be well defined. Assessment of their capacities to perform such activities should be conducted on a regular basis and capacity building related training and other activities should go together accordingly.

The NIU and MoCS should also discuss with development partners to find one EIF DF and additional lead DFs for each strategic objective of NTIS. As there are four strategic objectives, separate DPs for each of the strategic objectives could pay higher.

Phase II: Prepare Project Proposals and Mobilize Resources

Once implementation mechanisms at place, MoCS embarks on project proposals and liaise with potential sources of funds, including government, in country DPs and EIF/Aid for Trade mechanism under WTO. In this regard, continuous consultation with line ministries and local DPs is needed. The proposals, prepared on the basis of the NTIS should be discussed with the local DPs first and afterwards maximum resources would be mobilized from them. In the areas, where local DPs do not show their interest, EIF Executive Secretariat and GoN, mainly Ministry of Finance and National Planning Commission should be requested for programmes and funds.

Phase III: Implementation of Trade SWAp

Many countries are using Sector-Wise Approach (SWAp) as a strategy for resource mobilization in various sectors of the economy, including trade and development. Broadly, SWAp is defined as an implementation model, in which, all stakeholders supports a single sector policy and expenditure

⁵ For mobilization of Aid for Trade, including implementation of EIF, the GoN has created an institutional mechanism – a mechanism, which is still evolving (see Annex 3).

programme, adopting common approaches across the sector, and progressing towards Government procedures to disburse and account for all funds (Callebaut, 2010). Similarly, trade SWAp can be further defined as a mechanism to coordinate and plan resources by putting top government, DPs and other stakeholders around a single trade strategy (e.g. NTIS 2010). In doing so, limited set of shared objectives (e.g. the four strategic objectives of NTIS 2010) are shared in order to develop trade sector. The main advantages of trade SWAp include: (i) it gives more attention for overall policy coherence; (ii) it helps improve planning, coordination and monitoring mechanism; (iii) it strengthens role of government in external resource mobilization; (iv) it pays more attention for capacity building; (v) it ensures better coordination mechanism among the stakeholders; (vi) it helps avoid duplication or replication of the same activities, producing no or little value addition at outcome level; (vii) it helps ensure stakeholders participation in the process in a transparent manner; and (viii) it helps control excessive aid fragmentation and divided ownership.

However, implementation of trade SWAp approach demands for buy-in from all the stakeholders, i.e. government, private sector and DPs, at first place, which may require a reasonable time period. Therefore, it is necessary for the MoCS to expedite its consultation with the stakeholders and convince them on the benefits of trade SWAp. Once a fair number of the development partners agree to work in this initiative with the ministry, the government may need to create and operationalize a 'basket fund' – in which money from different funding sources are contributed - and develop guidelines for managing 'basket fund'. Similarly, in order to disburse the basket fund, development of templates for proposals and criteria for project selection would be required.

By and large, above discussed three phase-wise challenges are very potential, however, couple with enormous opportunities for trade-led inclusive growth. GoN especially MoCS seems to have stood in the borderline to face them in the days ahead.

Conclusions

It is now widely accepted that trade could play an instrumental role in Nepal's overall development. However, to construct trade as an instrument of national development, it should be one of the top priorities of national development programs/plans. In this regard, Nepal's recently introduced Three Year Plan prioritized trade sector and emphasized on trade-led growth of the economy. Realizing the need of a strategic vision for trade sector's development, the GoN brought in new trade policy 2009 and recently introduced the NTIS. With the NTIS, there are immense opportunities for Nepal to develop itself through trade. The priority sectors and recommended actions for those priority sectors are clearly indicated in the strategy. Now it is the high time for the government to implement the NTIS recommendations to make Nepal's trade sector an effective vehicle of growth and overall development of the country. In order to do so, a phase-wised implementation plan, as indicated above, should be developed and must be implemented in association with all the stakeholders. The role of line ministries and departments of GoN, DPs and private sector will remain crucial in implementation of the NTIS; therefore, MoCS should strengthen its coordination with them in tandem with institutional point of view. Provided that the conditions are met, the NTIS is expected to open a number of new avenues. By them, the country could enhance business environment, thereby, much greater business volume. Similarly, a big push can be created for additional employment opportunities, narrowing down trade deficits and promoting export-led inclusive growth. That ultimately would have huge impact on causing poverty alleviation and availing peace dividend for people at large. With such advantage, the most aspired peace building in the country can be sustained.

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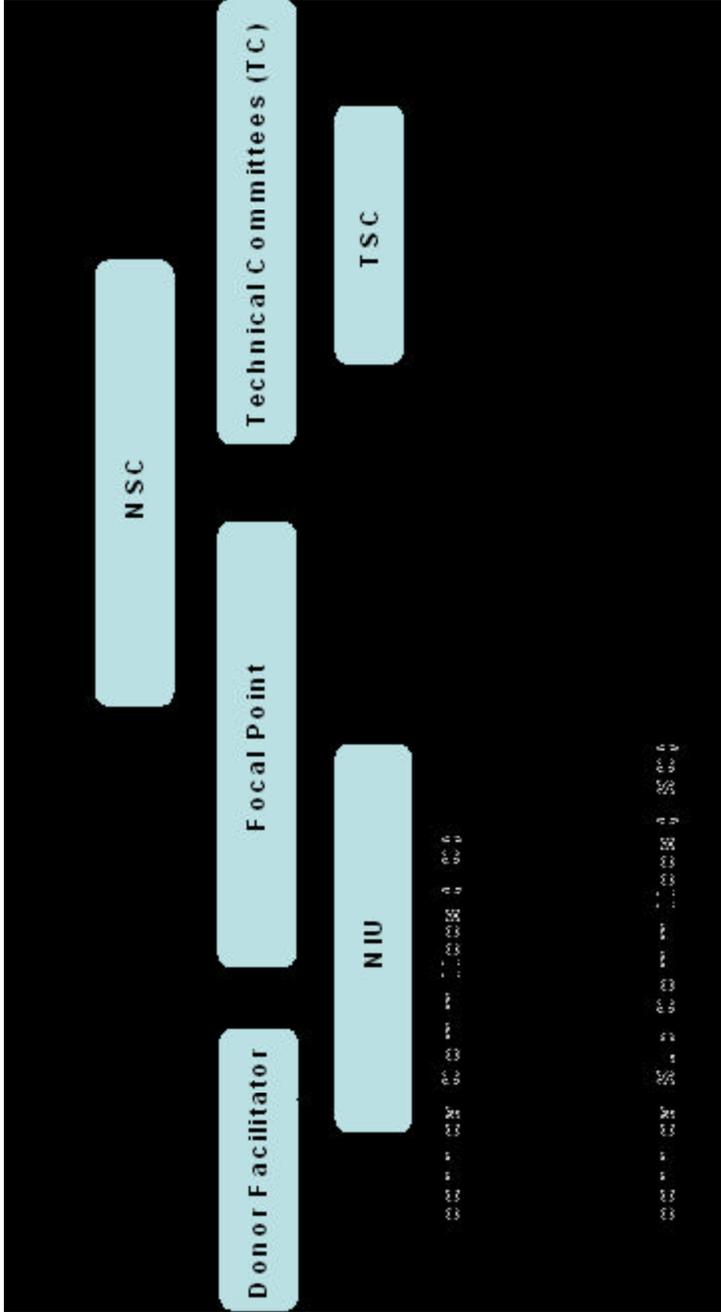
Annex 1: Socio-Economic Impact of 19 Priority Sectors

| # | Sector | Index 1: Export performance | Index 2: World market conditions | Index 3: Domestic supply conditions | Overall export potential | Socio-economic impact |
|----|------------------------|-----------------------------|----------------------------------|-------------------------------------|--------------------------|-----------------------|
| 1 | Large cardamom | high | low | high | high | medium |
| 2 | Ginger | medium | low | medium | medium | medium |
| 3 | Honey | low | medium | medium | medium | medium |
| 4 | Lentils | medium | high | high | high | medium |
| 5 | Tea | high | low | medium | medium | high |
| 6 | Instant noodles | high | medium | high | high | low |
| 7 | Medicinal herbs / oils | low | medium | high | medium | high |
| 8 | Handmade paper | low | low | high | low | high |
| 9 | Silver jewelry | low | high | medium | medium | medium |
| 10 | Iron & steel products | high | high | high | high | medium |
| 11 | Pashmina products | medium | medium | high | medium | medium |
| 12 | Wool products | medium | high | medium | medium | high |
| 13 | Tourism | high | high | high | high | high |
| 14 | Labor services | high | high | medium | high | high |
| 15 | IT & BPO services | medium | medium | medium | medium | medium |
| 16 | Health services | low | medium | low | low | low |
| 17 | Education services | medium | low | low | low | low |
| 18 | Engineering services | low | medium | medium | medium | low |
| 19 | Hydro -electricity | low | high | medium | medium | medium |

Source: *Nepal Trade Integration Strategy 2010: Executive Summary and Action Matrix*, page 11

Annex 2: Attractive Market Destinations for Priority Sectors

| Agro-food | |
|----------------------------|--|
| Craft and Industrial Goods | |
| Services | |



Note :

- NSC = National Steering Committee
- NIU = National Implementation Unit
- TSC = Technical Sub-Committee
- NTFP = Non-timber Forest Products
- SPS = Sanitary and Phyto-sanitary
- SMEs = Small and Medium Enterprise
- SEZ/EPZ = Special Economic Zones/Export Processing Zones



Can Aid for Trade Help Nepal Overcome its Supply-side Constraints?



 Ratnakar Adhikari

I. Introduction

Trade negotiations are dominated by market access discussions, more so when trade negotiators suffer from mercantilist predilection.¹ The focus on market access may be sound strategy for developed market economies, which have the ability to penetrate the market of their trading partners due to their supply capacity. They have both the exportable surplus as well as ability to supply the markets of their partner countries in a competitive manner. Even if they do not have such an ability, market takes care of this requirement.

However, excessive focus on market access has done little to help least developed countries (LDCs) such as Nepal to expand their trade (particularly export) volume. Consequently, they are left with a situation whereby they obtain market access, but are unable to enhance their exports. This is partly because market-based solution does not always work for them (Pandey 2006). These countries are handicapped by several structural and supply side constraints including lack of adequate infrastructure, human capital, technology, finance and trade facilitation measures, which prevent them from making use of market access opportunities.

Resource constraint is often cited as one of the fundamental problems facing these countries in their quest for overcoming these barriers, although it must be admitted that these are the not only barriers. Therefore, various initiatives at the multilateral level are designed to help build the supply capacity of the LDCs, of which Aid for Trade (AFT) is one.

Against this backdrop, the objective of this article is to highlight the supply-side constraints facing Nepal and critically analyze the role that AFT could play in helping the country overcome these constraints. Section II of this article discusses supply-side constraints facing Nepal, benchmarking them with other South Asian countries, where possible. Section III highlights the nature and contours of AFT including some of the recent developments, while section IV analyzes the arguments made by the critiques of AFT initiative. Section V discusses Nepalese perspective. Section VI concludes the article with some possible way forward.

II. Supply-side Constraints

Being an LDC, Nepal does not have the necessary capacity to competitively supply products of a quality demanded in the fiercely competitive international market. While this has its roots in

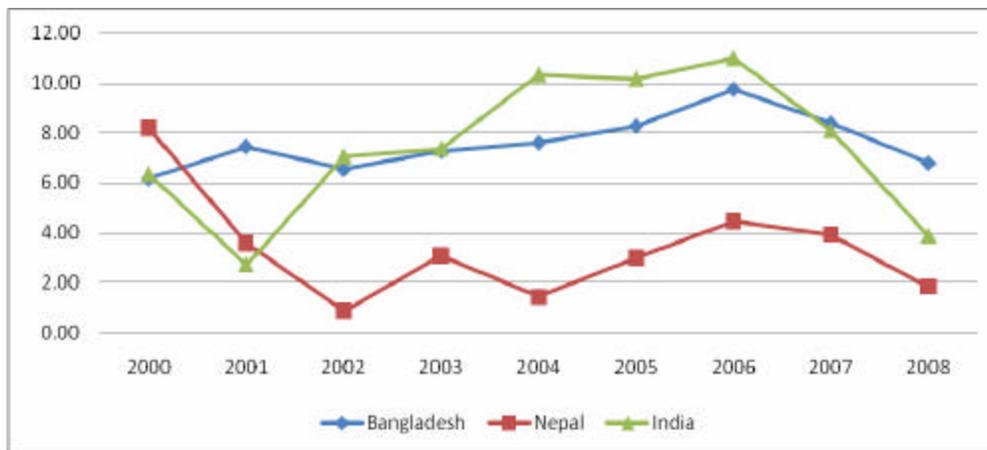
 Mr. Adhikari is the General secretary of South Asia watch on Trade, Economics & Environment (SAWTEE) The author would like to thank Dr. Posh Raj Pandey, Puspa Sharma and Paras Kharel for their comments and suggestions on the article.

¹ They get a sense of achievement not only by obtaining market access in their partner countries, but also by closing market access to own country's market. See a terse analysis of this phenom phenon made by Nobel Laureate Paul Krugman (1997).

structural factors such as narrow range of products in which Nepal has a comparative advantage, the problem is further exacerbated by several governance-related problems. The continued political turmoil in the country means that the situation is not likely to improve in the immediate future (Adhikari 2010).

Supply-side constraints can be broadly divided into two categories, namely: a) production-related supply-side constraints, such as lack of capacity to produce; and b) competitiveness-related supply-side constraints, such as factors that hinder the ability of firms to "competitively" supply the international market. A few studies conducted so far in the context of Nepal have focused predominantly on the second category of constraints, which are discussed below. This paper makes an attempt to look at the first type of supply-side constraints as well. The best possible measure to gauge this constraint is to look at the data industrial and agricultural value addition growth data. Figure 1 provides data for industrial value added growth for Nepal for the period between 2000 and 2008 and compares the same with two other South Asian countries, Bangladesh (LDC) and India (developing country). The figure shows that Nepal falls clearly behind both the countries in terms of industrial value added growth, particularly since 2002 coinciding with the peak period of the armed insurgency in the country. The peak growth of 8 percent achieved in the beginning of the decade could never be attained in the later years. The average growth in industrial value added during the nine-year period was 3.8 percent in the case of Nepal, whereas India and Bangladesh attained an average growth of 7.4 and 7.6 percent respectively.

Figure 1: Industrial value addition growth rate (%) for select South Asian countries, 2000 – 2008



Source: Author's calculation based on World Development Indicators online data of the World Bank.

However, the data for the agricultural value added growth, which is not shown here, looks relatively better for Nepal compared to the industrial sector. While the average annual growth for the corresponding period was 3.49 percent for Nepal, Bangladesh achieved an average growth rate of 3.62 percent. India, however, achieved an average annual growth of 2.78 percent in the corresponding period, which is mainly owing to the negative growth of 7.2 percent in 2002. The crux of the matter is that Nepal is left with very little surplus for exports, both on industrial as well

as agricultural sector, in particular after accounting for population growth rate, which has been hovering around 2.1 percent in the recent past.

While it can be argued that size of industrial exports such as carpet, readymade garments and pashmina is determined by the demand from importing countries, the production growth of various other sectors determines the ability of the country to meet the local demand as well as generate surplus for exports. If we have limited production, which is not even sufficient to meet the domestic demand, what follows is that we will have limited surplus left for exports. This seems to be the case with both industrial and agricultural production in Nepal.

As regards competitiveness related supply-side constraints studies conducted so far in the context of Nepal highlight inadequate infrastructure for efficient production and transportation of goods, lack of human capital endowed with education and skills to process exportables, limited access to credit due to conventional/conservative banking practices that rely more on collateral than on the feasibility of business ventures, limited use of technology in the production processes which impedes the prospects of what is known as "moving up the value-chain ladder"; and virtual absence of trade facilitation measures which causes delays in the shipment of goods as the major binding supply-side constraints (see, for example, SAWTEE and ActionAid Nepal 2007; Raihan *et al* 2007; Adhikari *et al.* 2008; Pandey 2008).

These features are also reflected in Nepal's ranking on the Global Competitiveness Report (GCR) 2009-2010 produced by the World Economic Forum (2009a), which bases its analysis on 12 different components of competitiveness. While all the factors analyzed by the GCR are necessary to measure the level of competitiveness of the economy, this article shall only focus on four factors that have been identified as the major binding constraints by earlier studies, namely: infrastructure, human capital (represented by health and primary education), access to finance (represented by ease of access to loan), and access and adaptability to technology (represented by technological readiness), based on the ranking and index prepared by the Global Competitiveness Report 2009-2010 (Table 1).

Table 1: Select competitiveness ranking and indices, 2009-2010

| Country/Economy | Infrastructure | | Health and primary education | | Ease of access to loan | | Technological readiness | |
|----------------------------|----------------|----------|------------------------------|----------|------------------------|----------|-------------------------|----------|
| | Rank | Index | Rank | Index | Rank | Index | Rank | Index |
| | N = 133 | (1 to 7) | N = 133 | (1 to 7) | N = 133 | (1 to 7) | N = 133 | (1 to 7) |
| Switzerland (Overall, top) | 5 | 6.35 | 21 | 6.10 | 32 | 3.7 | 3 | 6.01 |
| Bangladesh | 126 | 2.39 | 105 | 4.49 | 108 | 2.4 | 125 | 2.45 |
| India | 76 | 3.47 | 101 | 4.82 | 34 | 3.6 | 83 | 3.33 |
| Nepal | 131 | 2.03 | 106 | 4.45 | 84 | 2.7 | 132 | 2.21 |
| Pakistan | 89 | 3.06 | 113 | 3.95 | 53 | 3.2 | 104 | 2.87 |
| Sri Lanka | 64 | 3.88 | 47 | 5.69 | 51 | 3.2 | 85 | 3.28 |
| Burundi (Overall, bottom) | 125 | 2.41 | 121 | 3.74 | 126 | 2.1 | 129 | 2.31 |

Source: World Economic Forum (2009a)

Similarly, trade facilitation indicators presented in Table 2, which is reflected in the "Trading across Borders" segment of the Doing Business Report produced by the World Bank (2009) show that Nepal performs only better than Afghanistan and follows Bhutan with a close margin, but lags far behind other countries in the region on a number of counts. Of particular note is the

number of documents required for imports and exports, and the number of days taken for imports and exports. These are also reflected in the costs to import and export, which are much higher compared to the developing countries in the region. It is understandable that landlockedness has contributed, at least in part, to the higher cost of exports. However, Bhutan too shares the same geographic characteristics as Nepal, but incurs a much lower cost to export.

Table 2: Trade facilitation indicators of South Asian countries (2009)

| Indicators | South Asian LDCs | | | | | | South Asian DCs | |
|---|------------------|-------|-------|-------|-------|-----|-----------------|-----|
| | AF | BD | BT | MV | NP | IN | PK | SL |
| Doing business - trading across borders (rank out of 183) | 183 | 107 | 153 | 126 | 161 | 97 | 78 | 65 |
| No. of documents required for exports | 12 | 6 | 8 | 8 | 9 | 8 | 9 | 8 |
| No. of days process required for exports | 74 | 25 | 38 | 21 | 41 | 17 | 22 | 21 |
| Cost to export (US\$ per container) | 3,350 | 970 | 1,210 | 1,348 | 1,764 | 945 | 611 | 715 |
| No. of documents required for imports | 11 | 8 | 11 | 9 | 10 | 9 | 8 | 6 |
| No. of days process required for imports | 77 | 29 | 38 | 20 | 35 | 20 | 18 | 20 |
| Cost to import (US\$ per container) | 3,000 | 1,375 | 2,140 | 1,348 | 1,825 | 960 | 680 | 745 |

Moreover, the Global Enabling Trade Report published by World Economic Forum (2009b), which is largely based on the data gathered for Global Competitiveness Report, ranks Nepal very low in terms of the Enabling Trade Index (ranked 110 out of 121 countries). On two major pillars of the index (border administration and transport and communication infrastructure), which are indicative of the magnitude of supply-side constraints faced by these countries, Nepal does not fare well either. While on the border administration pillar Nepal's ranking is 113, on transport and communication infrastructure its ranking is 107.

Finally, the latest Logistics Performance Index (LPI)—a composite index of efficiency of clearance process, quality of trade- and transport-related infrastructure, ease of arranging competitively priced shipments, competence and quality of logistics services, ability to track and trace consignments and timeliness of shipments in reaching destination within the scheduled or expected delivery time)—ranks Nepal one of the lowest, i.e., 147 out of the 155 countries ranked (Table 3). Nepal's ranking has not only slipped by 17 positions, but also, for the first time, has been surpassed even by Afghanistan (World Bank 2010). While the difference with the ranking of other South Asian countries in terms of timeliness is not huge, the margin is huge in the case of infrastructure, international shipments and logistics competence (Table 3).

Table 3: Nepal's LPI vis-à-vis other South Asian countries (1 to 5 best), 2010

| Indicators | South Asian LDCs | | | | | South Asian DCs | | |
|----------------------|------------------|----|-----|-----|-----|-----------------|-----|-----|
| | AF | BD | BT | MV | NP | IN | PK | SL |
| Overall LPI | 143 | 79 | 128 | 125 | 147 | 47 | 110 | 137 |
| Customs | 104 | 90 | 118 | 98 | 130 | 52 | 135 | 143 |
| Infrastructure | 139 | 72 | 141 | 111 | 143 | 47 | 120 | 138 |
| Int'l shipments | 141 | 61 | 120 | 125 | 143 | 46 | 66 | 117 |
| Logistics competence | 141 | 96 | 127 | 117 | 143 | 40 | 120 | 142 |
| Tracking & tracing | 128 | 92 | 105 | 121 | 140 | 52 | 93 | 142 |
| Timeliness | 146 | 70 | 122 | 133 | 139 | 56 | 110 | 125 |

Source: Logistics Performance Indicators, World Bank (2010)

The above discussions provide testimony to the fact that Nepal's competitiveness has not only been inadequate but has also been constantly deteriorating while other countries continue to improve their performance and increase their foothold in the international market. This is attributed to the enormous supply-side constraints Nepal faces, which militate against Nepal's quest for export expansion.

III. Aid for Trade

Although AFT initiative was announced for the first time during the Hong Kong Ministerial Conference of the World Trade Organization (WTO), this can be considered proverbial "old wine in new bottle" for various reasons. First, as per the database maintained by the Organization for Economic Cooperation and Development (OECD), the AFT data are available since 1967 (OECD/WTO 2009: 53). This is because the various categories of funding that are now classified as AFT were being provided by donors for at least past 43 years. Second, some other initiatives designed to "aid trade" or for that matter build trade capacity of developing countries in general and LDCs in particular have been around for the past 13 years. Table 4 provides a snapshot of the evolution of these initiatives.

Table 4: Various versions of trade capacity building in chronological order

| Initiatives | Main objectives |
|---|---|
| Integrated Framework for Trade Related Technical Assistance (IF) (1997) | To help LDCs mainstream trade in national development strategies and enhance their trade capacity |
| Doha Development Agenda Trade Related Technical Assistance (2001) | To help developing countries better frame their trade policies and participate in trade negotiations |
| Standards and Trade Development Facility (2002) | To help developing countries enhance their expertise and capacity to analyze and to implement international sanitary and phyto-sanitary (SPS) standards, and to gain and maintain market access |
| Enhanced IF (2005) | Same as IF, but with additional funding |
| Aid for Trade (2005) | To help developing countries, in particular LDCs, address their supply-side constraints, build productive capacity and adjust to evolving nature of global trade liberalization |

Source: Author's compilation from WTO website

While earlier initiatives were also partly designed to address the supply-side constraints faced by developing countries in general and LDCs in particular, the issue did not figure predominantly in these initiatives. A closer look at the way they were implemented reveal that, with the exception of Standards and Trade Development Facility, they were more focused on providing "software" nature of funding in the form of training, seminar, research and studies, which can help the recipient countries overcome supply-side constraints only in an indirect manner, but not directly.

What is required for the developing countries and LDCs to overcome their supply-side constraints are "hardware" such as investment in purchase of equipment and construction of infrastructure, which was clearly missing in most of the above trade-related capacity building initiatives. This is partly due to the amount of resources available under these initiatives. For example, even the much hyped IF initiative had a total funding envelop of approximately US\$ 1.338 million per country, divided into two windows:

- Window 1: for financing Diagnostic Trade Integration Studies (DTISs) (US\$300,000 per country) and strengthening in-country structures (US\$38,000 per country).
- Window 2: for financing priority capacity building projects in the LDCs as identified in the DTIS Action Matrices (US\$1 million per country) (WTO 2006a)

In order to address this problem, the Hong Kong Ministerial Conference also decided to take the IF to a new level by scaling up funding for the initiative through what is now known as Enhanced Integrated Framework (EIF). The Task Force constituted to develop proposals for such an enhancement, including expanding the IF's resources and scope, and making it more effective, has recommended that US\$ 400 million is required for the effective implementation of the framework (WTO 2006a).

However, the question again remains more or less the same because even when the entire US\$ 400 million is mobilized, amount dedicated per LDC remains very low compared to their need to overcome supply-side constraints. Therefore, this mechanism too, like its predecessor, may not move beyond helping LDCs prepare their need assessment and mainstream trade into their national development strategies. Realizing the paucity of fund available under the EIF trust fund, the WTO suggests that for most activities identified through the EIF, resources for implementation have to be mobilized from other sources, indicating that the LDCs need to tap into AFT resources to fund resource-intensive projects.²

AFT, among others, intends to directly address the issue of supply-side constraints. As stated in paragraph 57 of the Hong Kong Ministerial Declaration, "...Aid for Trade should aim to help developing countries, particularly LDCs, to build the *supply-side capacity* and *trade-related infrastructure* that they need to assist them to implement and benefit from WTO Agreements and more broadly to expand their trade..." (WTO 2005) (emphasis added).

The Declaration also invited the Director-General of the WTO to create a task force to provide recommendation on the modalities for operationalizing AFT. As per the mandate provided by the Ministerial Conference, the Director-General constituted a Task Force, which submitted its report to the General Council in July 2006. The Task Force Report, which was later adopted by the General Council, recommended dividing AFT into the following six categories:

1. Trade-related infrastructure (e.g., road, telecommunication, electricity).
2. Building productive capacity (e.g., enhancing productivity of agriculture, industry, fishery sectors).
3. Trade development (e.g., investment promotion, trade promotion, business services).
4. Trade-related adjustment (e.g., retraining of workers, compensation for retrenched workers).
5. Trade policy and regulations (e.g., training of officials and stakeholders, help in designing policies and comply with trade rules).
6. Other areas (e.g., other needs of the recipient countries that are not included above).³

Out of these categories, the first two are directly related to addressing supply-side constraints faced by developing countries in general and LDCs in particular. The Task Force also recommended that the two major guiding principles should be followed while disbursing and

² See WTO EIF page of the WTO website.

³ See WTO (2006b) for further details.

monitoring the flow of AFT. First, the Paris Declaration on Aid Effectiveness should be followed to measure the effectiveness of AFT. Paris Declaration, as is well known, was agreed in 2005, which defines a number of commitments on the part of donors and partner countries, and a set of indicators to measure progress towards 2010. The Declaration rests on five common-sense tenets, that aid is more likely to promote development when:

1. Developing countries exercise leadership over their development policies and plans (ownership).
2. Donors base their support on countries' development strategies and systems (alignment).
3. Donors co-ordinate their activities and minimise the cost of delivering aid (harmonisation).
4. Developing countries and donors orient their activities to achieve the desired results (managing for results).
5. Donors and developing countries are accountable to each other for progress in managing aid better and in achieving development results (mutual accountability) (OECD 2007).

The second guiding principle was that the WTO should be responsible for monitoring the flow and effectiveness of aid for trade. This would mean that the donors would continue to provide resources to the developing countries on a bilateral basis, but the WTO would be responsible for overseeing the implementation of the commitments made. In order to fulfil this mandate, WTO organizes Global Review of AFT. Two such reviews have taken place in 2007 and 2009. According to the latest review document, produced jointly by the OECD and the WTO, AFT has reached US\$ 25.42 billion in 2007, which represents an increase of US\$ 4.3 billion (21% percent) over the baseline period (2002 – 2005), under the four major headings, namely: a) Economic infrastructure, b) building productive capacity, c) trade policy and regulations, and c) trade related adjustment (OECD/WTO 2009). The Report claims that the above increase is in addition to the regular ODA, and it was not provided at the cost of the funding provided to social sectors (such as health and education) (*Ibid*). The major focus of the AFT initiative has been on economic infrastructure in which 54 percent of total commitments were made. This is followed by building productive capacity, which attracted an average share of 43 percent between 2002 and 2007. If we combine these two categories, almost 94 percent of AFT commitments were made in helping developing countries overcome their supply-side constraints (OECD/WTO 2009:57).

The Global Review Report also states that maintaining the same pace of funding would be a challenging task given the impact of global financial crisis on the donor countries. Assuming that AFT funding is pegged to the Gross National Income (GNI) of the donor countries, which is normally the case, a fall in their GNI will have a direct impact on the flow of AFT. Another fact highlighted in the report is that multilateral donors (such as the World Bank, and regional development banks) delivered more than 60 percent of the total resources under the AFT.

The Report also highlights the fact that the flow of AFT has increased to low income countries, particularly Sub-Saharan Africa, although Asia is still the largest recipient of AFT, which is not surprising given the size of the economies of Asia as well as the number of absolute poor living in the region. While Asia received a total of US\$ 10.7 billion in 2007, Africa was close second which received AFT funding commitment of US\$ 9.5 billion. However, the growing importance placed by aid donors on Africa is visible from the fact that the share of total AFT committed to Africa increased from 30 percent in the baseline period to 38 percent in 2007. In the case of Asia, this share fell from 50 percent to 42 percent during the corresponding period (OECD/WTO 2009:59). From South Asia, five countries figure amongst the top 20 countries receiving AFT – with India topping the list

and Afghanistan, Bangladesh, Pakistan and Sri Lanka in the 3^d, 9th, 13th and 18th positions respectively. Unfortunately, Nepal does not figure in the list of top 20 recipients of AFT (Table A1).

Another important facets reported in this publication, based on questionnaire based survey conducted, is that partner countries are increasingly more engaged in AFT, with mainstreaming of trade in national development plans and strategies taking place at the policy-level in a majority of partner countries (Ibid: 47). Finally, the report considers that South-South flow of AFT is increasing rapidly, which, unfortunately, could not be captured by the report, because the data presented in the report were based on the reporting of donors belonging to the OECD Development Assistance Committee (DAC). Southern donors such as Brazil, China, and India seem to have emerged as the major AFT donors providing support to other developing countries – both within the region and outside. However, this is an under-researched area and no evidence of these flows is available in the public domain, to the best of our knowledge.

IV. Critique of AFT

Although the OCED/WTO publication discussed above claims that AFT has been effective, the initiative has come under serious criticisms from the academics, developing country policy makers and practitioners, among others. One of the major criticisms is the extremely broad definition of AFT, which encompasses everything ranging from trade related infrastructure to trade adjustment. The residual category "others" makes it even broader so as to allow donors to include several categories of ODA under AFT, and jack up the figure. For example, if a road construction takes place through donors' assistance, it could have several positive impacts on the socio-economic condition of the partner country. It could potentially connect local market to the city centre. At the same time, it could help children attend school without losing much time commuting, sick and elderly to visit hospitals, and political parties to bring their cadres to cities to organize demonstrations. Potential contribution of a newly constructed road to enhance international or regional trade cannot be denied, but would it be fair to include the entire assistance provided for road construction under AFT? Similarly, establishment of a vocational training institute in a country could potentially help in raising the skills of a group of young participants, which could contribute to build productive capacity of the enterprises where they are eventually absorbed, but their contribution to enhance trade may be limited by several factors. However, assistance of this nature is also included under AFT.

Secondly, developing countries do not seem particularly pleased with the way AFT architecture has been designed. They were hoping that some form of dedicated fund would be established at the global level, to which all the donors would contribute their resources, and such fund would be allocated resources to the developing countries and LDCs based on their AFT needs. Nobel Laureate Joseph Stiglitz together with his colleague Andrew Charlton (2006) had also floated this type of proposal, which was supported by the African Group, except that the latter did not want a new institutional apparatus to be created for administering the fund. However, both these recommendations were rejected and what has now happened is that AFT has to be directly negotiated by the partner countries with the donors, who are also the providers of regular ODA. It has therefore become difficult for the partner countries to segregate the AFT and ODA while approaching the donors. Worse still, donors seem to be using AFT to achieve their other policy objectives rather than helping developing countries and LDCs in their quest for achieving increased

volume of exports. Although these hidden agenda of donors are difficult to fully uncover, an indication of this tendency can be seen from the way the AFT resources are allocated to the major recipients of AFT. For example, as can be seen from the Annex (Table A1), India and Vietnam, which are the major emerging markets as well as FDI destinations for the developed countries, together received more than US\$ 3.6 billion worth of AFT in 2007, which represent 14.3 percent of the total AFT provided to developing countries. Similarly, Afghanistan and Iraq together received more than US\$ 2.5 billion in AFT, representing 9.7 percent of total AFT flow. The latter ones fall into the group of countries where donors could potentially leverage AFT funding to achieve their foreign policy objectives (including but not limited to "war on terror"). It is also worth noting that out of the top 20 countries receiving AFT, only seven (including Afghanistan) are LDCs, and others are developing countries. Some of these developing countries, notably, India and Vietnam are quite resourceful and they can take care of their needs through the generation of internal resources.

Thirdly, the nature of funding contradicts the intended purpose of AFT, a demand that AFT should be "non-debt-creating" in nature. Not all the donors provide AFT in the form of grant, some of them provide AFT in the form of loan. Developing countries, over-burdened with debt may be able to make effective use of such resources, adding debt burden to these countries in the form of AFT may not be desirable.

Fourthly, donors continue to focus on the provision of "software" which does not add to the productivity of the economy and is not likely to contribute significantly to increase trade, particularly exports, of the partner countries. Worse still, some of the donor conditions even for "hardware" projects include the requirement to hire consultants from their own countries. Since expatriate salaries are, more often than not, much higher than locally recruited professionals, most of the project resources go back to the donor countries, yet the entire funds allocated under the project is counted as AFT provided to the partner country concerned.

Finally, there is a lack of coordination among donors on the provision of AFT funding. Some areas such as capacity building are over-funded and there is a huge concentration of donors in these areas, whereas there is limited funding available to meet the genuine trade-related needs of partner countries. For example, in the case of Nepal, which needs to upgrade its customs infrastructure – in line with Customs Modernization Work Plan prepared by Department of Customs, in order to reduce the cost of trading across borders, has not so far received any major funding in this area. The only funding received so far in this area is through UNCTAD to develop and implement Automated System for Customs Data (ASYCUDA) project for customs automation (ENTReC 2010).

V. Nepalese Perspective

Although Nepal has been a beneficiary of various versions of trade related capacity building initiatives, the country officially participated in the IF initiative in 2002-2003, when it started the preparation of DTIS called *Nepal: Trade and Competitiveness Study* under the Window

1 of the IF. The study was led by the World Bank, and the report was prepared by a Team of foreign experts chosen by the Bank, with some participation of select Nepalese experts as well. The study was intended to identify the trade related opportunities and challenges faced by Nepal as well as propose a policy action matrix for utilizing those opportunities as well as addressing the challenges. The policy action matrix was supposed to serve as a guideline for the country to seek funding from donors as to achieve these objectives. However, due to lack of ownership of the DTIS either by the donor or by the government, not much could be realized in terms of generating resources and implementing the programme envisaged by the study. The study became outdated by 2008, such that Nepal is currently in the process of updating the study, which is now called Nepal Trade Integration Strategy (NTIS). The Strategy is almost complete and is expected to be launched in June 2010 according to a MoCS source.⁴

Later, Nepal received funding through the Window 2 of the IF, the objective of which was to strengthen the government's capacity to implement its WTO commitments as well as its capacity to coordinate the design of trade priorities and negotiating objectives among stakeholders and policy makers (ENTReC 2010).

After the IF was upgraded to EIF, with a full-fledged secretariat in Geneva, Nepal prepared proposal for EIF Tier I funding. The proposal with a budget of US\$ 1.5 million has recently been approved and the project will soon start operating. The major objective of this project is to strengthen the capacity of various institutions such as Steering Committee, National Implementation Unit and others, to implement the EIF.

Besides, Nepal has either received or is in the process of receiving what is now categorized as AFT from various bilateral donors such as UK Department for International Development (DFID), European Commission (EC) and German Technical Assistance (GTZ), as well as multilateral donors such as the World Bank, Asian Development Bank, STDF, and UNDP, among others (ENTReC 2010).

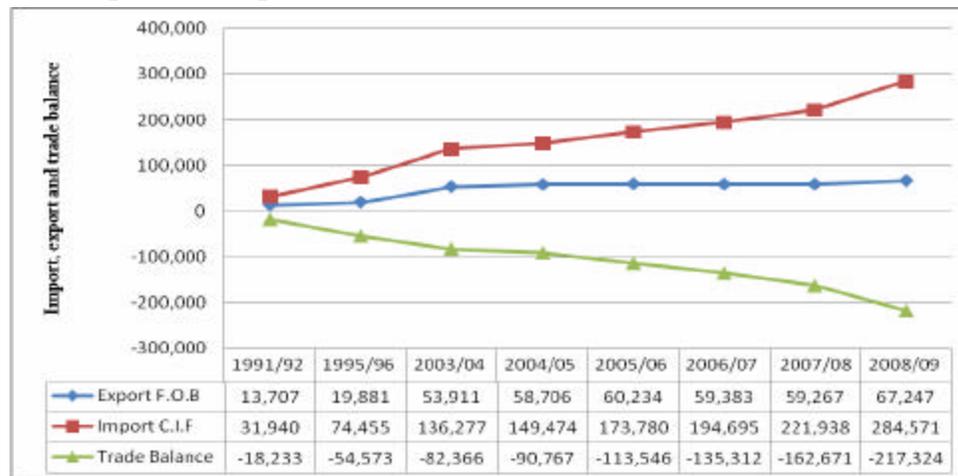
However, to what extent these resources have contributed in better integrating Nepal into the global economy in general and enhancing Nepal's export in particular is a moot question. Although some of the projects under these initiatives have recently started and they will take time to show results, even those that have been implemented since 2002-2003 does not seem to have contributed to the export expansion of the country. Nepal's trade data from 1991/92 to 2008/09, shows that it has suffered a severe setback on export front with the export rising only by 25 percent between 2002/03 (the cut-off point from which export stagnation began) and 2008/09, whereas import has increased by 109 percent during the corresponding period, resulting in an increase in trade deficit by 164 percent (Figure 2).⁵

These exports figures are in local currency and exchange fluctuation has not been taken into account. Neither have they been adjusted to factor in relative price changes over the years.

⁴ The Strategy was lanched on June 24, 2010, in Kathmandu -editors.

⁵ *These exports figures are in local currency and exchange fluctuation has not been taken into account. Neither have they been adjusted to factor in relative price changes over the years.*

Figure 2: Nepal's trade performance, 1991/92 to 2008/2009 (NPR million)



Source: Ministry of Finance (various issues)

It can be seen from the figure provided above that the year 2008/09 was a relatively better year for Nepalese exports during which exports increased by 13 percent and contributed to more than half of the 25 percent increase seen since 2002/03. However, if we look at the figures for the first nine months of the ongoing fiscal year, the export figures look even more disappointing. Between mid-July 2009 and mid-April 2010, Nepal's merchandise export was only NPR 45.67 billion, which is 10.4 percent lower than in the corresponding period last fiscal year (NRB 2010).

However, we need to exercise caution before ascribing our failure to increase our exports to the ineffectiveness of trade related technical assistance programmes. This is because various national factors such as political instability, frequent strikes, power shortage and inhospitable business climate as well as international factors such as phasing out of textiles and clothing quotas, growing protectionism in the developed countries in the wake of global economic crisis, and unfavourable market access conditions in the largest market for the country (India) are equally to be blamed for Nepal's lackluster performance on the export front. At the same time, this does not mean that we should provide a clean chit to the trade related technical assistance programmes.

Admittedly, two major problems of most of the initiatives discussed above have been lack of adequate resources and predictability of funding. AFT is meant to address these problems, particularly the former one, to a significant extent. However, other problems associated with development aid in general and trade related aid in particular may continue to bedevil AFT as well. Table 5, which provides a comparison of AFT commitments made to Nepal during the base period (2002-2005) and the most recent period (2007) for which data is available, shows that commitments to Nepal has increased by 56 percent, whereas AFT increased globally by only 21 percent as discussed above. This does raise some hope, because Nepal, whether being an LDC or due to its ability to articulate it needs to the donors, was able to receive much higher funding commitment than the global average. Even if we look at the per capita commitment it has increased by 45 percent during the corresponding period, which should also be considered quite impressive.

However, the disbursement figure for 2007, which is only US\$ 89.1 million (representing only 40 percent of the commitment) is not encouraging at all. Low disbursement itself might not be a major problem and it can not merely be attributed to donors' failure. According to OCED/WTO (2009: 54), low level of disbursement could be due to several reasons, and all of which are applicable in the context of Nepal. First, a change in government in a partner country often leads to changes in priorities, and the aid funding needs to be reassigned to the priorities of the government of the day, which takes time and could cause less than optimal disbursement in a reported period. Second, which is related to donors' procedure, the requirements for the release of donor funds have proven burdensome in some cases. For example, some funds are provided on reimbursement basis, which means that the partner country should spend the resources first and then ask the reimbursement of the expenses. Even when the resources are spent in a particular year, it does not get reflected in the disbursement until such time money is physically transferred to the partner country, which could take place in the next calendar year. Finally, the delay in disbursement could also be a result of the low level of absorption capacity of the partner countries, which is something we need to admit in the case of Nepal as well.⁶ Therefore, both donors as well as partner countries need to do their respective bit to increase the disbursement rate.

Table 5: Nepal – AFT Flows (US\$ million, 2006 constant)

| Aid for Trade | Commitments | | Disbursements 2007 |
|--|--------------|--------------|-----------------------|
| | 2002-05 avg. | 2007 | |
| Trade policy and regulations | 0.1 | 1.2 | 0.8 |
| Economic Infrastructure | 68.3 | 111.4 | 63.5 |
| Building productive capacity Of which: Trade development marker | 75.7 - | 111.9 3.4 | 24.8 1.3 |
| Trade-related adjustment | - | - | - |
| Total AFT* | 144.1 | 224.5 | 89.1 |
| AFT per capita (USD) | 5.5 | 8.0 | 3.2 |

Breakdown data may not add up to total due to rounding

Source: OCED/WTO (2009): 234

One of the surprising facts that came to the notice of the author, during his interaction with high level officials of the MoCS recently, is that even these officials are not aware of what has been shown in Table 5 in the form of AFT commitment, or disbursement for that matter. The nodal ministry responsible for designing and implementing AFT programme being unaware of the total amount of AFT resources meant for improving trade capacity of the country is a serious issue requiring further investigation. Some of the plausible reasons could be as follows.

⁶ *There are two opposing views in the case of South Asian LDCs, particularly Bangladesh and Nepal, in which the author is currently engaged in his doctoral research. Unfortunately, both views are of "blame shifting" variety. Those who fault donors are of the view that the highly bureaucratic disbursement process of the donors is responsible for the slow disbursement. They also contend that due to stringent procurement guidelines adopted by their governments at the behest of the donors, project implementation gets delayed. If the disbursement is tied to the progress of the project, it is bound to be slow. Those who blame the partner countries for delay argue that governments in these countries do not even spend their own development budget on time, let alone the resources provided by the donors, which is manifested in the historically low absorption capacity. See Adhikari (forthcoming) for further details.*

First, foreign aid is coordinated by the Ministry of Finance which might not have put in place a robust inter-ministerial coordination mechanism to make the other ministries (MoCS in this case) aware of the funding being committed/disbursed under such mechanisms (AFT in this case) in which the latter ministries have significant stake. Second, monitoring mechanism of the projects intended to be funded through AFT, by involving the concerned ministry could be either non-existent or weak. Third, the AFT categories are so broad that donors might have reported even regular ODA under the AFT (such as funds provided for road construction) in the Creditors Reporting System (CRS) of the OECD, which is the source used by the international institutions such as OECD or the WTO to generate AFT data. Whatever may be the underlying cause of the problem, a fundamental rethinking is required on the part of both donors and partner countries to strengthen the reporting system.

Focus on "output" rather than "outcome", one of the most pernicious traditions of the aid industry is reflected in the AFT as well. There is a relatively sound understanding amongst both donors and partner countries that the ultimate objective of AFT is to contribute to economic development and poverty reduction in the partner countries, towards which trade could potentially play a role. This is indeed one of the reasons why most trade related assistance programmes emphasize the need to mainstream trade into national development strategy. Cambodia, for example, has gone one step further by designing and implementing Trade Sector Wide Approach (SWAp), which is underpinned by inclusive growth and poverty reduction perspectives.⁷

However, when donors as well as partner countries focus on "output" such as amount of fund disbursed, number of training provided, number of studies conducted, and number of missions fielded, which are much easier to report rather than on "outcomes" such as change in value of trade and growth indicators at the macro level (including poverty reduction), which are difficult to report, the *raison d'être* of AFT itself comes under the shadow of suspicion.

The AFT Review Meeting, which has taken place twice since the inception of the idea has remained a mere ritualistic exercise rather than serving as a platform for initiating serious discussion and debates on enhancing effectiveness of AFT. The third Review Meeting, which is going to take place in 2012, may not prove fundamentally different if the mindset of people and institutions involved in the delivery and utilization of AFT remain unchanged. In order to raise the level of debate to a higher level, some form of independent mechanism for monitoring AFT needs to be devised.

VI. Conclusion and way forward

The above analysis makes it abundantly clear that AFT, despite contributing to ramping up funding for enhancing trade capacity and providing a predictable source of funding, is not likely to prove radically different than the previous versions of the trade related technical assistance programmes. If AFT continues to be delivered through the present modality without addressing the concerns raised by its critics, this too may not contribute significantly to alleviate the supply-side constraints faced by LDCs in general and Nepal in particular.

⁷ *The benefits of Cambodian Trade SWAp lies not only on firmly grounding aid for trade on development imperatives, but also in facilitating donor coordination and alignment, genuine stakeholder engagement and ex ante analysis of human development implications of trade reform. Although there are some non-trivial challenges to realize true potentials of this initiative, it is hailed as a path breaking model. See ODI (2009) for further details.*

Changing the current pattern and or modality requires actions from all stakeholders at the international level. It may not be possible to radically revamp the entire system, but some incremental approach may produce significant payoff. Therefore, at a bare minimum, the following actions need to be taken.

At the international level

First, in order to raise the level of debate on AFT to a higher level, what is urgently required is the creation of an independent monitoring apparatus, outside the international bureaucracy, to: a) conduct research and prepare case studies to gauge the effectiveness of AFT in select countries, and disseminate their findings; b) develop methodologies to help partner countries assess the effectiveness of AFT themselves; and c) create a platform for an informed dialogue between donors and partner countries so as to propose innovative ideas for enhancing the effectiveness of AFT. Failure of AFT to deliver, will not only undermine the credibility of the international aid system, but will also cause significant damage to the reputation of the WTO, which initiated the idea with much fanfare, but does not have any major role to play in shaping its course.

Second, a stand-alone facility for the pooling of resources delivery of AFT should be put in place. There are lessons to learn from similar facilities being created for environmental sustainability (such as Global Environment Facility) and health (such as Global Fund) while creating such a facility. It may not be necessary to create a separate institution to administer the fund; some existing institution could be tasked to manage the resources.

Third, AFT needs to be scaled up further and targeted to the specific needs of the LDCs in particular. Developing countries with adequate resource endowments can finance their AFT needs themselves and countries participating on "war of terror" campaign deserve much less funding than, say landlocked LDCs, which face significant barriers to international transportation.

Fourth, improvement in donor coordination is necessary, which can be done through the sharing of information on their funding priorities, funding envelop available and their willingness to collaborate on joint-funding initiatives.

Fifth, AFT funding, which are primarily meant to address supply-side constraints of the partner countries should continue to focus on providing "hardware" facilities rather than "software" ones. It goes without saying that the "technical assistance" component (including the practice of parachuting consultants from donor countries/organizations) should be put to an end.

At the domestic level

First, given that trade mainstreaming in the national development strategy is a necessary condition for recognizing the role played by trade in achieving overall national development objectives, it is necessary to continue such a process with added emphasis.

Second, partner countries should ensure increased coordination between government agencies, department and local governments as well as with other stakeholders (e.g., private sector and civil society) on how aid priority should be defined, and once received, how it should be obtained, utilized, recorded and monitored. If this process is institutionalized, it will not only enhance the ownership of the various stakeholders on the programmes targeted for AFT funding, but also produce better results due to effective coordination.

Both the above mentioned issues can be addressed, to a significant extent, by introducing Trade SWAp by replicating the Cambodian model, with some fine-tuning, where required, to suit the ground realities in Nepal.

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Annex

**Table A1: Top 20 Recipients of AFT in Volume in 2007, Commitments in US\$ million
(2006 constant price)**

| Country | Region | Income Group | 2002-05 avg. | 2007 | | | |
|-------------|---------|---------------------|-----------------|---------|---------|-----------------------------|----------------------|
| | | | | 2006 | 2007 | Share(%) of Total AFT | ODA as% of GNI |
| India | Asia | Other Low Income | 1,352.3 | 1,522.6 | 1,963.8 | 7.7 | 0.11 |
| Viet Nam | Asia | Other Low Income | 1,371.9 | 1,154.1 | 1,673.9 | 6.6 | 3.58 |
| Afghanistan | Asia | Least Developed | 655.0 | 1,168.2 | 1,341.2 | 5.3 | 33.86 |
| Iraq | Asia | Lower Middle Income | 1,979.2 | 2,061.8 | 1,111.0 | 4.4 | - |
| Ethiopia | Africa | Least Developed | 485.1 | 655.4 | 813.6 | 3.2 | 12.48 |
| Indonesia | Asia | Lower Middle Income | 936.9 | 814.4 | 772.6 | 3.0 | 0.19 |
| Kenya | Africa | Other Low Income | 300.0 | 294.1 | 735.0 | 2.9 | 4.31 |
| Ghana | Africa | Other Low Income | 235.6 | 207.1 | 667.1 | 2.6 | 7.59 |
| Bangladesh | Asia | Least Developed | 642.1 | 459.7 | 655.8 | 2.6 | 2.06 |
| Mali | Africa | Least Developed | 159.5 | 79.6 | 653.3 | 2.6 | 15.43 |
| Uganda | Africa | Least Developed | 221.2 | 105.4 | 640.8 | 2.5 | 15.72 |
| Egypt | Africa | Lower Middle Income | 518.5 | 701.3 | 469.8 | 1.8 | 0.84 |
| Pakistan | Asia | Other Low Income | 345.8 | 322.5 | 408.2 | 1.6 | 1.51 |
| Tanzania | Africa | Least Developed | 324.2 | 213.0 | 398.1 | 1.6 | 17.43 |
| El Salvador | America | Lower Middle Income | 27.0 | 23.8 | 369.8 | 1.5 | 0.45 |
| Mozambique | Africa | Least Developed | 284.2 | 316.9 | 365.3 | 1.4 | 26.33 |
| China | Asia | Lower Middle Income | 695.4 | 537.5 | 338.8 | 1.3 | 0.04 |
| Sri Lanka | Asia | Lower Middle Income | 410.9 | 281.7 | 285.1 | 1.1 | 1.84 |
| Morocco | Africa | Lower Middle Income | 280.6 | 433.5 | 265.0 | 1.0 | 1.51 |
| Bolivia | America | Lower Middle Income | 215.6 | 115.4 | 259.0 | 1.0 | 3.69 |

Source: OECD/WTO (2009): A1-3



Women Entrepreneurship and Equity Development Approach



 Rama Bashyal, Ph.D.

Introduction

Entrepreneurship for women is one of the important pathways out of poverty and a march towards equality. Studies have proven that entrepreneurship, in the form of small and medium-sized enterprises, can indeed empower women and through time, it can transform power relations within the society. However, in the past, women's entrepreneurship in many developing world has gone little beyond informal business ventures which ensure daily survival for women and their families. Women entrepreneurship, in a formalised sense, is a relatively new phenomenon in Nepal. Although certain ethnic communities in the country, especially some ethnic groups like Newars, Sherpas, Gurungs, Thakalis are known to have a long tradition of women being involved in small business enterprises.

These days however women's participation in the labour force has increased in almost all regions of the world largely because women's use of family planning has enabled them to spend less time on child care and more on work outside home. Attitudes towards women also have changed to some extent. In addition, economic growth and the expansion of service industries in many developing countries (like finance, communications and tourism) has tended to employ large numbers of women. But the increased women's labour force participation has not still led to an equal sharing of the work burden or market opportunities for women nor has reduced the number of unpaid workers as they are still contributing on the household duties. Although women in Nepal constitute a little over one half of total population, they rank lower than men in almost every social indicator of the country. Within the increasing tides of poverty in Nepal, women are the poorest of the poor, a relatively more deprived segment even from among the poor (World Bank, 1991).

Women's Status in Nepal

According to 2001 census data, the literacy rate of the population aged 6 years and above is 54.1 percent (42.8 percent female and 65.5 percent male). Similarly, the adult female literacy rate (34.9 percent) is much lower than the adult male (62.7 percent) literacy rate. Regarding marriage and social deprivation, the percentage of married population of age group 10-15 years is 28.8 percent for female and 11.2 percent for male. The percentage of economically active female and male population is 43.7 and 62.6 percent respectively. The estimated national level unemployment is 5.1 percent. The labour force participation rate of population (in all activities) for 16-49 years of age for female and male is 48.9 and 67.6 percent respectively. By employment status, the unpaid women workers are 12.9 percent in comparison to 5.7 percent for unpaid men workers. Approximately, 70 percent of women working outside the domestic sphere are self-employed (agricultural labour, non-agricultural family enterprises, and off-farm work in urban areas) and 12.8 percent are wage employed, as compared to 56.7 percent and 33.7 percent in the case of men. Similarly, less than four percent of working women hold the status of employer (CBS, 2001 and 2003).

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Moreover, female participation in non-agricultural sector is lower than that for male. It means women's labour input in agricultural sector is increasing in the successive censuses making agriculture progressively feminised. The census data show the increasing proportion of female labour force - 30 percent in 1971, 36 percent in 1981, 45 percent in 1991, and 57.8 percent in 2001 census (Acharya, 1994; Adhikary, 1995; CBS, 2001). But "agricultural feminisation" in Nepal is caused by *de facto* rather than *de jure* reason as the number of female-headed households in rural areas is increasing mainly because of male out-migration and due to male employment in other sectors. Majority of women therefore do not have the access to the provision of land rights in Nepal. Thus, women of Nepal work hard contributing much in the domestic and the national economy. But their access to skills, resources, opportunities, and power still remains low. They work as agricultural labourers not as resource managers in Meier's words (Meier, 1995).

Constraints of Women Entrepreneurs in Nepal

Despite the changed attitudes, women's access particularly of rural women to knowledge, skills, resources, opportunities and power still remains low. In Nepal, embedded structural and socio-cultural constraints challenge women entrepreneurs and make it hard for them to realise their potential as leaders in business. The constraints often faced by the Nepalese women are:

- (a) Women have less freedom to select sectors within which to operate. They have less access to credit and other productive resources. According to a report by the United Nations Industrial Development Organisation (UNIDO), "despite evidence that women's loan repayment rates are higher than men's, women still face more difficulties in obtaining credit," often due to discriminatory attitudes of banks and informal lending groups (UNIDO, 1995);
- (b) Women entrepreneurs are suffering from inadequate financial resources and working capital. They lack access to external funds due to their inability to provide tangible security. Very few women particularly rural women have the tangible property in hand;
- (c) Women's family obligations also bar them from becoming successful entrepreneurs in both developed and developing nations. "Having primary responsibility for children, home and older dependent family members, few women can devote all their time and energies to their business" (Starcher, 1996);
- (d) Women give more emphasis to family ties and relationships. Married women have to make a fine balance between business and home. More over the business success is depends on the support the family members extended to women in the business process and management. The interest of the family members is a determinant factor in the realisation of women's business aspirations;
- (e) Women have less time and opportunity to obtain education and experience relevant to entrepreneurship. Knowledge of latest technological changes, know how, and education level of the person are significant factor that affect business. The literacy rate of women in Nepal is found at low level compared to male population;
- (f) Low-level risk taking attitude is another factor affecting women folk decision to get into business. Low level of education provides low level of self-confidence and self-reliance to the women folk to engage in business; and
- (g) Finally high production cost of some business operations adversely affects the development of women entrepreneurs. The installation of new machineries during expansion of the productive capacity and like similar factors dissuades the women entrepreneurs from venturing into new areas.

These constraints often affect women more than men of the same class due to the different roles and responsibilities women are assigned by society. This means that women tend to have different needs than men regarding entrepreneurship support. Therefore, the policies and programmes must address these various constraints acting on their abilities to succeed.

The Nepal Labour Force Survey (NLFS) report 2008 has presented the differences of currently inactive population aged 15 and over by sex with the reason for inactivity. The survey report gives the reason of inactivity of the population and percentage for the reason. Accordingly, the most important reason for being inactive is being engaged in household duties, which accounts for 27.8 percent of the total inactive population. Among them, the percentage of inactive male and female population is 4.6 and 39.7 percent respectively. Table 1 highlights the percentage differences of currently inactive population and the reasons given for inactivity.

Table 1
Economically Inactive Population aged 15 years and over by Sex and Reasons (%)

| Reasons Given for Inactivity | Both | Male | Female |
|------------------------------|--------------|--------------|--------------|
| Total | 100.0 | 100.0 | 100.0 |
| Attending School | 31.8 | 51.7 | 21.5 |
| Household Duties | 27.8 | 4.6 | 39.7 |
| Old, sick | 30.4 | 31.0 | 30.2 |
| Disabled | 2.2 | 3.7 | 1.5 |
| Others | 7.8 | 9.1 | 7.1 |

UNDP/CBS/ILO Report on the Nepal Labour Force Survey (NLFS) 2008: 61

So these large number of inactive and unemployed female population should be supported in their enterprise endeavours through entrepreneurship development because of the benefits that will accrue to the national economy at large. In the same way, the NLFS Survey reveals the male female differences in current employment status in Nepal. Table 2 presents the figures of current employment status and male female differences.

Table 2
Persons aged 15 years and over Currently Informally Employed by Sex and Status in Employment (%)

| Current Status in Employment | Total | Male | Female |
|---|--------------|--------------|--------------|
| Total | 100.0 | 100.0 | 100.0 |
| Paid employee | 39.7 | 48.0 | 23.6 |
| Self-employed, with regular paid employees | 3.4 | 4.5 | 1.3 |
| Self-employed, without regular paid employees | 36.5 | 37.7 | 34.1 |
| Contributing family member without pay | 19.8 | 9.1 | 40.6 |
| Other | 0.6 | 0.6 | 0.6 |

Source: As of Table 1

The poverty in Nepal ranges over a wide variety of socio-economic groups irrespective of caste, sex religion and geographic regions. Majority of women still remains marginalised from the benefit of gender development activities like primary education access, health status or labour force participation. Since 1995, the Gender-related Development Index (GDI) was introduced by United Nations in measuring human development differences between women and men. As

measured by the Nepal GDI measures, the difference in capabilities between women and men is low for the entire country; but higher in some regions like in the Mid-western (0.441) and Far western hills and mountains (0.447), which is far below the national GDI measure (0.499). On the other hand, the GDI in urban areas is at high level as 0.618 even higher than the national level measure. The Table 3 highlights the gender inequality as measured by the GDI across the country.

Table 3
Gender-related Development Index (GDI)

| Gender-related development index (GDI) across areas and regions, Nepal, 2006 | |
|---|--------------|
| Urban | 0.618 |
| Rural | 0.471 |
| Mountain | 0.423 |
| Hill | 0.534 |
| Terai | 0.482 |
| Eastern Region | 0.516 |
| Central Region | 0.517 |
| Western Region | 0.511 |
| Mid-western Region | 0.441 |
| Far-western Region | 0.447 |
| Nepal | 0.499 |

Source: UNDP, Nepal Human Development Report 2009

The history of entrepreneurship development programmes in Nepal is quite recent. While Nepal has been interested in the development of small-scale and microenterprises since the late seventies, issues and questions relating to the promotion of women entrepreneurs have only been raised more recently. The context in urban areas is changed like Biratnagar, Kathmandu, Pokhara and Nepalgunj is changed. Large number of women entrepreneurs is found engaged in the enterprises like knitting, sewing, garment making weaving and hotel enterprises. Women are also increasingly migrating to urban areas for employment in a range of cottage industries, such as carpet weaving, textiles and handicrafts. But the number of women who come under the category of entrepreneurs in rural areas in a formal sense is still negligible. The representation is somewhat better in the informal sector with a higher percentage of women applying for loans for cottage industry enterprises. This does not necessarily mean that these women intend to enter the economy as entrepreneurs. They may simply remain self-employed and limit the scale of their enterprise to meet the requirements of household consumption.

However, since last few decades, women's participation in economic activities has moved beyond agriculture into the local market economy. A large number of microfinance programmes are expanding microloans to support economic activities of the poor and disenfranchised people particularly focusing on women's empowerment as their explicit goal. Microfinance as a technical tool for economic development and poverty alleviation made famous since 1976 by the Grameen Bank in Bangladesh and it was made popular in many other developing countries of Asia, Africa and Latin American countries. Microfinance builds a path for many types of services for the poor people as insurance services, business development services etc. But some challenges have been prominently realised regarding microfinance programmes particularly credit-based programmes as: (a) the practical operation of the major programmes seems to be more focused on meeting financial targets (short term view only – no entrepreneurship development); (b) there is lack of skill, marketing and technology for the diversification of business schemes; and (c) the group activities of the beneficiaries are of poor quality and thereby making poor women more dependant on the loan. The group dynamism spirit through providing group loans for collective enterprises could not be promoted by the microfinance institutions.

Government' Policy

With the growing recognition that women have unique talents which could be harnessed for development and for creating employment opportunities for others who are not suited to an entrepreneurial career, developing women as entrepreneurs has become an important part of national development planning and strategies of Nepal only after the Sixth Plan (1980-1985). The developing strategies of 1980s targeted women only as passive beneficiaries or "welfare recipients" of food and shelter. They did not care much about equity aspects (Acharya, 1995). Currently it has been realised that both efficiency as well as equity is important to empower women and combat poverty. Nepal ratified the non-discriminatory provisions of UN Convention on All Forms of Discrimination against Women (CEDAW) 1981 only after one decade of its enforcement (in April 1991). Since then, the government made few efforts in improving the social, economic and political status of women. Some specific provisions (like equal salary for equal work, provisions for women's education, health and employment, reservation of at least five percent seats for women candidates in Parliament) had been added in the constitution of 1990 following the restoration of democracy in Nepal.

Few policy guidelines were effectively formulated in the Eighth Plan (1992-1997) for mainstreaming women in economic development with the intervention of credit programmes like Production Credit for Rural Women, Small Farmer Development Programme and expansion of Grameen model rural development banks. In 1993, the National Planning Commission created the Children and Women Development Section under the Population Division. In 1994, the National Council for Women and Child Development was formed followed by the establishment of the Ministry of Women and Social Welfare in 1995 to coordinate and monitor all activities directed towards enhancing women's status. The Eighth Plan also undertook other important actions like elimination of discrimination against women and enforcement of the revised *Mulki Ain* (inheritance law) to remove the legal constraints related to equitable access to resources. Similarly, the Ninth Plan (1997-2000) and the Tenth Plan (2002-2007) also considered women as its major target group to fulfill the goal of human resource development and poverty alleviation in the country.

Since November 2006 *Janaandolan* and the Comprehensive Peace Accord (CPA), Nepal has provided some inclusive provisions to remove gender-based discrimination. The new Citizenship Act (26 November) has permitted both father and mother to transmit citizenship to their children; amendment Bill of Interim Constitution (9 March 2007) provides a proportional representation in the state to all caste, ethnic group and gender; Civil Service Bill (3 August 2007) has provided seat reservation to excluded people and backward regions and trade union rights, e.g. providing 33 percent for women followed by others; and Ordinance on Social Inclusion (2009) makes the public service inclusive reserving 45 percent of posts to women and other ethnic groups i.e. *Janaajati, Madhesi, Dalits*, persons with disabilities and residents of backward regions.

How to Develop Women Entrepreneurs?

Right efforts on from all areas are required in the development of women entrepreneurs and their greater participation in the entrepreneurial activities. Following efforts can be taken into account for effective development of women entrepreneurs.

1 Training and Counseling

Training and Counseling should be extended on a large scale of existing women entrepreneurs to build self-confidence and remove psychological fear of success. Counseling through the aid of committed Non Governmental Organisations (NGOs), psychologists, managerial experts and

technical personnel should be provided to existing and emerging women entrepreneurs. The microfinance institutions should coordinate to concerning district level agencies for skill development training like Cottage and Small-scale Industry Development committee, district level FNCCI etc. Extension of vocational training to women is more important that enables them to understand the production process and production management. Skill development training could be provided through women's polytechnics and industrial training institutes. Continuous monitoring and improvement of training programmes and activities are also equally important. Because the training programmes in which women are trained should focus on their marketability and profitability. Provision of marketing and sales assistance from the government also is essential.

2 General Business Training

As one of the constraints women face in starting business enterprises, is a lack of relevant education and experience. Therefore, general business training will be vital in filling this gap as long as it is designed to meet women's needs. Business training should also be given to service providers (like MFIs) supporting women's entry in the Enterprise sector. This can help them focus on entrepreneurship rather than income generation.

3 Financing

State finance corporations and financing institutions should permit by statute to extend purely trade related finance to women entrepreneurs. The financial institutions should provide more working capital assistance small scale and large-scale business ventures. The microfinance institutions (MFIs) also need to provide substantial amount of loan rather than providing only microloan making provision of microcredit system and enterprise credit system to the women entrepreneurs at local level. The restriction on loan limit should be avoided. For example, an average loan size of Grameen Bank of Bangladesh was US\$376 (2004) whereas the maximum loan taken by the microentrepreneurs was up to US\$17195. That loan was used in purchasing a truck which is operated by the husband of the borrower (Yunus, 2004).

4 Provision of Infrastructure

Infrastructure, in the form of industrial plots and sheds, to set up industries should be to be provided by state run agencies. Industrial estates could also provide marketing outlets for the display and sale of products made by women. Women Entrepreneur's Guidance Cell should be set up to handle the various problems of women entrepreneurs in all districts of the country. Cottage and Small-scale Industry Development committee, district level FNCCI can cooperate in this matter.

5 Reaching Girls

Strategies supporting women's entrepreneurship are short sighted if they do not recognise how society influences girls' perceptions of what they are capable of doing. Awareness campaigns and educational programmes introducing girls to entrepreneurship are important in expanding their future plan and increasing their confidence. This may then have long-term positive effects on women's entrepreneurship as girls finish school and enter the workforce. Therefore, training in entrepreneurial attitudes should start at the high school level through well-designed courses, which build confidence through behavioral games.

6 Information and Communications Technology (ICT)

Access to information is an important but often under-demanded resource for improving women entrepreneurship. Wide provision of information by using telephone, fax and online modes of access may increase awareness and usage of the services. Using online, telephone and fax-

based modes of information provision should improve women's access to information since they can use the services at times that fit their schedules. The internet and electronic commerce are key means to improve access to markets for inputs and for sales of finished goods. This can help those producing in areas where access to markets is limited or those whose lack of mobility limits market access. The ICT can also be used to provide entrepreneurship support services such as training. Distance learning may also increase women's access to training since courses can be taken at times suited to the women's schedules. In this regard, the Village Cell Phone Scheme under the Grameen programme Bangladesh is the best example. The clients of Grameen Bank who uses the cell phone are earning a net income of more than 800US\$ annually (in a country where average annual per capita income was less than 400US\$ (Yunus, 2004). With the cell phone, they can communicate with their distant relatives, check market price of goods and look for the important information. Doing this they can save the costs associated with transportation and loss of productivity.

Conclusion/Recommendations

Government brought some policies regarding equality of opportunity in all sphere to the Nepalese women and laws guaranteeing for their equal rights of participation in political, economic and social activities. But unfortunately, the government sponsored development activities have benefited only a small section of women (i.e. the urban middle class women). The large majority of them are still unaffected by change and development activities. The reasons are well sighted in the discussion part of this article. It is hoped that the suggestions forwarded in the article will help the entrepreneurs in particular and policy-planners in general to look into this problem and develop better schemes, developmental programmes and opportunities to the women to enter into more entrepreneurial ventures.

Along with the above discussed ways in the middle of the paper, a vital starting point for service providers who aim to support women's entrepreneurship is to know their clients. Ongoing gender sensitive needs assessments are the key means of incorporating women's heterogeneous needs into programme design and implementation. Women's entrepreneurship support programmes should give equal importance to non-economic programme outcomes. These include: improved quality of work through lower workloads and greater social protection, improved family well-being and improvements in women's self esteem. In some cases this may mean supplying non-business services such as childcare, transport assistance and personal development training.

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Major Elements in Multilateral Trade Negotiation: A Lesson Learnt From the WTO Negotiation



✉ Lila Dhar Adhikari

Meaning of Negotiation

Negotiation is the process of converging on issues that have interest of two or more than two parties. It is a discussion intended to produce an agreement. Negotiation is one of the most common approaches used to make decisions and manage disputes. It is also the major building block for many other alternative dispute resolution procedures. Oxford Advanced Learner dictionary defines negotiation as "a process of bargaining that precedes an agreement".

Negotiation is a pervasive function of diplomacy and parties sort out the problems and reach into an agreement. Thus, negotiation is a problem-solving process in which two or more parties voluntarily discuss their differences and attempt to reach a joint decision on their common concerns. Negotiation requires participants to identify issues, about which they differ, educate and convince each other about their needs and interests generate possible settlement options and bargain over the terms of the final agreement.

Generally negotiation involves three basic elements: process, behavior and substance. The latter refers to what the negotiating parties negotiate over. It may be the agenda on issues. Negotiation on these issues is affected by process of negotiation which provides contextual environment for making a deal. Parties need to employ different tactics, and arrange the sequence and steps for better negotiation. Negotiating behavior refers the relationships among the parties, the communication between them and the styles they adopt for the negotiation is very crucial. Hence, negotiators need to be acquainted with these elements.

Principles of Negotiation

In negotiation literature we may find various principles which are useful to any negotiators. Marvin Gottlieb and William J. Healy have emphasized the following 12 principles of negotiation which can be taken into account in negotiation¹.

- The greatest failure in negotiation is failing to negotiate.
- The most important person to know in a negotiation is yourself.
- Everyone has power in a negotiation.
- Single-issue bargaining leaves both parties unsatisfied.
- Urgency drives decisions.
- Agreement is the end; trading off is the means.
- Even in a collaborative environment, best results are obtained by keeping the other party on a "need to know" basis.

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¹ Making Deals: The Business of Negotiating, 2nd ed., Marvin Gottlieb and William J. Healy downloaded from the <http://www.comproj.com/twelve.htm>

- The value of something is always in the eye of the beholder.
- Success in negotiation is directly related to the amount and kind of preparation preceding the negotiation.
- The ability to walk away or select another alternative to a negotiated agreement puts a negotiator in a very strong position.
- Even when two sides are far apart on major issues, there are always things they can agree upon.
- Meaningful negotiation involves conflicts. The person who has a strong need to be liked, or who tends to avoid conflict, is likely to be at a disadvantage.

Some experts have categorized the principles of negotiation into two types. They are:

- 1) Position-based negotiation which we call hard negotiation principle assume the following:
 - Negotiation is a distributive bargaining where goal is victory
 - Negotiators are adversaries
 - There is only one answer to the problem the one you would accept
 - Negotiation is zero sum game (I win what you lose)
 - Concession are a condition of relationship
 - Pressures and powers are used as a tactics
- 2) Interest –based negotiation which we call soft negotiation principle assume the following:
 - Goal is agreement and there is easy to sustain
 - Negotiators are friends not enemy
 - Negotiators should be soft on people hard on merit
 - Mutual gains, sought for win-win situation
 - Both sides should search for the answer
 - Change in position is a normal behavior

Multilateral Trade Negotiation

Multilateral trade negotiation involves more than two members. These members participate in a formal discussion at the multilateral level aiming at reaching an agreement. The multilateral trade negotiation was started from the establishment of (General Agreement on Tariffs and Trade) GATT in 1947. Since then, GATT had provided the rules for the system and encompassing many Rounds of negotiation. Among them Uruguay Round negotiation of GATT which established the World Trade Organization (WTO) was a successful as it changed the weak multilateral trade negotiation into a strong rule based system. The WTO and its agreements now cover trades in services, and intellectual property which were not addressed before. Moreover, the WTO has a strong dispute settlement mechanism in order to ensure that international trade is done in a fair and free manner.

To date there are 153 members in the WTO and many others are in the accession process. Thus, the World Trade Organization (WTO) is the only global international organization dealing with the rules of trade between nations. At its heart are the WTO agreements, negotiated and signed by the bulk of the world's trading nations and ratified by their respective parliaments. The goal is to help producers of goods and services, exporters, and importers conduct their business.

Current multilateral trade negotiations generally follow the interest based (soft) negotiating principle and position based (hard) negotiation do not play significant role as members are trying to reach an agreement which bring "win-win" results to the parties.

The success or failure of a negotiation depends on a variety of elements. This article is an attempt to analyze the major elements of trade negotiation which plays significant roles in multilateral trade negotiation, the WTO negotiation in particular. These major elements have been discussed broadly by Charan Devereaux, Robert Z. Lawrence and Michael D. Watkins in their book "Case Studies in US Trade Negotiation" which are discussed here in developing countries' context.

1. Organizing to Influence

For member countries to reach an agreement over issues about which they disagree, they must have some means to influence the attitudes and/or behavior of other negotiators. In most cases, now a day, in multilateral trade negotiation, organizing to influence is seen as the power to encourage another to change. Asking thought-provoking questions, providing needed information, seeking the advice of experts, appealing to influential associates of a party, exercising legitimate authority or providing rewards are all means of exerting influence in negotiations.

Generally trade policy making is influenced by interest groups, industry group and other lobbyists. They try to influence the government and sometimes influence their counter parts in the next country. Government negotiators themselves have to figure out how to organize their team, secure their mandate, and get instruction from their principals.²

This element was weak in case of developing countries, even though there were some organization in those countries, they did not have influencing role in trade policy making. However, developed countries were influenced by organized lobbyists and major industries. For example, a group of Chief Executive Officers (CEOs) of United States (US) pharmaceuticals, software, and entertainment companies created the Intellectual Property Committee (IPC) and staffed this new organization with people skilled both in working out policy positions and playing the trade negotiation game in Uruguay Round to incorporate Intellectual Property (IP) as a key agenda.

After the establishment of WTO, the trend of organizing these kinds of groups has substantially increased in developing countries. Developing countries have also been supported by a large number of International Non-Governmental Organizations (INGOs) and intergovernmental organization. South Centre, The Third World Network, and many other organizations have been helping these countries in trade negotiation indirectly. This makes them capable to deal with the developed countries. For example, Doha Declaration on Public Health was possible due to their increased coordination.

Members of WTO have different capacity to influence negotiation, for example, the US has a prominent role, as it has capacity to influence making or breaking the Doha Development Agenda (DDA) negotiation, other members, for example, one LDC member, though it has granted the right to say no but leading to fail or make the negotiation can rarely exercise the power. Thus, country like Nepal needs to organize in the like minded group. Nepal, thus, is making every efforts of its interest through Least Developed Countries (LDCs) Consultative group. Moreover, it sometimes joins the group of developing countries in order to promote her interest.

2. Selection of the Forum

Selecting the right forum to table a proposal of negotiation is very important element to ensure the end result on the proponent's favor. We may notice that the developed countries initially formed GATT to expedite the tariff negotiation. After having the positive results from the GATT previous

rounds, they selected the GATT with regard to inclusion of services and intellectual property in the new agreement. Developing countries were opposing to bring the intellectual property matters in the WTO system; however, developed countries wisely selected the WTO as a right forum to incorporate intellectual property in the Uruguay Round negotiation. To them, the issue of international IP protection had been housed at WIPO, whose lack of enforcement had frustrated many industry representatives; the WTO, they believed, would offer more recourse against a nation that failed to honor IP rights.³

Developed countries, however, failed to get success to make an agreement on investment. One of the causes for failure was the selection of Organization of Economic Cooperation and Development (OECD) instead of the WTO. With the objection of the developing countries, only one of the four Singapore issue, trade facilitation negotiation is underway at the WTO negotiation.

Thus, selection of right forum is extremely importance to expedite the negotiation process. This leads to a successful agreement. LDCs have selected WTO as a forum to urge developed countries to make the latter's trade policy regime generous to the export of LDCs. LDCs are bargaining for the 100 per cent Duty Free Quota Free (DFQF) market access for their product of export interest. The Hong Kong Ministerial meeting has paved the way to the implementation of DFQF.

3. Shaping the Agenda

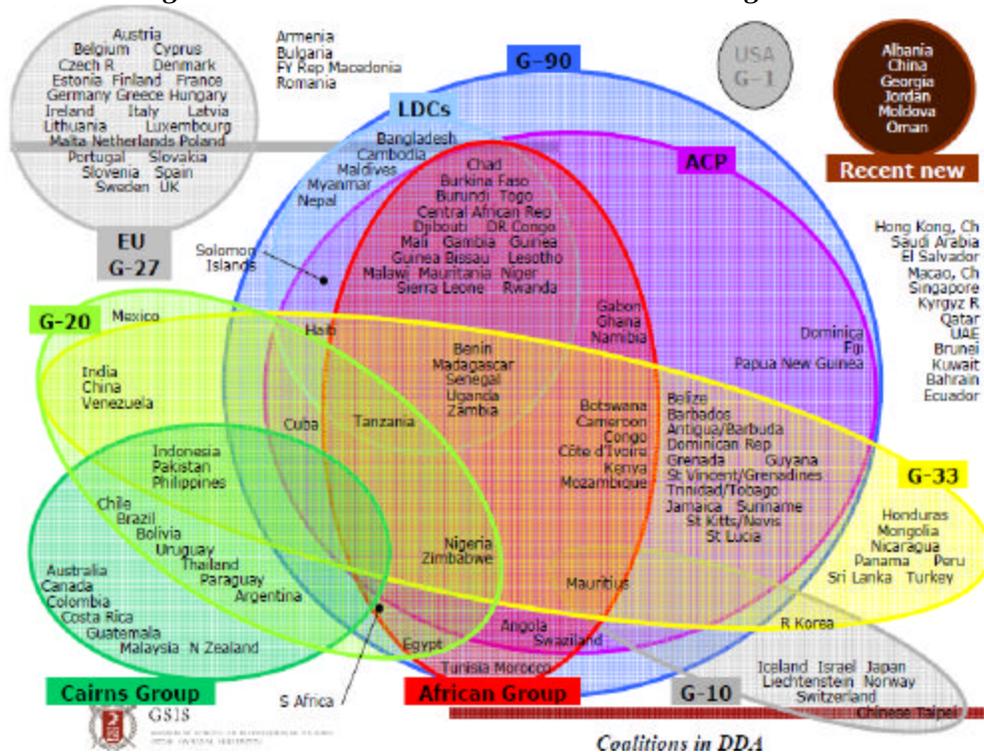
During the Uruguay Round of multilateral trade negotiation, the IPC was successful in persuading the US government to make inclusion of Intellectual Property Rights (IPRs) on the agenda as a precondition for launching the round. Developing countries were mainly defensive during GATT time where developed countries had an offensive interest in services and IPRs. The failure of the Seattle Ministerial meeting had made Doha a make- or- break meeting, a circumstance that increased the developing- country leverage. Developing countries were able to put the name of the Doha round as a development round. They were able to make the provision of less than full reciprocity in reduction commitment that means developed countries have to sacrifice more to achieve the goal of development.

4. Building Coalition with the Like-minded Groups

Perhaps this element has been more exercised after the establishment of the WTO. During GATT time, the area of negotiation were not broad thus countries did not need that much of coalition. During the Uruguay Round negotiation the North made better coalition than the South. Developed countries, in some cases were able to break the coalition among developing countries, for example, to break the possible coalition of developing countries in Trade Related Intellectual Property Rights (TRIPS) negotiation, they use Multi- Fiber Agreement (MFA) instrument, so called "TRIPS for MFA" strategy.

² *Case Studies in US Trade Negotiation, Vol. 1 Making the Rules, Charan Devereaux, Robert Z. Lawrence and Michael D. Watkins, Institute for International Economics, Washington, DC, September 2006, page 29.*

Figure: 1
Negotiation at the WTO: Coalition in DDA negotiation



However, the present WTO context has been quite changed. Decision making process has become multi-polar. Figure 1 shows the coalitions of members to achieve their goal in the WTO negotiation. There are so many like minded groups and the coalition has been pretty much guided by the member's interest. Developing countries have a strong coalition with African Group, African Caribbean and Pacific (ACP) countries, LDCs countries. They have a critical mass in many agenda that makes them in a better position than the Uruguay Round negotiation. Developed countries have also been actively engaged in the negotiation by providing some leverage to the LDCs and Small and Vulnerable Economies (SVEs). But all developing countries have not been capable enough to deal with rules negotiation and many other areas of negotiations.

5. Leveraging Linkages

During the GATT period developed countries were able to leveraging linkages, for example, the linkage between "Super 301" provision of the Omnibus Trade and Competitive Act, 1988 in the Uruguay Round was important negotiation strategy of the US in achieving agreement with developing countries on TRIPS.⁴ The provision of this Omnibus Trade and Competitive Act, 1988 was very strict on intellectual piracy and trade mark infringement and some developing countries preferred TRIPS provision to "Super 301" provision. Developing countries, however, have been quite able to leverage linkages on various areas of negotiation after the establishment of the WTO. They successfully link the AIDS crisis in their countries with the TRIPS provision of patent; they worked together with the NGOs and activist to incorporate the provision which

³ *Ibid.* p. 30

⁴ *Ibid.* p.115.

paved the way to issue 'Compulsory License'. Now, in the current round, they are linking the TRIPS with Convention on Bio-Diversity (CBD). Developed countries are trying to relate the reduction of industrial tariff with technology transfer arguing that the more the importation of industrial and capital good in the developing country the more the technology transfer there will be.

6. Playing the Frame Game

The art of framing is to define the problem and the options in ways that tap into particular preconceived beliefs and attitudes, elevating the importance of some and suppressing other. In the case of TRIPS incorporation in the Final Act of Marrakesh Agreement, for example, the supporters of strengthening international protection of intellectual property rights succeeded in painting the developing countries as engaging in "intellectual piracy".⁵ Moreover, in Multilateral Agreement in Investment (MAI) negotiation case the opponents manage to frame the issue as an effort by large corporations to secretly take over the world.

After the establishment of the WTO, particularly during the Doha Round, developing countries and NGOs applied the same term –piracy- to efforts by multinational companies to patent indigenous knowledge from developing countries. And they were able to make a declaration on TRIPS and Public Health. Frame game like "medical apartheid", "essential drugs" used by the NGOs' and other actors helped much to them in the negotiation. Now developing countries are trying to capitalize the word 'development' of the Doha Development Agenda, so they are continuously urging developed countries to make more concession in the Round, on less than full reciprocity basis. Developed countries are arguing that the implementation of compulsory Licensing will affect the right of public to access the quality medicine. Further, they are arguing, the exercise of "Compulsory Licensing" retards the Research and Development (R&D) activities which might bring more challenges in the future.

7. Creating Momentum

Skill at channeling the flow of the negotiation process is very important to achieve the goal of negotiation. Developed countries have created very good momentum during the Uruguay Round negotiation. The negotiators from EU and the US had done a very good homework in the negotiating table during that period.

Unlike GATT, WTO negotiation is much complex and creating momentum rather depend on the decision of the political leaders. Even though developing countries, less developing in particular, always want to make some deal, their desire remain on just a hope unless the key players do not bring momentum.

To conclude the present round of negotiation, there need a momentum to bring substantial and meaningful programmes in favor of poor countries. Hopefully the leaders would be able to conclude Doha Round soon.

Nepal in the Multilateral Trade Negotiation

In late 90's Nepal realized the fact that liberalized economy would be in line with the principle of multilateral trading system which opens door of market access in the global society through its non discriminatory principle. Thus, Nepal applied for the GATT in 1989 and later became the 147th member of WTO in 23 rd April 2004 through the hectic negotiating process.

Nepal now has a small Permanent Mission in Geneva, facing difficulties in multilateral negotiation however, there is LDC consultative group where it is actively engaged. Nepal has been just learning

the multilateral trading negotiation and has more or less similar weaknesses like other developing countries as mentioned above. Nepal has been benefited from the trade related technical assistance from international organization.

Nepal is optimistic to the successful conclusion of the Doha Round. Implementaion of elements like Special and Differential treatment, Duty Free Quota Free (DFQF) market access to LDCs product of export interest, special priority to the LDCs service provider (Mode 4) through waiver, Aid for Trade, Enhanced Integrated framework would certainly be helpful to take benefits from multilateral negotiation for Nepal and other LDCs.

As successful negotiations generally result in some kind of exchange or promises being made by the negotiators, all developing countries are trying to boost up their economy through trade negotiation. There is growing gap and growing inter dependency among the nations of the world, As such economic integration among the countries is essential for bringing the gap for which negotiation is an instrument. In fact, economic integration is becoming the principle objectives of negotiation. Nepal as a new republic, is trying to promote its international image through economic diplomacy. Thus, the elements discussed above need to be considered while taking strategies in multilateral trade negotiation.

Conclusion

Multilateral trade negotiation has more strength than weaknesses in bringing fruits to the LDCs. Negotiation which could bring "win-win" results to LDCs, developing and developed countries is desirable. As we see the success of negotiation depends on a number of factors, Nepal needs to improve its strength on above discussed elements through internal capacity buildings, increasing resources required to a successful negotiation. Moreover, it needs to organize a like minded group and has to follow soft negotiation process. Then, the negotiation outcome in DDA is expected to be better than the Uruguay Round negotiation for Nepal.

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eKl/j 6t /fi6«gkfnsf]Jofkf/ kj 46sf]; Gbedf kf/j xgsf] ; 3fl6ts tyf Jofj xfl/s klf



xl/k; fb a:ofn

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; db] E lgs6 dh5x2n]; db] E sf]k]olf / ; xh kxFsf]sf/Of cfBfl]us / Jofkfl/s If6df
pNn\vglo ; lj wf pkof] ul//x\$ 5gY k3: t nfe klg cfh6 ul//x\$ 5g\ t/ g]kn, ckmufg: tfg,
e6fg h:tf eKl/j 6t /fi6«; db] E sf]; lwf ; Dks6f]cefj / ; fdlb\$ lab6; Dd kl6]hl6n /
en6m6nf]kf/j xg kOfnlsf]sf/Of lj le6g lsl; dsf c; lj wfaf6 k6fl8t b]v65g\ o; n]ol b3x2 sf]
j :t'tyf ; j f c6t/fi66 ahf/df kl:t:kwl{a6g g; sl lgof6 Jofkf/ g]bgf]bg cf]n]nflb}uPsf]
klg kf065 . j :t'tM6g]xf]eg]lj sl; t / clt sd lj sl; t dh5x2sf]lj sf; sf]le6gtfsf]dh
cfw/ g}; db] E sf]kxF tyf b/Ldflysf]lge{tf b]v65 . cfly\$ lj sf; df pBf]u-Jofkf/ If6sf]
dx[Ej kOf{eldsf /x]h:t}pBf] / Jofkf/ If6sf]clej [4df kf/j xg ; lj wfn]dx[Ej kOf{/ sltko
cj :ydf t lgoff6s eldsf g}klg v]h\$]kf065 . ; :tf]; 7lft / p6gt kf/j xg ; lj wfn]dh5sf]
cfly\$ j [4b/nf0{tlj | / pRr agfpg pTk]ssf]sfo{ub5 .

c6t/fi66 ahf/df cf'gf j :t'tyf ; j f lglZrt uOf: t/ / kl:t:kwl{dModf pknAw u/fpg ; s]dfq
lgof6 j [4 e0{to; af6 /fi66}cfly\$ nfe lng ; Sb5 . c6t/fi66 Jofkf/df 9]fgl nfut klg of6f
dx[Ej kOf{klf xf]. 9]fgl nfut sd u/fpg kf/j xgdfu] pNn\o eldsf lgj f6 u5{. lsgls
kf/j xgn]cfoft lgof6 xg]j :tsf]ahf/ dModf w]c6t/ kf5{. g]kfnsf]; Gbedf kf/j xgsf]sf/Of
cfoft lgof6 xg]j :tsf]dNonf0{\$) kl:tzt; Dd k6flj t ug[u/\$f] s/f o; ; Da6w c]b6og
kl:tj 6gx2n]b]vPsf 5g\

g]kfnsf]e"/fhg]ts kl/l:ylnf0{lgofNbf ; db] E k]olf kxF ePsf # j 6f /fi6«ef/t, rlg /
aunfb3; E kf/j xg ; lj wf pkof] ug{Sg]:yln 5 . logdf rlgf]; fdlb\$ a6b/ufx w}g}6f9f
ePsf]h] rlgf]kf/j xg dfu{g]kfnsf]cfoft-lgof6 Jofkf/sf]; Gbedf lg/Gt/ k6fl]df Nofpg
cfly\$ b]l6n]; DefJo b]v6g . rlgf]:j zfl; t k63 ItAat If6; E sf]g]kfnsf]dVo Jofkfl/s dfu{
tftf]kgl gfsf xf]. lgs6 elj iodf /; j fsf]s?Eaf6 klg Jofkfl/s dfu{vfl]g]sfo{x65 . t/ ol bj }
gfsfaf6 Mainland China / o; sf]; fdlb\$ a6b/ufx w}g}6f9f kg[ePsf]h]pQ/tkm6f]gfsf
vfl]b6f; db]; tsf]kxF ; xh xg]:yln 56 . c; n ; Da6w sfod ePsf]; fs{If6sf]glursf]csf]
dh5 aunfb3l; t g]kfnsf]k]olf l; dfgf ghfl]8Psf]h]aunfb3sf]kf/j xgdfu{k6fl] ug[s/f
l; 4f6ttM;c; Dej geP klg ; /n kSs}56 . aunfb3sf]kf/j xg dfu{k6fl] ubf{akm/ /fi6«ef/t
eP/ cfpg-hfg kg[ePsf]x6f aunfb3sf]kf/j xg dfu{k6fl] ug[s/f ef/tl; t g]kn / aunfb3sf]

; Da6wdf klg lge{ u5{. gkfnsf]; Gbedf ; a66bf glursf]; fdlb\$ dfu{ef/tsf]sf]hsftf ePsf] / nfut / b/l bj }b[6n]pQm ; fdlb\$ a6b/ufx ; a66bf a9L ; DefJo klg /x\$fh]gkfnsf]cfoft lgoft Jofkf/df ; f]a6b/ufx kofu ug[kg]afllotf gkfnf0{5 . gkfnsf]c6t/fi66 Jofkf/sf]dVo ; d:of eg\$}kf/j xg dfu\$; Da6wdf axlj sNk pknAw gxg'xf]. To; dfly ef/tl; tsf]; fdlb\$ a6b/ufx efu]hs b[6n]glur / thgf]ds b[6n]nfut lsknfotl xgh]klg : j efj tMef/tl; t gkfnsf]kf/j xg ; Da6w dx[Ej kOf\$]/lxcfPsf]5 .

kf/j xgsf]s/f ubf{o; sf dx[Ej kOf{cj oj sf 2kdf /x\$ e6; f/ hfFkf; klqmf, ; db] E klG] kl/j xgsf]; fwg, ; dbdf dfn; fdfg /fvG]uf]fd Joj :yf, kfglxhxdf ; fdfg rnfG ug[klqmf, pkerQmf; Dd ; fdfg kfofpg]df]bd cflbsf]klg rrf{ug[kb5 . lsgls ol ; a)g]Jofkf/ clej [4sf df]bd tyf Jofkf/ ; xhls/0fsf cfwf/x2 xg\ t; y{ol klj lw / klqmf hlt ; /n, ; xh / r':t xg; Sof]kf/j xgsf]nfut klg Tolt g}sd xg]x65 . t; y{kf/j xg; E lj le6g 2kdf hf]8Psf ol ; a) klj lw / klqmfnf0{nfut lsknfotl agfpg ; s]dfq ; dli6df kf/j xg nfut sd e0{c6t/fi66 ahf/df j : t'tyf ; J f kl't:kwL{d]Nodf lj qm ug{ lsg]x65 . o; sf]nflu kf/j xg; Da6wL ; l6w=: Demf]f klg ; /n, kf/bzl{ldtJool / ; dofgsh xg'h?/l b]v65 . kf/j xg ; lj wfsf]s/f ubf{kf/j xg ; lj wf pknAw u/fpg](transit provider) / kft ug]pkofu ug](transit recipient) bj }/fi66lr ; dw/ / ; dgj of]ds ; Da6w xg'h?/l x65 . kf/j xg ; lj wf lbg]/ lng]/fi66lr pRr:t/df /fhg]ts ; Da6w ; dw/ 5g eg]c6t/fi66 sfg]sf]cfwf/df dfq l5d\$ /fi66f6 ; xh 2kdf kf/j xg ; lj wf pkefu ug{kfpg]s/f hl6n x65 .

j l/u-h gkfnsf]; a66bf 7hf]sfuf]cfoft-lgoft xg]a6b'xf]. Ps clbogn]b]v]Pcg; f/ sf]hsftf]v sf7df08f} Dd sDtldf ; fdfg cfoft xg !\$ lbg nllg]u/\$f]5 eg]gkfnaf6 lgoft xg]; fdfg snsQf klG sDtldf & lbg nllg]u/\$f]5 . j : t'tyf ; J fsf]cfoft lgoft sf]b]f]fgdf hlt a9L ; do nll5 nfut klg Tolt g}a9L xg hf65 . t; y{5f6f]; lj wf; DkG / emem6dQmkf/j xgdfu\$]pkofu u/l gkfnaf6 lgoft xg]tyf gkfn lelqg]j : tsf]nfut sd ug]km{xdf]kof; s]b]t xg'h?/l 5 .

ekl/j i6t /fi6x2 / kf/j xg clwsf/M

cfh ; #f/df ekl/j i6t /fi6x2 sf]; Wof em08}; f9]tlg bhg hlt /x\$]5 . logdf ; a66bf a9L o/fkdf / To; kl5 clk]sfdf /x\$ 5g\ Plzofdf Ps bhg /fi6«ekl/j i6t 5g\ ltgdf blif0f Plzofdf tlG 6f /fi6« gkfn, e6fg / ckmuflg: tfg ekl/j i6t 5g\ du]lnof Plzof dxfbzsf] ; a66bf 7hf]ekl/j i6t /fi6«xf]. lj Zj sf lj le6g dxfbzsf ekl/j i6t /fi6x2 b]foadf]hd 5g\

S= clk]sf M Botswana, Burkina Faso, Burundi, Central African Republic, Chad, Ethiopia, Lesotho, Malawi, Mali, Niger, Rwanda, Swaziland, Uganda, Zambia, Zimbabwe.

V= Pl; of M Afghanistan, Azerbaijan, Bhutan, Kazakhstan, Kyrgyzstan, Laos, Mongolia, Nepal, Tajikistan, Turkmenistan, Uzbekistan, West Bank.

U= o/fk M Andorra, Armenia, Austria, Belarus, Czech Republic, Vatican City (Holy See), Hungary, Liechtenstein, Luxembourg, Moldova, San Marino, Serbia, Slovakia, Switzerland, The Former Yugoslav Republic of Macedonia.

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lj Zj sf e=kl/j 6t dh'sx dWb]o/fksf sxl dh'snf0{5f8} af5l clwsfz dh'sx cltsd
lj sl; t dh'sx sf]; fldf kb5g\ ; a)g)h; f]ekl/j 6t /fi6«kf/j xg ; d:ofaf6 kl8t 5g\
lj Zj sf ekl/j 6t dh'sx sf ; femf ; d:of eg\$]; /n xkdf ; fdlb\$ kxFsf]cej x]t/
o/fkdf o/fkdg ogogsf]lgdf; E}olgogeqsf ekl/j 6t ; b:ox nf0{kf/j xg ; lj wf pkofu
ug{c6o dxfbzsf ekl/j 6t /fi6sf]thgdf lgs}; xh / nfut lskmfotl l:ylt l; hgf xg uPsf]
5 . axklflo Jofkf/ k0ffnldf sd lj sl; t / lj sf; f]dv e=kl/j 6t dh'sx n]kf/j xg ; lj wfnf0{
; lglZrt ug{ femf Ph08f agfP/ jftf df cufl8 a9g]k0f; ug[u/\$f]kf065 . ; femf Ph08f c6tu f
sd lj sl; t e=kl/j 6t dh'sx n]; db} E sf]; /n kxFsf]cej / ; fdlhs, cfly\$ tyf
Jofkf/s ultlj lwsf lx; fan]klt:kwf{ds lfdtf sdhf] ePsf]sf/0fn]c6o lj sl; t tyf lj sf; f]dv
dh'snf0{e6bf cflkx nf0{km/s Joj xf/ (Special and differential treatment) Sf]; lj wf pknAw
u/fpgkg]lj ifo p7fpg]u/\$f 5g\
; db} E ; lw]kxF gePsf ekl/j 6t /fi6]5d\$]l bzs]kf/j xg ; lj wf pkofu ubf{dhet' xkdf
tlg j 6f s'fnf0{lj rf/ u/L kf/j xg dfu\$]pkofu ug]; DaGwdf lg0f6 lng'al4dfgl xg]eP tfklg
Joj xf/df ol tlgl 6}zt{k/f gxg klg ; S5 . t/ klg ol tlgl 6f klfsf]lj Zn]f0f u/]; s] Dd a9l
zt{k/f xg]u/L cd\$ kf/j xg ; lj wf pkofu ug] gug]af/df lg0f6 ug{al4dfgl x65 .
• k]tfj t kf/j xg dfu{(transit route), pknAw c6o j \$]Nks dfu66bf a9l ; lj wfhs 5, 5g
(most convenient),
• ; do sd vr{xg]vfnsf]5, 5g (less time Consuming),
• nfut lskmfotl 5, 5g / kf/j xg dfu df plrt ; lj wfx; pknAw 5g\5gg\Cost effective
routes with appropriate facilities),

e=kl/j 6t bzx;sf]kf/j xg clwsf/; DaGwdf c6t/f(6: t/df ePsf k0f; x;M
c6t/f(6: t/df ekl/j 6t /fi6mf0{kf/j xgsf]lgj fW ; lj wf pknAw u/fpg / pglx; sf]kf/j xg
clwsf/ ; /lft /Vg lgs}kxnx; ePsf 5g\ ; 0Qm/fi6x3 / o; n]lj le6g ; dodf kf/t u/\$f
k]tfj ÷lg0f6 ÷dx; l6w÷cle; l6wn]; b:o /fi6x; nf0{ekl/j 6t /fi6sf]lj sf; sf]cfj Zostfnf0{
aeng / tl /fi6mf0{plrt kf/j xg ; lj wf lbg cfux u/\$f 5g\ o; /L ekl/j 6t /fi6]glursf]
; fdlb\$ gfsf k0f]sf nflu l5d\$]l bza6 kf/j xg ; lj wf kfp'kg]s/f cfh c6t/f(6: sf]g6s}kdf
:yflkt e0; s\$]5 . o; qmddf ; 0Qm/fi6x3n]ekl/j 6t /fi6sf]kf/j xg clwsf/nf0{ lglZrt ug{
; g\ (%& df kf/t u/\$f]k]tfj g+Resolution NO.) !)*-!!_ ekl/j 6t /fi6mf0{kf/j xg :j t6qtsf]
clwsf/ lbnfpg]; Gbe\$]c6t/f(6: t/sf]of6f dx]k0f{g0f6 xf]. cfh c6s6f8, lj Zj Jofkf/ ; u7g
h:tf c6t/f(6: ; yfx;n]gkfn h:tf ekl/j 6t / sd lj sl; t /fi6x;sf]kf/j xg ; d:ofnf0{
; Da]vg ug{/ Jofkf/ lfdtf a9fpg dx]k0f{ xofu k'ofpE}cfPsf 5g\ ekl/j 6t /fi6sf]kf/j xg
clwsf/sf]; DaGwdf c6t/f(6: t/df ePsf k0f; x; nf0{b}foadfl]nd pNny ug{; l65 .

Peace Treaty of Westphalia, 1864 : o; n]ekl/j 6t /fi6sf nflu ; db} Ddsf]:j t6q
kxFnf0{k]xnf]kN6 j sfnt u'of].

Barcelona Convention, 1921 : o; n]ekl/j 6t /fi6sf]General Right of Transit nf0{k]xnf]
kN6 c6t/f(6: t/df ; lglZrt ug]sfd u'of]. kmntMkyd lj Zj o4 kZrft'e=kl/j 6t dh'snf0{

; dbdf cf^gf]em08f /vfl hxfh rnfpg kfp]kf/j xg clwsf/ pknAw eof]. ekl/j 116t /fi6sf] kf/j xg : j t6qtf ; Da6wdf j fl; hf] ; l6w klxnf]c6t/f160 ; l6wsf]kdf /x\$]5 .

UN Conference on the Law of the Sea, 1958 : ; 0Qm /fi6« 3lo dxf; efsf]lg0f6fg' / hf]p6df ; Dk6g ; fdlb\$ sfg6; Da6wl of]c6t/f160 ; Dd]hgn]ekl/j 116t b7x2 nf0{; dbdf hxfh rnfpg kfp] vhf ; db\$]pkof] ug{kfp] ; fdlb\$ gsf; Dd k6g kf/j xgsf] clwsf/ pknAw xg] kl/j xgsf ; fwg2 cf] f/ k; f/ ug{kfp] : j t6qtf xg] nufotsf lj ifonf0{; d6\$]lyof]. ; hf]kdf e6b o; nCoastal / Non Coastal /fHonf0{Right to Freedom of High Sea lbPsf]lyof].

United Nations Conference on Trade and Development (UNCTAD), 1964 : o; n] ekl/j 116t /fi62sf] ; db] Ddsf] : j t6q kxFnf0{g} lu\$ clwsf/sf 2kdf : yf]kt ub} : j t6q / cj /f]w]lxt kf/j xgsf] lj ifonf0{ekl/j 116t /fi6sf] k]yldstsf] lj ifosf] 2kdf a9jf f lbof]. o; \$]l; kmf/ ; cg' f/ ; g\! (^% df 6ob\$6f e-kl/j 116t b7x2sf]kf/j xg tyf Jofkf/ ; Da6wl dxf; l6w ; Dk6g eof].

Convention on Transit and Trade of LLC, 1965 : 6ob\$6f ; Dk6g o; dxf; l6wn]ekl/j 116t /fi6sf]kf/j xg clwsf/sf ; Da6wdf s]xl dx]k0f]lg0f6x2 kfl/t u/\$]5 . o; n]ekl/j 116t /fi6mf0{kf/j xg ; lj wf lb6f ; lj wf lbg]/fi6m]cfk; l ; xdltdf to xg]Route af6 lbgkg] o:tf]kf/j xg ; lj wf lb6f 5\$}s/, zNs nufpg gkfp] / cfj Zos k7f; lgs / Customs ; lj wf ; d7] pknAw u/fpgkg]s/fnf0{; lglZrt u/\$]lyof].

United Nations Convention on the Law of the Sea, 1982 : o; n] Landlocked State (LLS), Transit State (TS) / Traffic in Transit (TIT) sf]kl/efiff ub}; db]t6 (Coast) gePsf /fi6mf0{LLS} / To:tf]/fi6hf] E ; fdlb\$ t6 xg klg ; S5 / gxg klg, t/ ekl/j 116t /fi6« / ; db]alrdf cj]l:yt 5 / h; sf]e6fu x6}kf/j xg ; j f/l rN5, -a state with or without sea coast situated between a landlocked state and the sea through whose territory traffic in transit passes.) eg]To:tf]/fi6mf0{Transit State sf]kdf JoVof u/\$]5 . o; n]ekl/j 116t /fi6mf0{vhf ; db\$]pkof]sf] : j t6qtf, ; db] Dd cfj t-hfj t clwsf/ / kf/j xg : j t6qtf, Common Heritage of Mankind sf]k6f] , o; sf nflu ; a}k\$ /sf offtoftsf ; fwg Transit State sf]lf] eP/ k6f] ug{kfp]clwsf/, / o; sf]nflu dh52 n]lklf]lo, lf]lo / pklf]lo ; Dem]f]af6 terms & modalities t\$g ; Sg]tyf cf^gf]lf]leq t6lo dh5 (Transit State) sf] k0f{; fj 6f] ; Qf /xg]s'/fnf0{ : j lsf/ u/\$]5 . ; fy}o; /l kf/j xg ; lj wf pkof] ubf{Transit State n]sb}cltl/Qms/, zNs nufpg, t\$g gkfp] ; dfg Joj xf/ ug]kg]cf]b Joj : yf klg o; dxf; l6wn]u/\$]5 . ekl/j 116t /fi6mf0{; fdlb\$ kxF tyf pkof]df t6lo dh5; /xsf] ; dfg ; lj wf pknAw u/fpg ; lglZrttf k6f] ug]o; dxf; l6wn] ; fdlb\$ sfg6sf] ; 6be6f ekl/j 116t b7sf]clwsf/ c6tu6 l6dg lf]qnf0{; d6\$]kf065 M

- vhf ; db\$]k6f] ug]clwsf/
- cf^gf]em08f /vfl hxfh rnfpg kfp]clwsf/,
- vhf ; dbdf kj 7 ug{l5d\$]l t6j tl{dh5af6 kf/j xgsf] : j t6qtf kfp]clwsf/,
- l5d\$]l t6j tl6 b7sf]Psnf6l cfly\$ lf]kdf df5f nufot c6o hllj t ; f]x? kS8g kfp] clwsf/

- /fi60 lqflwsf/efbf aflx/sf]sl66g[6n z]kmaf6 ul/Psf]pTkfbgaf6 k[kt xg]cgbfgsf] lx:; f kfpq]clwsf/
- ; fdlb\$ lk[wsf]pkof] ug{kfpq]clwsf/
- ; fdlb\$ lk[; Da6wl lj ifodf c6t/fi60 lgsfodf k[tlglw]j ug{kfpq]clwsf/

ol clwsf/sf lj ifox; dxf; lGwdf l; 4f6ttM Joj :yf eP tfklg Joj xf/df ; Da6wt t6j tl{bzx; n]e=kl/j]i6t bzx?nf0{; xfgel'k] \$ h]h:tf]; lj wf pknAw u/fp5g\ h]h:tf] zt{tf\$5g\ To; df e/ kg[kg]l:ylt /x\$]5 . dxf; lGwdf pNn] ul/Psf ekl/j]i6t /fi6sf kf/j xg; Da4 xs clwsf/sf lj ifonf0{Joj xf/df ; kf6t/Of ug]sfo{ lgs}sl7g /lxcfPsf]5 .

GATT Article V : o; n]klg ekl/j]i6t /fi6sf]kf/j xg :j t6qt (Freedom of Transit) ; Da6wdf sxl dxGj kOf{Joj :yf ; d6\$]5 . o; c6tu\$ sg}klg ekl/j]i6t /fi6sf] c6t/fi60 kf/j xgsf]lgldt ; a66bf ; lj wf hgs dfu; t6lo dh5n]pknAw u/fpg'kg] cfj Zos dfn; fdg /fvg uf]fd ; lj wf lbgkg] dfnj fxs ; j f/L ; fwgnf0{e6; f/ klqmf k/f u/L lgj f cfj t hfj t ug{lbgkg] h:tf Joj :yf ; d]6Psf 5g\ To:t}; fdf6o kzf; slo vr{afx\$ c6o e6; f/, s/, dx; hx? ltg{gkg] ; j f/L ; fwgsf]kl/j xgnf0{ ; flj WokOf{Joj xf/ (MFN) ul/g' kg]h:tf Joj :yf klg l6f6 ; Dem]fn]; d6\$]5 .

kf/j xg; lj wsf ; Gbedf ef/tdflysf]gknsf]lge{tM

bllf0f Plzofsf]Ps lj sf; zln / ekl/j]i6t /fi6gkfn k] { bllf0f tyf klZrd u/L tlgl/af6 ef/tl; t vhf l; dfgf hf]8Psf]dhs xf]. ef/t, gknsf]cfly\$ tyf ; f:s[ts ; kdf 3lgi7 ; Da6w ePsf]l5d\$ /fi6sf]cnfj f ekl/j]i6t /fi6gkfnnf0{; fdlb\$ dfu{ Ddsf]kxF pknAw u/fpg kf/j xg ; lj wf k6fg ug]/fi6<; d] xf]. ekl/j]i6t /fi6gknsf]; a66bf glursf] ; fdlb\$ agb/ufx ef/tsf]sf]hsftf xf]hg gknsf]; a66bf 7hf]Jofkl/s gsf j L/u-haf6 en08}&\$@ ls=d=sf]b/ldf /x\$]5 . gknsf]cfoft lgof{ Jofk/sf]nflu pkoQmcsf]k]l{t6lo ; fdlb\$ agb/ufx klg ef/tsf]cf6wkb]z/fHo l:yt lj zfvk\$gd\agb/ufx xf]. of]j L/u-haf6 en08)!\$)) ls=d=sf]b/ldf cj l:yt 5 . ef/tsf]; a66bf rNtlsf]/ gknsf]o/fk tyf cd]sdf lgof{sf]b[6n]pkoQmdDa0{:yt hj fx/nfn g]? agb/ufx j L/u-haf6 sl/a !()) ls=d=b/ldf /x\$]5 . o; /L gkfn]t]]]dhs; E Jofkl/s k6fhgsf nflu k6f] ug]tyf nfut / b/]sf]b[6n]pkoQm ; a}; fdlb\$ agb/ufx ef/td}xgh]gknsf]kf/j xg k6ffnl ef/tl; t cTolws lge{ xg' :j fe]lj s b]v65 . kf/j xgsf]; Da6wdf gkfn ef/tdfly k6f]Mlge{ 5 .

ef/t / gknsf]; Gbedf gkfn kf/j xg ; lj wfu]xl (Transit Receiving) dh5 ePsf]gkfn] kf/j xg ; Da6wdf cg\$]F; d:of e]b}cfPsf]5 . lj =; #@\$^ ; fndf ef/tl; t gknsf]kf/j xg ; lGw gjls/Of xg g; Sgn]gkndf neuu gsfabls}l:ylt l; h6f xg ku\$]lyof]. o; af6 gknsf]; Gbedf kf/j xg sltsf]; jhgzln, hl6n / rgf]lkOf[lj ifosf]; kdf /x\$]5, :ki6 x65 . x/\$ k6ssf]kf/j xg ; lGwsf]; Dem]f j ftf{a8f]hl6n / ptf/r9fj oQm/x\$]kf065 . k]o\$ k6s kf/j xg ; lGw gjls/Of x6f If, But Unless h:tf Conditions ylk6]hfg]klg of]s/]sf];]] ub\$.

gkfnsf]ef/t / aEñfbžl; tsf]kf/j xg ; Demf]fM

gkfñ / ef/talr Jofkf/ tyf kf/j xg; lj wfnf0{cf]krfl/s tj/df Jojl:yt ug]; DaGwdf ; j kŷd ; g\ (%) df lāklflo ; lGw ul/Psf]lyof]. /foffzf; gsf]cGfolt/ ul/Psf]; f]; lGw gkfnsf]Jofkf/ / kf/j xgsf]0ltxf; df klxnf]xf]. ; f]; lGwn]gkfnnf0{ef/tsf]snsQf nufotsf]hg; S}aGb/ufx lgj fŷ ˆ kdf pkoŷ ug{kfp]g]clwsf/ kŷf]g ugšf ; fy}; f]kŷf]hgsf nflu % j 6f kf/j xg laGb' -dfu{ pknAw u/fPsf]lyof]. pQm ; lGw bz j ifšf nflu axfn /xg]/ To; kl5 kgM!) j ifšf nflu gj ls/Of ub]hfg]klj wfg ; lGwdf lyof]. tbgž; k ; g\ (^) df gkfñ / ef/talr Treaty of Trade and Transit ; DkGg eof]. of]; lGwn]klxnf]kN6 gkfnn]ef/tsf]sf]hsftf aGb/ufx kŷf] ug[kg]s/f pNn]y uŷof]. z?df kfF j ifšf nflu ePsf]of]; lGw To; kl5 k]oš kfF-kfF j ifšf gj ls/Of ub] hfg]s/f lyof]. o; qmddf ; g\ (&! Dff gkfñ ef/talr ePsf]j flOfHo tyf kf/j xg ; lGwn] sf]hsftf aGb/ufxdf gkfnnf0{uf]fd ; lj wf pknAw u/fpg]Jo; yf uŷof]eg]kf/j xg ; lj wf afkt !) j 6f gfsf pknAw u/fof]. lj utdf kf/j xg / j flOfHo ; lGw of]xg]u/\$f]lyof]. o; n]Pp6f ; lGw ; dfkt xg]lalQs}csf]f0{; d] kŷf]j t ug]:ylt lyof]. t/ kf/j xg ekl/j l]6t /fi6sf]g} luš clwsf/l; t hf]8Psf]lj ifo ePsf]Pj +of]t] f]dhš; Eš]j :t' cfoft lgoft ; E ; DalGwt lj ifo ePsf]/ j flOfHo ; lGwrflxEdhtMef/t / gkfñalr Jofkf/ k] 4g]sf nflu s]b]t xg]ePsf]; Gbedf gkfnn]ol b0{j 6f ; lGw 5šf5š}ugšf nflu ef/tl; t nfd]; doblv cg/fŷ ub]cfPsf]lyof]. o; qmddf ef/tdf hgtf bnsf]; /sf/ ePsf]ahf ; g\ (&* df j flOfHo ; lGw, kf/j xg ; lGw / cglws] Jofkf/ lgoGqf ; lGw u/l tlg j 6f 5šf5š}; lGw ug]gkfñ ; km eof]. To; ahf blv ol ; lGwxž 5šf 5š}x]cf0/xšf 5g\ o; qmddf kf/j xg ; lGw kl5Nnf]k6s ; g\@)^, hgj/Ldf ; ft j ifšf nflu gj ls/Of ePsf]lyof]. gkfñ-ef/t kf/j xg ; Demf]fdf pNnlvt klj wfg cg' f/ gkfnsf]nflu t] f] dhšaf6 cfoft ul/g]dfnj :tsf]cfoft-lgoft, e; f/ rš hfFsf]nflu One Time Lock h: tf klqmf? t]sPsf 5g\ pQm ; lGwn]gkfñ / ef/talr xg]kf/j xg gfsfsf] ˆ kdf gkfnnf0{ ef/ttkm[!% j 6f laGb' pknAw u/fPsf]5 . t/ ol ; a}gfsf plQs}kŷf]df 5g\ k]oš ; lGwsf] cj lw ; dfkt ePk15 ; fdf6o kl/j tŷ ug[kg]s/fnf0{; d]l ; lhn}/ ; j tM ; lGw gj ls/Of x] hfgkg]f k]oš k6ssf]; lGw gj ls/Of sfo{sl7g / hl6n aGb}uPsf]gkfñl klfsf]cgej 5 .

j flOfHo ; lGw kl5Nnf]k6s cS6f] / , @) (df ; Dkg ePsf]5 / o; sf]cj lw klj lj utdf kfF j ifšf] xg]af6 a9fP/ ; ft j if{kŷof0Psf]5 . pQm ; lGwn]lj utdf gkfñ / ef/talr xg]Jofkf]/s kŷf]hgsf nflu @@ j 6f :ynut gfsf -Jofkf]/s laGb' pknAw e0/xšf]df % j 6f gfsf yk u/l @& j 6f gfsf pknAw u/fPsf]5 .

gkfñ / aEñfbžalr ; g\ (&^ df Jofkf/ tyf kf/j xg ; Demf]f ePk15 gkfnn]aEñfbžsf b0{7hf aGb/ufx r6ufpFtyf df]nf kŷf]kŷf] ug{kfp]g]/ ; fšf nflu /flwsfk/-aEñfaGw cflb nf0{kf/j xg dfušf] ˆ kdf pkoŷ ug]; lj wf kŷf]t u/\$f]lyof]. pQm ; lj wfsf]cIolws pkoŷ ug]gkfnn]c: ; Lsf] bzsd f r6uf]df Ps ; Dks{sfof]no ; d] v]h]š]lyof]. kl/Ides j ifšf; df ; f]kf/j xg dfu{x]t} f] dhš; E Jofkf/ lj :tf/ ug]sfo{eP klj ; g\gAašf]bzsd f cfP/ pQm kf/j xg dfušf]kŷf] sf/l pkoŷ xg ; sŷ . kmntM r6ufpFyt gkfnsf]kf/j xg; DaGwl sfof]no ; d] aGb ul/of]. xfn gkfñ / aEñfbžalr ; aŷGbf 5šf]b]/lsf]knhj f/l -ef/t_ / aEñfaGw -aEñfbž_ kf/j xg dfu{kŷf] ug{kfp]g]u/l ; Demf]f ePsf]5 .

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gkfnl Jofkf/Lx; n] cft/fi60 ahf/df ; fdfg lgoft / cfoft ug{cTolws dfqdf kofu ug[aGb/ufx eg\$]sfhsftf / xlnbof g]xf]. aunfbzsf]; fdlb\$ aGb/ufxaf6 gkfnf ; fdfg cfoft- lgoft ug{/f]xgk/- l; a3j fb dfu{/ kmhj f/L-aunfaGw dfu{u/L b0{j 6f kf/j xg dfu{tflsPtf klq eflts ; /Argfsf]cej sf sf/Of kmhj f/L-aunfaGw dfu{dfq rfn'cj : ydf /x\$]5 . t/ o; dfu\$] lgoldt ; ~rfngsf]nflu xfn; Dd klq ef/t, aunfbz / gkfnalr lqklfo ; Demf]f xg g; s\$] sf/Ofn]gkfnaf6 ; fdfg lnP/ uPsf]dfnj fxs ; fwg ; lwf aunfbz hfg; Sg]cj : yf /x\$]5g . of] dfu{; g\ ((& ; 6]a/df pRr : t/lo Letter of Exchange sf]dfllodaf6 ; ~rfngdf cfPsf]xf].

bilfof Plzofnl dh\$; sf]Jofkf/ ; xhls/Of tyf kf/j xg nfutsf]l: ylt M
 e=kl/j li6t dh\$; n]cf^gf j : tx; ptkfbgsf]: yfgaf6 pkefQmfsf]xft; Dd k'ofpBf Jofkf/ ; xhls/Of nfut tyf kf/j xg nfutn]dx]kj kOf{el'dsf v]h\$]xG5 . cfoft / lgoft sf klqmfut ; /nls/Of / kf/j xg nfut Gog]s/Of g}pTklfbt ; fdfgsf] kl't:kwf{ds lfdtf xf]. bilfof Plzofnl dh\$; df j : t\$]cfoft- lgoft sfo\$]nflu cfj Zos kg[klqmf, sfuhft / nfut cGo dh\$sf]thgdf gkfnf]a9L /x\$]l: ylt 5 . gkfnf]; aGb]f glh\$sf]sfhsftf aGb/ufx lbgf]bg ; fB/f]x]hfg; aGb/ufx kzf; g af]emf]/ em'em6nf]xg' tyf Clearing, Forwarding sf nflu tflsPsf]dx; hsf cltI/QmSpeed Money afkt yk vr{ug[kg]: ylt n]kf/j xgdf ; do / nfut a9/x\$]5 . kf/j xg kj z tyf lgu6 laGbd sfhsftf-jl/u-h-sf7df08f}dfu{df kl/j xgafkt nflu]vr{-nfut_ sf]em08}!) kl'tzt hit cltI/Qm vr{xg]u/\$]f]kf/ldes cllobgx; n]b]vPsf 5g\ o; n]ubf{Psf]t/ cftI/s vktsf nflu lemsf0Psf j : tx; pkefQmfn] : yfglo ahf/df dx]f]dNo It/L vl/b ug[kg]: ylt 5 eg]csf]km{t} fl]dh\$ lgoft xg]j : tx; nfut kl't:kwf{aGg g; ls/x\$]l: ylt 5 . bilfof Plzofsf cGo dh\$; G thgf ubf\$]f]gkfnf] l: ylt lgDg cg; f/ /x\$]5 M

Trade Facilitation Indicators of South Asian Countries (2008):

| Indicators | South Asian LDCs | | | | | South Asian DCs | | |
|--|------------------|-------|-------|-------|-------|-----------------|-----|-----|
| | AF | BG | BT | MD | NP | IN | PK | SL |
| doing business- trading across borders (rank out of 181) | 179 | 105 | 155 | 121 | 157 | 90 | 71 | 66 |
| No. of documents required for exports | 12 | 6 | 8 | 8 | 9 | 8 | 9 | 8 |
| No. of days required for exports | 74 | 28 | 38 | 25 | 19 | 23 | 44 | 6 |
| Cost to export (US \$ per container) | 3,000 | 970 | 1,210 | 1,348 | 1,764 | 945 | 611 | 865 |
| No. of documents required for imports | 11 | 8 | 11 | 9 | 10 | 9 | 8 | 6 |
| No. of days required for imports | 77 | 32 | 38 | 20 | 35 | 20 | 18 | 20 |
| Cost to import (US \$ per container) | 2,600 | 1,375 | 2,140 | 1,348 | 1,900 | 960 | 680 | 895 |

Source: World Trade Indicators, World Bank (2008)

hg; 5]b]zsf]cy{Gqsf]lj sf; / j : t\$]cfoft lgoft df kf/j xg lqdn]d] kOf{el'dsf v]h\$]xG5 eG]s'f dflly pln]y e0; Sof]. o; cfwf/df x]f{ekl/j li6t /fi6gkfnf]kf/j xg lqdf vlrg'kg[; do, nfut, hgziQmcf]bsf sf/Of cfoft t j : tx; sf]dModf lgs}7hf]k'efj kl//x\$]l: ylt 5 . t] fl] dh\$af6 sRrf kb]y{cfoft u/L j : t\$]pTklfbg u/] t] fl]dh\$df lgsf; L ubf{!% bl]v @% kl'tzt; Dd ; dbt6lo dh\$sf]thgdf yk nfut kg{hfg]cllobg kl'tj hgx; n]b]vPsf 5g\ cfh gkfnl j : th] cft/fi60 ahf/df kl't:kwf{ug[g; Sg]sf k5fl8sf sf/Ofx; lj Zn]fof ug[x]eg]kf/j xg lqsf]pRr nfut / em'em6nf]kzf; lgs klqmfnf0{g}dVo afwssf]z kdf cfwfpg ; lsG5 .

j fl0fHo glIt, @)^% df kf/j xg / Jofkf/ ; xhls/0f; DaGwl lj ifo M

goflj fl0fHo glIt n]kf/j xg dfu\$]lj sf; sf]s/fnf0{pRr dxLj sf ; fy pNny u/\$]5 . kf/j xgnf0{ ; lj wfoQm / sd vlr{f]agf0{Jofkf/sf]klt:kwf{ds lfdtf clej [4 ug{; Vvf agb/ufxaf6 kbfg ul/g]; j fnf0{kfej sf/l agf0g]s/f glIt n]kfylds tfsf ; fy pNny u/\$]5 . gkfnsf]cGt/f]60 Jofkf/sf]nfut sd ug{kf/j xg bZx (Transit Countires) Pj +5d\$] dh\$xs]j j \$]nks kf/j xg dfu\$] tyf agb/ufxx; sf]ef]ts kj fvf/, dIN6df\$ n ; lj wf, oftfof]sf]; lj wf / nfutsf] clwog u/l pkoQm kf/j xg dfu\$]kpf]u ug{; lGw, ; Demf]f ub]hfg]s/f glIt n]pNny u/\$]5 . pQ/ / blIf0ft km\$ Jofkf/s gfsfx; nf0{hdfu{tyf km]f]snf /hdfu\$]6 hf\$]g cwoog u/f0g sf ; fy}lj Bdfg pQ/ blIf0f ; 8sdfu\$]sf]; wf/ / :t/f]glT ul/g]lj ifo klG glIt df ; d]6Psf]5 . To; u/L blIf0f Plzofs ef/t, g]kn, aurnf]z / e\$]gnf0{hf\$]g]cGt/f]60:t/sf]oftfof dfu{ lxtsf] pklf]lo lj sf; cj wf/0ff (Growth Quadrangle) nf0{; Da4 klfx; sf]k/fdz]f cl3 a9fpg kxn ul/g]s/f klG glIt n]pNny u/\$]5 . ef/t / rlgalsf]:yndfu\$]6 xg]lklflo Jofkf/df g]knf0{kf/j xg laGb'(Transit Point) sf ; kdf lj sf; ug]p2]oaf6 klxrfg ul/Psf dVo eG; f/ gfsfx; df kj fvf/ lgdff ul/g]s/fnf0{glIt n]dxLj sf ; fy p7fPsf]5 . blIf0f tyf pQ/ bj }tkm\$ gfsdf; Vvf agb/ufxsf]lj :tf/ ub]hfg]s/fnf0{klG glIt n]kfylds tfsf ; fy ; d\$]sf]5 . glIt df 5\$}kf/j xg tyf nlhl:6s sfoGnd] zlif\$ cGtu\$ kf/j xg ; lj wf lj :tf/; DaGwdf lj leG sfo{ug] s/f ; d]6Psf]5 . o; cGtu\$ vf; u/L :yflkt e0; s\$]f; Vvf agb/ufxx; sf]kfej sf/l ; ~rfngsf nflu ; fdfgsf]axlj lws 9] fgl ; DaGwl P\$]sf]kfej sf/l sfof]j og ug]g]kn ef/talr lj Bdfg /h ; j f; Demf]fdf kg/fj nf\$g tyf kl/dfhg ug] / cfo ; Deflj t laGbdf ; d] /h; j f lj :tf/ ug{ kxn ul/g]s/f pNnlvt 5 . To; u/L eG; f/ kzf; gnf0{; Rgf klj lwdf cfwf/t : j rflnt agfpg] af/]klG pNny ePsf]5 . g]kndf :yfkf ePsf ; Vvf agb/ufx, sG6]g/ k]6 :6] g, Psls] eG; f/ laGb'(ICP) sf]; ~rfng, Joj :yfkf / lgodgsf nflu 0G6/df\$ n oftfof k]lws/0fsf]:yfkf ul/g] s/f klG glIt n]pNny u/\$]5 . t/ glIt n]; d6\$]f]kf/j xg; lj wf lj sf; ; DaGwl sfo{nf0{Jo] xf/df dt{k kbfg ug]lj leG sf]gl, ; :yfut / klqmfut ; wf/sf sfo\$; ; doa4; kdf ; ~rfng ug{ cfj Zos xG5 / o; sf]nflu kZ:t ; fwg; f] lj lgo]hg ug]kg]xG5 . t/ j fl0fHo lfnf0{/fhon] ; lldt dfqdf dfq ah\$ pknAw u/fp\$]cfPsf]kl/k]odf kf/j xg lfnf]lj sf; ; DaGwl pNnlvt sfo\$; lgwf]t ; doleq; DkGg xg]s/fdf lj Zj:t xg]7fpFsd 5 . t; y{ ; /sf/n]Jofkf/ ; xhls/0f tyf kf/j xg dfu\$] ef]ts ; Argf ; wf/nf0{kdv kfyldstf lbgkg]b]vG5 .

sf]hsftf=xlNbof kf\$]6 ; fdfg g]kn k]f/l ug]klqmf M

sf]hsftf agb/ufx g]knsf]glursf] / ; a\$]bf a9l kpf]udf cfpG]Jo:t agb/ufx ePsf]; Gbedf g]knsf]kf/j xg k]ffnlsf]s/f ubf{o; agb/ufxsf]af/]f s]l rrf{ug{:j feflj s xG5 . sf]hsftf kf\$]df cfpG]sh sfuf]w]g]knsf]nflu cfpG]sfuf\$]dfqf !) kltzt hit xg]u/\$]5 . sl/a *(kltzt sfuf]ef/tsf]nflu / af\$] ! kltzt hit sfuf]e\$]gsf]nflu cfpG]u/\$]kf0G5 . sf]hsftfaf6 sl/j !@) ls=d= blIf0f kg]xlNbof kf\$]f]thgdf ; fgf hxfh (Feeder Vessel) nllg] sf]hsftf kf\$]df cfpG]sfuf\$]dfqf lbg kl]lbg a9g hfgn]pQm agb/ufx xfn ; fB/]aGb]uPsf] k]lt xG5 . sf]hsftf tyf xlNbofsf]kf\$]f]kzf; g 5\$] 5\$]/x\$]f]eP klG eG; f/ kzf; g eg] sf]hsftfaf6; ~rfng xg]ub5 .

gkfnsl]nflu sf]hsftf tyf xlnbof agb/ufx x6}cfpg]sfuf]gkfn rnfug ug]lgDg cg'; f/sf]klqmf k/f ug]kg]klj wfg /x\$]5

cfjZos kg]sfuhft / klqmf

- gkfnaf6 klttkq (L/C) vfh\$]kq
- cfoft 0hfhtkq
- ; fdfg k7fpg]Suppliers n]; fdfg k7fpg] Packing List, Invoices, Insurance Policy, Certificate of Origin h:tf sfuhft Shippers dfkmt ; E}k7fPsf]x65 .
- Shipper n]Container Load u/] hxfhaf6 kf6df k7fp5 .
- Shipper n]Original Bill of Lading (B/L) , Packing List ; fdfg k7fpg]Supplier) nf0{k7fpg'kb5 .
- Supplier n]; a}Document ; sng u/] L/C ; E ; Dal6wt a\$df k7fpg'kb5 .
- L/C vfh\$]a\$ n]kkt ePsf Document nf0{endorse u/] cfoftstf(Importers) nf0{k7fp5 .
- cfoftstf]a\$ dfkmt kdfloft Document nf0{sf]hsftf:yt /lhi686 Clearing and Forwarding Agent nf0{Authority ; lxt kltlgw t\$] k7fpg]ub5g\
- Original Shipping Document ; Dal6wt Shiping Agent n]cfoftstf]lgoQmu/\$]Agent nf0{aenfpq]ub5g\
- Clearing Agent n]; fxl Document sf]cfwf/df Container sf]cj :yf, kf6df ; fdfg cf0klDg ; do 0toflbsf]hfgsf/L lng]ub5g\
- xfn; fn}sf]hsftf kf6h]sfuf\$] status yxf xg]WebBase klqmfsl]z?j ft u/\$]h]; Dal6wt Agent n]cf^gf]Cargo sf]Status sf]hfgsf/L lng ; xh ePsf]5 .
- ; Dal6wt Clearing Agent n]cfkmg] Cargo ; E ; Dal6wt Document L/C dfkmt cfofltt ; fdfgdf ; lw}e6; f/ sfoffnodf k7 ub5g\ L/C dfkmt afx\$ bft[lgsfon]gkfn k7fPsf] lj b7df /x\$]JolQm]gkfnsl]; :yf jf JolQm]nf0{k7fPsf] Document Against Payment (DAP) dfkmt cfoft u/\$] 5\$}; Dem}f dfkmt gkfn df cfoft u/\$]; fdfg, T/T dfkmt gkfnsl]nflu k7f/L ePsf ; fdfgsf]xsdf gkfnl dxj fl0fHob'tjf; sf]hsftdf ; Dal6wt a\$ n]endorse u/\$] ; SSn Document ; lxt ; Dal6wt ; :yfsf]l; kmf/; kq; fy k7 ug]kg] Joj :yf 5 . dxj fl0fHob'tjf; n]gkfn df cfoft ug]kfpq]klqmf c6tu6 L/C vfh\$]lj j /of gkfn /fi6«a\$ n]tof/ u/L k7fPsf]lj j /ofnf0{kdfloft u/] sf]hsftf Customs df k7fpg] ub5 . dxj fl0fHob'tjf; n]kdfloft u/\$]L/C List sf]cfwf/df sf]hsftf e6; f/ k7f; gn] lj j /of ?h' u/L kf6{x6}gkfnsl]nflu /h jf s66g/ sfuf66 ; fdfg k7fpg cgdlt lbg] klj wfg /x\$]5 .
- L/C vfh]afx\$sf]xsdf j fl0fHo ljeft tyf c6o ; Dal6wt ; /sf/L lgsfosf]l; kmf/; sf] cfwf/df Kolkata Customs nf0{gkfnl dxj fl0fHob'tjf; af/f kqrf/ dfkmt gkfnsl]nflu cfofltt sfuf]rnfg ug]ul/65 . o: tf]kqrf/ b]gs 2 kn]sDtldf @%-#) j 6f; Dd xg]ub5 .
- gkfnsl ; /sf/L lgsfo tyf gkfn df /x\$]lj b7l lgoft tyf ; f] E ; Dal6wt ; :yfx; n]cfoft ug]; fdfgsf]xsdf k7f/L xg]dfn; fdfgsf]Insurance afkt sf]hsftdf /x\$]gkfn kf/j xg tyf uffid Joj :yf sDkg] lnd68n] Undertaking lng]ub5 . pQm Joj :yf gkfn ef/t kf/j xg ; l6wdf ePsf]klj wfgadflhd /x\$]5 .

- cġo Jofkf/s / lghl kōfhgsf]nflu cfofltt ; fdfgsf]xsdf ef/tlo 0ġ:of7ġ; sDkglđf aldf u/fpgkg]kġj wfg /x\$]5 . o; aldf klqmf]n]gkfn]nflu cfofltt sfuf]ef/tlo kġf6 gkfn kġ z gu/] Ddsf]cj lwdf xg; Sg]; Deflj t ef/tlo eġ; f/ dx; hsf]xflggf\$; fgl]sf] ; /lffy{kōf] ul/Psf]b]vġ5 .
- gkfn] sfuf]sf]sftf kġf6 cfPb]v # lbg]nflu kġf{rfh{56sf]Jo] :yf /x\$]5 eg] Ĥo; kl5 ; Dalġwt lgsfon]sġ6ġ/ kġf{rfh{nfl}B^a rfh{h:tf rfh{x? Itgkġ]xġ5 . hit wġ} lbg cfofltt sfuf]kġf{tyf CFS df /Vof]Toxl cgkftdf Demurrage Charge Hofldtlo klqmf]a9l Itgkġ]kġj wfg /x\$]5 .
- gkfn]nflu kōf] ePsf sġ6ġ/xġ;df % lbg]nflu 8ġ/ġ zNs ldgxf ug]ul/ġ5 eg]& lbg b]v !) lbg; Dd @) lkn6sf]nflu & 8n/ / \$) lkn6sf]sġ6ġ/sf]nflu !\$ 8n/sf]b/n] Itgkġ]xġ5 . !@ lbg b]v @! lbg; Ddsf]nflu @) lkn6sf]sġ6ġ/df !\$ 8n/ / \$) lkn6sf] sġ6ġ/sf]nflu @(8n/ / @# lbgeġbf a9l ; dosf]nflu !& b]v #% 8n/ 8ġ/ġ zNs gkfn] cfoftstf]Itgkġ]cj :yf 5 . ; do ; dodf gkfn]f0{lboġ}cfPsf]kġf{rfh\$]f]; lj wf 36b} uPsf]cj :yf 5 .
- ; do ; dodf aġb/ufxdf ef/t ; /sf/n]lj leġg glitut / klqmf]ut axfgdf gkfn]nflu cfofltt ; fdfgd]lsrn]]; hġf u/L ; fdfg ; dod}rnfgl ug]cj /v] l; hġf u/\$]f]:ylt klġ 5 .

kf/j xg ; lj wf ljsf; sf]; ġbeġf gkfn]; wf/ ugkġ]lf] M

gkfn]t] f]b]zsf]Jofkf/df xfn; Dd cĤolws dġqdf kōf] ub]cfPsf]aġb/ufx snsQf aġb/ufx xf]. pQm aġb/ufx gkfn] cnfj f eġfg / ef/t :jom]klġ kġl{dh\$}xġ; Ĥsf] Jofkf/sf]; Daġwdf cĤolws kōf] ug]ePsf]x]nsf lbgdf ; fB/f]xġ}hfg yfn\$]5 . ctM snsQf aġb/ufxdf s]b]t gkfn]cfoft lġofġnf0{cfufdl lbgdf o; sf]clt/Qm ef/ts} cġo 7hf aġb/ufx h:t}lj zfvk\$gd,hj fx/nfn gġ? kġf{hf]c6ġf]f0h} gdf klġ u0; s\$] 5g.\cf]b tkm]lj s]b]t u/L ; do / nfut 36fpg ; lsġ5 ls Ĥo; tkm{kōf; xġkg]b]vġ5 . j \$]lNks aġb/ufxsf]kdf lj zfvk\$gdhf0{kōf]df NofPk15 o; af6 sf]sftf÷xlnbof kġf\$] klġ efl]ts ; Argdf ; wf/ xġsf]; fy)dfgj lo lqmf]snkdf ; dġ ; wf/ cf0{xfn ltl/Ĥ}cfPsf] kġf{fh{tyf ; fdfg 8]ne/l ; dodf ; dġ sdl cfpg]; Defj gf b]vPsf]5 . ef/tn]kf/j xg ; lġw cg' f/ gkfn]f0{kf/j xg lj ġb]sf ġkdf pko] u/Psf !% j 6f gfsxġsf]cĤolws pko] u/L lġofġ Jofkf/nf0{kj 4ġ ug]lj zif hf\$ lbgkg]b]vġ5 . ; fy} xfn &-& j ifġf gj ls/0f xġ}cfPsf]kf/j xg ; lġwnf0{sD}tldf !) j if\$] nflu axfn /xg]u/L cfufdl lbgdf gj ls/0f ul/gkb\$. o; n]gkfn]Jofkf/df :yf]lo]j / ; lġZrt tf kġfg u5{. gkfn / aġnfb]z]alrsf]Jofkf/ kōf]nldf dx]lj kōf{elġsf lġj fġ ub]cfPsf]kġh] f/L-aġnfaġw dfuġf6 plrt nfe lng / aĤnfb]z]sf]; fdlb\$ aġb/ufxsf] kōf]nf0]lj :tf/ ug]cfj Zos 5 . ; fy)aġnfaġwsf]; ldfdf /x\$]f]ef]ts ; Argdf ; wf/ u/L lġoldt ; j f/L ; fwg cfj t hfj t ug]; Sg]Jo] :yf ug]aĤnfb]z] ; /sf/nf0{cg/f]v ug]kġ]b]vġ5 . o; kf/j xg dfu\$]plrt pko]sf nflu gkfn, ef/t / aĤnfb]z]alr lqklf]o kf/j xg ; Dem]f ul/gkb\$. aĤnfb]z]sf]df]nf kġf{nf0{gkfn]j :t' cfoft lġofġ ug]lj \$]lNks kġf\$]kdf kōf]df Nofpg /f]xgk/-l; 3j fb kf/j xg dfuġf0{cĤolws pko]df Nofpg cfj Zos 5 .

gkfn kf/j xg tyf ufffd Joj :yf sDkgL Inld6\$sf]klZrd aEfnstf]sf]hsftf / xlnbofodf /x\$]hlufnf0{ Container Freight Station sf] 2 kdf kofudf Nofpg' kb5 . o; sf] nflu cfj Zos kgIogq, pks/Of cfm]v/lb gu/L ef8fdf InP/ kofudf Nofpg' pkoQmb]v65 . gkfnstf cfoftstf]sf]hsftf=xlnbof kof] ; fdfg cfpfg; fy cfoft; E ; DalGwt sfuhft oyfzL3 ; DalGwt Clearing and Forwarding Agencies dfkm kof]gkfnl dxj fl0fHob'tj f; df kZ ugkb5 . hlt ; Sof]5\$]sfuhft kZ uof]olt l56f]; fdfg rnfg / aGb/ufx zNs=nfut sd xg]x6f o; tkm; ah]lj zif Wofg lbgkg]x65 . l56f]5l/tf\$]nflu E-documentation nfu" ug{h?/l 5 .

xfn kof] x6}cfPsf]sf]hsftf-jL/u-h ; Vvf aGb/ufxsf]dfn9j fgl /lj] ; jfnf0{lgoldt 2 kdf ; ~rfngdf Nofpg ef/tsf]/lj]CONCOR sDkgL; E ; Dem]f ug]klqmf cl3 a9f0g' kb5 .

gkfnstf]; dfgdf /x\$] e6; f/ sfof]ox2sf]lgsf; L=k7f/L klqmf, e6; f/ kZf; g / dfgj lo lqmfnsfkdf ; wf/ Nof0{nfut Gogls/Of ug]tkm]j }bZsf ; /sf/ / lghl lfgaf6 ; eQmkxn xgkg]b]v65 .

sf]hsftf / gkfnstf e6; f/ sfof]odf /x\$]Clearing and Forwarding Agents X2nf0{xfn cfoft tyf lgoftstf]eQmgl ub]cfPsf]; jf zNs Gogls/Of ug{kf/blz}f / klt:kwf]ds pkfosf] cjndag ugkb5 . o; af6 cfoft=lgoff nfutdf sdl cfpfg ; Sg]; Defjgf 5 .

gkfnstf dfn; fdfgx2 ; /n, ; lj wfngs / lgoldt 2 kdf lgsf; L tyf k7f/L xg]Joj :yf ; lglZrt ug{/ lgsf; L-k7f/L; DalGwt klqmfut nfut Gogls/Ofdf ; 3fp k7ofpg gkfn tyf ef/t ; /sf/sf e6; f/ / kof] kbflwsf/Lx2alr jflif\$ 2 kdf lgoldt a7s a; L ; DalGwt lj ifodf 5nkm=k/fdz{ug]Joj :yf z? ul/gkb5 . o: tf]a7sdf gkfnstf cfoft=lgoff Jofkf/; E ; DalGwt lghl lfgsf ; :yfx2nf0{klg ; xeful u/fpg' pkoQm x65 .

axklflo Jofkf/ kof]nldf Jofkf/ ; xhls/Of (Trade Facilitation) lj ifo gkfnh: tf]e="kl/j]6t dh'ssf]klt:kwf]ds lfdtf clej [4sf]nflu dx]k0f{lj ifo /x\$]5 . Jofkf/ ; xhls/Ofsf lj ifodf ; /sf/L / lghl lfgsf]lfdtf lj sf; , klqmf Gogls/Of u/L sfuhft 36fpg]-Less documentation) tyf gkfnstf]kf/j xg dfufnf0{e/kb] / l56f] 5l/tf]agfpg e]ts ; Argf lj sf; df ; xfoft kl/rfng ug]km(hf\$ lbg' kb5 .

gkfnstf]nflu k7f/L e0{cfPsf ; fdfg sf]hsftf=xlnbof x6}hdfuaf6 jL/u-hl:yt ; Vvf aGb/ufx / sf]hsftf xlnbofaf6 s66g/ 9j fgl ug]; fwgdfkm gkfnstf]sf58lesf, lj /f6gu/, jL/u-h, e7xj f, gkfnu-hh: tf Land Route x6}; DalGwt 7fpdf klq]ub5 . 6sdkfm sfuf] 9j fgl ug]66f /hsf]dflwodaf6 sfuf]9j fgl ubf{; do, nfut sd nflu]sf]; fy}a9L ; /lft klq xg]ub5 . xfnstf lbgdf sf]hsftfaf6 hf]lj gl; Dd ; lwf /h; jf ; ~rfngdf cfPsf] kl/k]odf ef/tlo ; /sf/; E /lj] ; Dem]f u/L sf]hsftf=xlnbofaf6 dfnafxs l; N8 s66g/ ; lw]hf]lj gl; Dd /hdfkm 9j fgl xg]Joj :yf ug{h?/l 5 . o; f]ePdf nfut / ; dodf sdl cf0{; fdfgsf]lgsf; L k7f/L klq ; /lft tj /df xg]x65 . o; af6 dh'ssf]bl3\$fnlg Jofkf/ kof]nldf cgsh kefj l; h6f xg]b]vPsf]5 . lj /f6gu/df ; Vvf aGb/ufx klq alg; s\$] cj :ydf hf]lj glaf6 ; VvfaGb/ufx; Dd /lj] ; jfnf0{hf\$; lsg]cj :yf klq lj Bdfg ePsf] s/fnf0{b]6out ubf{o; tkm]tsfn kxn xgkg]b]v65 .

gkfnndf ; do-; dodf e0/xg]a6b, x8tfn, af9L klx/f\$]sf/0fn]kf/j xg dfu\$]kpf]udf klg
cj /f]w p]k]G xg]u/\$]j5 . o; af6 gk]nnsf cfoft-]goff\$ sf ; fdfgx; lgoldt ; kn]u6tJo:yndf
klG gk]Psf]cj :yf 5 . o; n]gk]nnsf]cfoft-]goff\$ sf]nflu kpf]u x6]cfPsf]sf]hsftf k6]df
; d] Congestion sf]:ylt p]k]G xg]u/\$]jcg]ej 5 . o; af6 ; dod}; fdfg rnf]g xg]g; sl
gk]fnl klfnf0{cgfj Zos ; kdf yk nfut=Jooef/ kg]u/\$]j5 . o; s/fnf0{lj rf/ u/L t] f]
dhsl; t xg]j :t\$]cfoft]goff k]ffnldf cj /f]w l; h6]f xg]u/L a6b x8tfn gug{/fhgllts
bnx; uDel/ xgkg]b]v65 . ; fy} k6]{kzf; gn]dfu]ad]hdsf]sfuhft ; dod}kz ug]
u/fpg]tkm{/ ;sf/L tyf lghl lfg] b]j]r]rgfvf]xgkg]b]v65 .

gk]nnsf]nflu cfoftt j :tx; sf]kl/df0ftkm]gh/ nuf]p]f vf; u/L 7hf rf8kj {/ hf8f]df} dsf]
glur 7hf]kl/df0df ; fdfg k]f/L e0{cfpg]u/\$]b]v65 . c6o ; dodf cfoft ug]j :t\$]kl/df0f
36b]hfg]cj :yf 5 . t; y{sf]hsftf a6b/ufxdf xg] Congestion ; d]nf0{dl]bgh/ u/L gk]nnsf
lghl lfg]n]gk]fnndf vkt xg]j :t\$]cfoft ; dodf kg/]j n]f\$g ug]k]b]v65 . cyf]cfoft-
]goff\$ sf]; doa4 off]hg] agf0{Jofkf/ ; ~rfng ug]{h?/L b]v65 .

gk]nnsf cfoftstf]sf]hsftf=xll]bof k6]df ; fdfg lgsf; l k]f/L sfo]df ; xof]u k]ofpg
Clearing and Forwarding Agents lgoQm ubf{k]t:kwf]ds 9En]5gf6 u/L nfut 36fpg]km]
kxn u/\$]j b]v65 . dg]df]gl 9En]Psn]6] ; kdf lgoQm Ph]6n] ; j]z]nsdf Pslwk]to
hdfp]cfPsf 5g\ pglx; sf]thlahdf pglx; n]t]f\$]p]Rr nfutdf k6]f/ 9j fgl nfut
lgwf{0f xg]sfo]n]; j]f z]ns a9L Itg]k]e0{gk]nnsf]nflu cfoftt j :t'dx]f]xg uPsf]j5 .
o; sf]lg06q0sf]nflu k]t:kwf]sf d]l]odaf6 Cf^gf Clearing and Forwarding Agent lgoQm
ug]{lghl lfg] ; E c6]t]q]of ug]{h?/L 5 .

gk]fnn]clt]sd lj sl; t dh]ssf]gftfn]axk]l]fo Jofkf/ k]ffn]l c6]tu] Trade Facilitation Sf
lfg]df eff]ts k]f]w/ / lj sf; sf]nflu IMF, OECD, UNCTAD, WCO, World Bank h:tf
; xof]u ; :yf; E cfly\$ tyf k]lj lws ; xof]u]sf]nflu kxn ug]k]b]5 . o; af6 gk]fnn]Supply
Side Constraints df e]f]b]cfPsf]; d:of / kf/j xg dfu{ ; Vvfa6bufx ; wf/, c6]t]l/s ; 8s
; wf/, u]f]fd Joj :y]fkg, z]lte08f/0f Joj :yf h:tf Jofkf/ lj sf; sf nflu c]ofj Zos k]f]w/sf
lfg]df p]ln]o ; wf/ ug]; l65 .

x]nsf lbgdf kf/:kl/s cfly\$, k]lj lws ; xof]u lj :tf/sf nflu lfg]lo:t/df klg lj leG ; l6w,
; Dem]f]f x6]hfg yfn]f]; Gbed]f lfg]lo:t/df kf/j xg ; lj wf lj :tf/ ug]{u'-hf0; a9b]f]5 .
gk]fn, ; f^6f (SAFTA),lad:6\$ (BIMSTEC), / ; f; \$ (SASEC) h:tf lfg]lo Jofkf/ ; Argdf
cfa4 ePsf]h]5d\$]l b]z]sf cnf]f c6o b]z]sf kf/j xg ; lj wf pkof]u ug]c]j ; / lj :tf/ ePsf]
5 . t/ To]sltsf]nfut lskmfotl / ; /n x65 lj :t] lj Zn]f]of g]ug]k]g]x65 . elj iodf gk]fn,
aun]fb]z, e6]fg / ef/talr High Speed Cross Border Rail and Road System lj sf; eof]eg]
lfg]lo / pk]lfg]lo:t/df kf/j xgsf]lj sf; xg]; Def]j gf 5 . To; tkm]klg cfh]af6 ; f] agf0{
cl3 a9g'al4df]gl x65 .

pk; x]f/ M

gk]fn h:tf]ekl/j]i6t / clt sd lj sl; t dh]ssf]b]t/ cfly\$ lj sf; df kf/j xg ; lj wfsf]
dx]lj k0f{el]dsf /x\$]f]x65 . ; xh, ; /n, nfut lskmfotl / Gog]td k]f]w/ ; lj wfoQm kf/j xg
dfu\$]pkof]u]af6 dh]ssf]cfoft]goff Jofkf/df u0ff]ds ; wf/ cfpg]s/f lgl]j]fb 5 . o; af6

jfl0fHo tyf cfl't{d6qfno

bzdf cfl'us nufgl / ptkfbdhs pBfus]lj :tf/sf nflu ; d; plrt jftfj/0f tof/ ug{ ; 3fp kl]x65 . dhssf]ef]hns kl/l:yltnf0{bfi6ut u/l plrt kf/j xg dfu\$]5gf6 / pkofu ug{ ; s]o; af6 Psflt/ lj bz lgofx xg]j :t' tyf ; jfnf0]j Zj ahf/df kl't:kwl{dNodf lj qml u/l lgofx j [4af/f cfly\$ nfe lng ; ls65 eg]csf]t/ :j bzleq k'f/l xg]j :t' tyf ; jfsf]nfut / 9j fgl ; dodf pNnVvo sdl Nof0{ ; j { fwf/0fnf0{k]oIf nfe k'ofpg ; lsg]x65 .

e="kl/j]i6t / blifof Plzofs]clt sd lj sl; t dh5 gkfnsf]cfly\$ lj sf; nf0{ult lbg bzdf cfl'us jftfj/0fsf]lgdf, k'f'f/ lj sf; / zf; slo ; wf/ ug{h?/l 5 . bzdf nufglof]o ; /lft / :j:y cfl'us jftfj/0f tof/ ug{kf/j xgn]s]blo eldsf lgef5 . gkfnsf]; Gbedf kf/j xg, ef/tdfly c]olws lge, s]l xb; Dd c; /lft / Gogtd k'f'f/ ; lj wf; d; af6 j l-r t l:yltdf /x\$]5 . o:tf]sdhf] kf/j xg k'offndf ptkflbt ; fdgnf0{lj Zj sf hg; s}dhssf] u6tJodf ; xh / nfut lskrfotl 9En] k'ofpg]sfo]gs}rgf]k0f5 . ctMef/tsf]kf/j xg dfu\$] plrt, Jofks / ; /lft pkofu ub]rlg / aEnfbzsf]j \$]Nks kf/j xg dfu\$]pkofu ug{tkm[klg cfufdl lbgdf xdf]kpf; s]b; xg'h?/l bl]65 . lj Bdfg kf/j xgdfu\$]:t/f]gl u/l cfwlgs kl/j xgsf ; fwg ; e]qsf]gj f'v pkofu ug{kf/j xgsf ; Da6wdf bl]Vpsf afw Joj wfg / ck7df/fx;nf0{ lg66P/ bl3\$fnlg kf/j xg ; lglZrttf sfod ug{ef/tl; t s6glts / pRr:t/lo /fhg]ts sfzn k6z6 ug]dhsleq ; Vvf a6b/ufxsf]lj sf; / lj :tf/nf0{kfyldstf ; fy cl3 a9f0{cfoft lgofx Jofkf/nf0{lj :tf/ ug]km[ca xdf]wofg hfgkb5 . cfl'us kj 46 / Jofkf/ ; xhls/0fdf s]blo eldsf cfu6\$]kf/j xgnf0{; a}f]gn]dx]j sf ; fy x665 . o; sf]nflu / ;sf/l l6, lghl l6, l5d\$]l /fi66 bft [dbfo ; d;af6 ; lqno / ; d6j ofds kxn xg'h?/l 5 . l5d\$]l dhsl; tsf] ; Da6wnf0{cem ; b6 agf0{a9l e6f a9l kf/j xg ; lj wf pkofu ug] kf/j xgdfu\$]f yk ; jf / ; lj wf lj :tf/ ug] kf/j xg nfut 36fpg]/ kf/j xgl; t k]oIf hf]8Psf e6; f/ kzf; g, uf]fd Joj:yfkg cflb klfd cfdf kl/j t6 ub]ekl/j]i6t /fi66f0{kf/j xg ; lj wf pkofu ; Da6wdf lj le6 c6t/f]66 ; l6w, ; Dem]f / dx; l6wn]k6f u/\$f clwsf/x; clwsflws pkofu ug] 9En]cl3 a9g' cfhsf]oulg cfj Zostf x].

; Gbe{; fdu] M

- j fl0fHo tyf cfl't{d6qfno -@)^%, **j fl0fHo glt, @)^%**
- j fl0fHo tyf cfl't{d6qfno -@)^, **Jofkf/ / lj sf;** ; j if{, c' !, k'off{ #
- j fl0fHo tyf cfl't{d6qfno -@)^%, **j fl0fHo tyf cfl't{ems, j if{!, c' !**
- k'f]h, dfwj -@)^#; ; **fj h]gs c6t/f]66 sfgh** (Public International Law), k]jl k\$]zgf Msf7df08f}.
- cfrfo{ dg]hsdf/ -@)^, **gkfnsf]j fl0fHo lf] Mjt6fg l:ylt / efjl sfo]bzf, s]l zf; slo** k66wx; -; Dkfs /fhg vqfn; ; f]fg dfl; s Msf7df08f}.
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- mohanbanjade.wordpress.com

IjZj Jofkf/ ; #7gdf ; Jf Jofkf/; DaGwl jftf{/ lj sf; fQdV bZx;



s[0fd7fl/ Gofkfg]

IjZj df ; Jf Jofkf/ Pp6f dxTj k0f{lfqsf]z kdf :yflkt xg klzf]5 . dflg; xz sf]afgl / zlrdf
cfPsf]kl/j tG / lbgfglbg ePsf]gofkklj lwsf]lj sf; sf]sf/0faf6 ; Jf Jofkf/df j [4 xB]cfPsf]
xf]. klxnzf]Jofkf/ k0ffnl s]n j :t' Jofkf/nf0{dfq :yfg lbg] bVg / 5g ; lsg]j :txz sf]
Jofkf/df dfq /fi6xz sf]Wbfg s]bt lyof]. Toitj hf clwsfz /fi6sf]Jofkf/ gltsf]jdH Wbfg o; 0f
s]bt lyof]. IjZj df ePsf]bt t/ cfly\$ lj sf; , kfl / klj lwsf]nufgl / :yfgft/0f, dflg; xz sf]
hlj g:t/df ; wf/ , ; #f/sf]sg]klg :yfgdf ; xh, ; /n / l56f]cfj t hfj t ug{; lsg]cj :yf ; dT
xBf IjZj df ; Jf Jofkf/df s0zlj [4 xB]uof].

IjZj df lj sl; t bZdf ; Jf Jofkf/sf]GDP df ofWbfg &) klTzt / lj sf; zln bZx;df %) klTztsf]
xf/xf/Ldf 5 . IjZj df xg]sh Jofkf/sf]@) klTzt :yfg ; Jf Jofkf/sf]/xzf]5 eg]/f]huf/lzf]
7hf]lx; ; f klg ; Jf lfqn]cfWbfg]cfPsf]/ cfp0f lbgdf o; sf]ult cema90]cfsng ul/Psf]5 .

; Jf Jofkf/sf]lj sf; df lj sf; zln bZx; w]g]kl5 k/f\$ / w]ug]kg]sfdx; afEl /xzf]cj :yf
5 . ; Jf Jofkf/; DaGwl ; Demf]fsf sltko klj wfgx; lj sf; zln bZx;n]cfklT{lfdtfdf lj :tf/
gu/] Dd krf0bf k0fpg] vfnf g/xzf / lj sf; zln bZsf]lxtdf /xzf Wof6\sf wf/fx; \$ /
!(-@ sf]sf0f]j ogsf]lglis0tfsf]sf/0fn]lj sf; zln bZx; k5fl8 k/f\$ 5g\ o; alrdf lj leG
jftf{x; klg ePsf 5g\ t/ ; kmTf eg]xft nflg ; s\$]cj :yf 50 . IjZj Jofkf/ ; #7gleq
lj sf; zln bZx; ; Jf Jofkf/sf]jftf0f s]s:tf]cj :ydf 5g\s]ubf{ltglx;sf]lxt x65 eG]
; DaGwdf k|tt n\df sxl rrf]ug]k0f; ul/Psf]5 .

k[7eld

IjZj Jofkf/ ; #7gsf ; b:o /fi6xz nf0{c0t/f060 ; Jf Jofkf/df dfu0z0 ug]dh s/f ; Jf
Jofkf/; DaGwl ; Demf]f (General Agreements on Trade in Service 5f0S/Ldf GATS xf]. of]; Demf]fn]
Ps ; b:o /fi6sf ; Jf k0fosx;nf0{Ps /fi6kf6 csf]/fi6df / csf]/fi6sf ; Jf k0fosx;nf0{
cf'gf]/fi6kf6 c0 /fi6df ; Jf kj fx ug{Ps /fi6af6 csf]/fi6df u0; Jf pkefu ug{Jofj ; flos
pkl:ylt sfod /fVg / Jol0mx; c0 bZdf u0; Jf k0fg ug{:j tG agfPsf]5 . jf:tj df of]
; Demf]f c0tu0 To:tf /fi6xz n]krf0bf k0t ul//xzf 5g\h; ; E lj bZdf ; Jf kj fx ug{; Sg]val
/ lfdtf 5 . lj sf; zln / lj sf; tkm{ev{ kf0nf ; fg{yfn\$xfdf]h:tf t} fl]ljZj sf bZx; hf] E
c0 bZdf ; Jf kj fx ug{; Sg]lfdtf 50 GATS af6 krf0bf lng ; Sg]cj :yf sd bl]VPsf]5 . ; Jf
Jofkf/sf ; Gbedf vf; u/l cfly\$ Financial / b'; -rf/ -Telecommunication_ h:tf lfqn0{

pk-;lrj, jfl0fho tyf cklT{dGqfno .

jfl0fHo tyf cfl't{d6qfno

:j t6q agfpg lj zlf jftf{-Special Negotiation_ sf kxn\ ePsf 5g\ ; Jf Jofkf/sf]nflu vhf ul/Psf hlt klg lq\ 5g\ tl lq\ dW]s\ ; lldt lq\ df To]klg 60g dfqdf dfq lj sf; zln bzx\ n]; Jf lgoft ug{ Sg]cj :yf blvPsf]5 . w]h; f]lj sf; zln / Least Developed Countries ; E GATS Cftuf Mode 4 df kg]Movement of Natural Person Sf]cfl't{-Supply_ ug{ Sg]ldtf eP klg lj sl; t bzx\ n]o; nf0{jftf df pbf/ \ kdf cufl8 ga9fPsf]sf/0fn]o; df k]lt xg ; s]f]5g . w]h; f]lj sl; t bzx\ n]cf^gf]clwofudg; Da6wl sfggnf0{GATS cgsh pbf/ agf0/x\$ 5g\ Doha Work Programme Cftuf ; Jf Jofkf/df gof]9En]; Jf lq\ nf0 a9l vshf] kfg]u/L jftf\ z\ ePsf 5g\ k]v lj sl; t bzx\ n]lj sf; zln bzx\ nf0{ ; Jf lq\ df a9l pbf/ / vshf]xg cfux ul//x\$]kl/l:ylt 5 eg]lj sf; zln bzx\ n]cf^gf] ; Jf Jofkf/sf] ; DefJotf /x\$ lq\ df lj sl; t bzx\ nf0{a9l pbf/ / vshf]xg cg/f\ ul//x\$ 5g\ ol lj ifox\ df g]xfn ; Jf Jofkf/sf]jftf{-negotiation_ rln/x\$]blv65 .

- : Jf Jofkf/ lq]sf]xfn e0/x\$ jftf{; dfg]t/ \ kdf b]fo cg; f/ cufl8 a9l /x\$]5M
- lj zlf kl]ta4tfsf]nflu w]h; f]; Jf Jofkf/sf lq\ Request / Offer Sf]af6df,
 - cgbfg, ; /lff pkfo / ; /sf/L vl/bsf]; Da6wdf sfd ug]lgod aflx/ Nofpg]tyf offotf lqwf]0f / klqmf\, kl]j lws :60f088{/ Ohfhtsf]cfj Zostfsf]; Da6wdf o; nf0{dfkg ug] cgzf; gsf s/f\ ; E ; Da6wt lj ifosf]af6df,
 - lj sf; zln bzx\ ; E ; Da6wt GATS sf s\ wf/f\ k]fj sf/L sfof]ogsf]lj ifodf .

: Jf Jofkf/ ; Da6wl jftf]nflu WTO n]dfr{e})! df 'Guidelines and Procedures for the Negotiation on Trade in Services' k\$zgd NofPsf]lyof].

jftf]klxn]af6f]eg]f]-lj Zj Aofkf/ ; u7g WTO Sf]Guideline Sf]cgR5 !! df pN\ ePsf] 5 h; n]pbf/ls/0fsf]nflu jftf{dVot]request and offer approach df xg]s/f u5{ of]p2]o kl't]nflu l]klflo, axklflo / cg\$ klflo jftf\ z\ ePsf 5g\ lj sf; zln bzx\ ; Da6wdf jftf{GATS sf]wf/f !(= / wf/f \$ cg\ k xgk]s/f pN\ 5 . jftf]bf] f]af6f]eg]f]cgbfg, ; /lff pkfo / ; /sf/L vl/bsf]lq]sf lgodx\ ; E ; Da6wt 5 hg GATS sf]wf/f\ !%,!) / !@ df pN\ 5 . wf/f \$-n] cgbfg, ; /lff pkfo / ; /sf/L vl/bsf]lj ifosf cj /f\ x\ x6fpg / o; lq]sf]Jofkf/nf0 ; lglZrttf kbfg ug{cgzf; gsf s/f\ agfpg ; Sg]s/f pN\ 5 . j t6q jftf]t] f]kf6f]eg]GATS sf]wf/f \$ / !(=; E ; Da6wt 5 . wf/f \$ lj sf; zln bzx\ sf]cft/f]60 Jofkf/df j 9bf]; xefluf u/fpg j hf/ kxFsf ldtf clej [4; E ; Da6wt 5 . wf/f !(= lj sf; zln bzx\ n]cf^gf]; Jf lq]sf s\ lq\ wf/f \$ sf]p2]o kl't]nflu vhf ug]k]s/f l; t ; Da4 5 .

lj sf; zln bzx\ sf]k]tfj / ; Da6w

: Jf Jofkf/sf]lq]df ePsf jftf] r/0fx\ df lj sf; zln bzx\ n]w]k]tfj / kl]lqmf\ k] ul/; s]f 5g\ tl dW]s\ lng cg/f\ ug] s\ lbg k]tfj ug]request and offers_ \ kdf k] ul/Psf 5g\ w]h; f]lj sf; zln bzx\ GATS sf]wf/f \$ / !(= tyf k]s]ts JolQmsf]cfj t hfj t -Mode 4_ ; E ; Da6wt 5g . jftf]r/0fdf hg bzx\ n]s\ lbg]k]tfj u/\$f lyPgg\ tglx\ nf0{

l56f]lbg egl bj fj lb0of]. t/ of]k|tfj lbg]s/f]:j P5frf/l lyof]g ls j flbfds, dh tMof]; b:o bzx\sf]gfkmsf]cfEng; E ; DalGwt lyof].

xfn e0/x\$]j ftf{dhtMkflj lws lj j fb, :ki6tf h:tf lfx\sf]lgod; E ; DalGwt /x\$]/ j ftf\$] ult xpf{hofb}; lldt blvG5 . lof6\sf]wf/f \$ / !(=@ ; E ; DalGwt s/fx\ lj sf; zln bzx\sf] klfd eP klg xfn e}x\$] j ftfdf ol s/fx\sf]kψtl Goğ blVPsf]5 .

w]h; f]cNk lj sl; t / lj sf; zln bzx\nf0{lj sl; t bzx\ n]lb}cfPsf]; lj wf-5b_ ; Gtf]fhgs g/x\$]cj :yf 5 . lj sl; t bzx\ n]uxg \ksf]5b / ; lj wf lbg g; s\$]lj sf; zln bzx\sf]dhet rf; fhf0{a]f:tf ul//x\$]cf/flk lj sl; t bzx\ nf0{nflg]u/\$] 5 .

cNklj sl; t j f lj sf; zln bzx\ n]p7fp}cfPsf]lof6\sf]df\$ rf/sf]k]s[ts JolQmsf]lgafw cfj t hfj tdf lj sl; t bzx\ pbf/ xg g; ls/x\$]cj :yf 5 . sxl bzx\ n]o:tf]Jo] :yf ; lhnf] / vshf]kfg]eg]klg Joj xf/df To]b]vfp] ; ls/x\$] 5g\ lj sl; t bzx\ n]df\$ \$ sf ; DaGwdf u/\$]kl]ta4tfx\ dh tM df\$ rf/sf]k]s[ts JolQmsf]sf]gl pkl:y]teGbf lof6\ df\$ @ df plNlvt Jofj ; flos pkl:y]t ; E a9l glhs blvG5 . lj sl; t /fi6x\ Jofj ; flos pkl:y]tdf g/d blVPsf 5g\ pglx\sf]cGo bzd] Jofj ; flos pkl:y]t /x\$]5 . of] lfdtf cNklj sl; t / lj sf; zln bzx\ ; E 5g . lj sf; zln bzx\ n]lj sl; t bzx\ df\$ \$ sf]j ifodf pbf/ xgkg]dfu ub]cfPsf 5g\ t/ j tdfg j ftf\$]lj ifo eg]c]t/ Jofj ; flos / Jofj ; flos cj nf\$g ; DaGwdf dfq s]b]t /x\$]5 eg]o; nf0{s/f/lo ; }f ckl't\$tfx\ ; j tGq ; }f ckl't\$tfx\ ; Dd lj :tf/ xgkg]blvg cfPsf] 5 .

; /lff pkfo; D] Gwl]lj ifosf]j ftfdf ePsf]l9nf0sf]sf/of lj sf; zln bzx\ ; Gtl6 xg ; ls/x\$] 5g\ sxl bzx\ n]t ol lj ifodf cf^gf]k|tfj kx u/l kZg / kl]tlqmsf]; Dafwg klg u/\$] 5g\ sxl lj sl; t bzx\ n]; /sf/l vl/bdf klg ulx/f]r b]v0{of]lj ifodf j ftf{xgkg]s/f cufl8 a9fPsf 5g\ o; f]jug\$]k5fl8sf]dh p2]o eg\$]lj sl; t bzx\ n]cf^gf]ahf/ kxF lj sf; zln bzx\ ; Dd kfofpg'xf].

j ftf\$]qmdf lj sf; zln / cNk lj sl; t bzx\ n]lof6\sf]wf/f \$ / !(=@ df ePsf]lj sf; sf] dfkb08sf ; DaGwdf cf^gf]bl]6sf]f / ; emj x\ lb0; s\$]cj :yf 5 t/ lj sl; t bzx\sf]tkm}6 To] j ftfdf uxg pkl:y]t e0{j ftfnf0{cufl8 a9fpg g; s\$]cj :yf 5 . lj sl; t bzx\sf]Wofg ol lj ifox\df s]b]t xg ; s\$]5g . lj Zn]fx\sf]egf0 5 ls GATS Ps o:tf]; Demf]f xf]h; n] c; Gthgsf]cj :yf ; hgf u5{. of]; Demf]f dh \kdf ahf/ kxFsf]lj ifo; E j 9l ; DalGwt 5 . ckl't{lfdtf tkm{dNof\$g ubf{lj sl; t / cNk lj sl; t -lj sf; zln_ bzx\sf]alrdf 7hf]km/s /x\$]cj :yf 5 . c; dfgtfnf0{a9fpg]sfd e0{/x\$]5, lj z]f ; }f lfx\ h:tf]cfly\$ / b/; -rf/sf]lfd]lj z]f j ftf{/ ; Demf]fsf s/fx\df j ftf{cl3 a9f0Psf]5, o; af6 To:tf bzx\nf0{ a9l kmf0bf 5 hf] E ckl't{lfdtf alnof]5 .

lj sf; zln bzx\sf]kmf0bf / ; /lff pkfosf]nflu lof6\sf wf/fx\ \$ / !(=@ sf dflldaf6 o; ; Demf]fnf0{ ; Gtlnt agfpg v]hP klg wf/f !(=@ sf klj wfgnf0{a]f:tf / wf/f \$ sf klj wfgnf0{ sfoff]j og ul/Psf]blVPsf]5g .

jfl0fHo tyf cfl't{d6qfno

Uof6\sf]sfof]og ePsf]w])e0{s\$]5, o; alrdf xfn cfP/ s\l lj sf; zln bzx;n]; Jf cfl't\$]nflu cj; /x;sf]v]hl ul/ /x\$] 5g\eg]s\l lf]x; klxrf; d; u/\$] 5g\ lj sl; t bzx;n]lj sf; zln bzx;sf]o:tf]k|tfj nf0{; sf/f]ds b]6n]gx]l lbPsf]sf/Of; km'tf k|t xg; ls /x\$]5g. ctMcNk lj sl; t tyf lj sf; zln bzx;n]Uof6\sf]c; Gthg x6f0{; af6 knf0bf k|t ug\$]nflu :ki6 ;kdf cf'gf rfn tyf /Ofgltx; jftf] /Vg'kg]cfj Zostf b]Psf]5 .

jftf\$]tof/lsf]qmdf lj sf; zln bzx;n]Wbfg lbgkg]s'/fx; M

dhe't ;kdf cfhsf]jftf\$]dh dfu{Modality_ eg\$]cg/fv / s\l lbg]k|tfj request and offer_ g]x]. wto sf s\l ; b:ox;n]of]s/f klxn]g]ul/; s\$] 5g\ lj sf; zln bzx;sf]tkn]6f klxn] g]; Daf]wg ul/Psf]s'/fx;nf0{lj sf; zln bzx;n]kg/fj nf\$g ug{/fd]b]V65 . lakllo / axkllo jftf\$] lj leG; Jf lf]sf]56sf]cfbfg kbfgsf]nflu ePdf /fd]xg]xbf tn n]Psf s'/fx;nf0{ g56pbf cNk lj sl; t / lj sf; zln bzx;nf0{knf0bf kl]g]b]V65 .

- cNklj sl; t tyf lj sf; zln bzx;nf0{hg lf]df ahf/ kxFaf6 sg}knf0bf xg; Sbg To:tf lf]df sg]klg k|tfj gug{al4dfgl x65 . cg/fv / k|tfj request and offer_ jftf\$]o:tf] s'/f x]hg lakllo knf0bdf lge{ x65 . ctMo:tf bzx; hf]s\l gfkf lng; Sbg\eg]s\l glbg'g}; a66bf p0d x65 .
 - To:tf lj sf; zln / cNklj slzt bzx; hf]s\l 56sf]nflu cg/fv ug/ s\l lbg]sf]nflu /fhl x65g\vtglx;n]cf'gf]ckm/ offer_ df kg/fj nf\$g u/L cf'gf]wf/Off lakllo / axkllo jftf\$]nflu :ki6 ugk5{. o:tf s'/fx;sf]lgdf tyf klqmf]nflu bxfosf s'/fx;n] pglx;sf]k|tfj df d2t kl]g; S5 .
- s_ cNklj sl; t / lj sf; zln bzx;n]hg lf]df s; hf0{k] z g]bg]x]eg]to]s'/f :ki6 ;kdf tf\$g'kb5 . cftl/s; /lff / hgsNof0sf lj ifox; o:tf lf]x;df kg{; S5g\ s]s:tf lf]df cftl/s; Jf k]fxstf\$] dfq /xg]xg\eg]s'/sf]lgwf]Of klxn]g} xgk5{. cftl/s uXso66 :ki6 e0{; s\l5 hg lf]df cfm afx\$nf0{kxF lbg g; lsg]x]ltglx;sf]gsf/f]ds; Fl tof/ ugk5{. o; k\$]f/ hg lf]x;df 56 lbg ; lsb To:tf s'/fx; uxg ;kdf /Vg/ c6o lf]x; hxf]bg / lng; ls65 To:tf lf]df jftf{s]bt ugk5{.
- v_ To:tf; Jfsf lf]x; hg cfly\$ lj sf; sf]nflu afws tyf cftl/s; Jf ptkfbgs tf\$;nf0{ k]f; fxg ugk5 To:tf lf]x;sf]lqm6sn; Fl tof/ ugk5{. To:tf lf]x; hxf] lj bzl; Jf k]fxstf\$;nf0{k] z lbg g; Sg]eP cftl/s; Jf kpfosnf0{afXo; Jf kpfosaf6 xg]k|t:kwf{; d;af6 arfpg]s'/fnf0{klg Wbfg lbg'cfj Zos 5 . a]sE / b' ; -rf/ h:tf lf]x;nf0{pbf]x/Ofsf] ;kdf lng; ls65 . ol lf]x; vhf ubf{sg}klg lj sf; zln jf cw]lj sl; t bzs]p2]o o:tf]xgk5]s ahf/ k] zdf s7] zt'nf0{cl3 ; fb]cftl/s :j bzl; Jf kpfosx;nf0{; xof] ug{kOf{nrstf ckgfpg]vfnsf]xgk5{ g ls lj bzl; Jf kpfosx;sf]lj :tf/ xf] \ kOf{nrstf /fli60 Joj xf/sf]cgzf; g sfod ug]s'/df xgk5{. -o:tf]nrstfsf]cefj df /fli60 Joj xf/sf]; 4ftdf /fi6x; af]bsf/l xg]5g\ :j bzl / lj bzl kmd\$;nf0{Pp6}Joj xf/ ug{ .

-u_ csf[s/f o:tf /fi6x_n]; Jf lqsf]cfj Zoslo cfoft ; Fl lgdff ugk5{hg :j bzd
pikflbt ; Jf / j :tsf]nful pkof]l xg ; sf] X cftl/s pikfbg lfdtdf ; dj clej l4 xg
; sf] \ dh 2 kdf /fi6x_n]j ftfdf wj]lqdx 2 df pbf/j fbl bl6sf]f ckgpg'kg]eP tfgl
of]s/f cf^gf]lgoff of]lo lqdf c_n]lbg ; Sg]k|tfj df e/ k5{.

ol # j 6f ; emj x2 tl /fi6x_n]sf]j ftfdf hfgk] {cftl/s u[xf]nflu dfq xf]. ol ; Flx2sf]
tof/laf6 tl /fi6x_n]f0{lakllo / axkllo j ftfdf dfu6z6 ub5g\

• ; Jfsf sg sg lqdf s]ing cg/fw ug{vllhPsf]xf]to; sf]Pp6f ; Fl tof/ ugk5{. klxn]
g)tof/ ePsf]eP bxfog cg; f/ dno]g ul/g'pkoQm x65M

-s_ To:tf lqdx 2 / 2kx2 -Modes_ hxfFof]/fi6sf]cfkl't{lfdtf 5 j f elj iodf ckl't{ug{
; Sg]lfdtf blvPsf]5 ; dfj 2 ul/g'k5{.

-v_ ol lqdx 2 sf]nflu To]bzn]cf^gf]; Deflj t ; Jfsf]lgoff]sf]ahf/ ePsf bzx2 hxfFs]
s]lgo6qoffids a6b]hx2 nuf0Psf]5 To; sf]; Rgf ; sng, cf5ng / lj Zn]f of u/l
/fVgk5{. hg bzx2df To:tf]a6b]hx2 nuf0Psf 5gg\rgfvf]e0{cg/fw ; Flaf6
To:tf]lq x6fpg'k5{. of]s/f 1ft xgk5{ls j ftf]z'2 txd f k|tfj / cg/fwdf
; 6thg sfod u/l cl3 a9gk5{. To:tf lqdx 2 hxfcf^gf]lgoff]sf ; Defj gfx2 5gV
tl bzd f cj ; /x2 vhf 5g\eg]j ftfdf To; nf0{a6b ug]u/l cufl8 a9g'x6g a2
cg/fw ; Flaf6 To; nf0{x6fpg'al4dfgl x65 .

• lj z]f k|ta4tfsf lqdx 2 df xg]j ftf]f/kf/ -Cross_ ; a)lqdx 2 df xgk5{. sg]Ps dfq lqdf
lj z]f pkrf/sf nflu j ftf]x2 xg'7ls x6g . lsgls cf^gf]cfkl't{lfdtf gePsf lqdx 2 vhf
ubf{c_n]cf^gf]ahf/df k6]j hdfpg ; Sg]; Defj gf a9l x65 . olb j ftf]x2 j f/kf/
lqdx 2 df x65g\eg]s]l lqdx 2 o:tf xg ; S5g\hxfFcNklj sl; t / lj sf; zln bzx2sf]
lgoff lfdtfsf ; Defj gfx2 /x6f x65g\

• o:tf bzx2n]lgdff u/\$]cg/fw ; Rldf To:tf lqdx 2 hxfcf^gf]lgoff ; Defj gf 5gV ; Defjo
ahf/df afwfx2 /x6f 5g\eg]To; nf0{x6fpg]pkfox2 klg pln]v xg'cfj Zos 5 .

j ftf]s]df lj sf; zln bzx2n]p7fpgkg]dh lj ifox2 / Wbfg lbgkg]s/fx2 M

• cNklj sl; t / lj sf; zln bzx2sf]; Jf lqdf Ps k6]sf/l ; /lff pkfo; Da6wl k0ffnl
ePdf o; n]cftl/s ; Jf ckl't6tf]nf0{ /lff ug]; lglZrt tf k6]fug]sf ; fy)coftaf6
en6 kg{; Sg]k6]nf0{6og ug{; ls65 . o ; Da6wl k|tfj blf0fk]l{Plzofnl bzx2sf]
tkn66 lj Zj Jofkf/ ; u7gdf k2 e0{; s6f]/ o; df clwsfz lj sf; zln / cNklj sl; t
bzx2n]; dy6 hgf0{; s6f 5g\

• lj sl; t bzx2 lj sf; zln bzx2; E bl/nf]; /lff pkfo; Da6wl k0ffnl xf] \eGg]s/fdf
; xof] ug{rxf6ggV pglx2sf]; Jf Jofkf/ lgafw 2 kdf lj sf; zln bzx2df /xf] \eGg]
rxfgf /fvb5g\ ol s/fx2df j ftf{cufl8 a9g]sf]; \$f kllj lws lj : tf/ -Technical details_ df
uP/ c8hPsf]5 . ctM0; nf0{t26t z2 u/l u6tJodf k6]fpg'cfj Zos 5 .

• cgbfgsf] lqdf lj sf; zln / cNklj sl; t bzx2sf] nflu of] s/f dxTj k0f{x65 ls
z2j ftsf]cj : ydf /x6f cf^gf cftl/s ; Jf lqdx 2 sf]lj sf; / lgoff nf0{klyldstf lbg

IjZj Jofkf/ ; E7g (WTO) sf]:yfglos/0f (Localization of WTO)



s]0fk; fb 9sfn

k]eld

g]kn IjZj Jofkf/ ; E7g -World Trade Organization-WTO_ sf]; b:o ag\$]sl/a ^ j if{e0; s\$] 5 . o; cj lwdf WTO sf] dflbdaf6 g]knl j:t' tyf ;] fs] cgt/fli60 Jofkf/ lj :tf/ tyf Ij lj wls/0f -b]ut tyf j :tut_ ug]p2]o xfl; n ug{g]kn ck]lft ; kdf ; kmn xg ; s\$] b]v6g . g]knn]WTO af6 ck]lft pkn]Aw xfl; n ug{g; Sg'sf yk}cftl/s tyf afxo sf/0fx; 5g\ ol Ij lj w sf/0fx; d]w]WTO nf0{g]knl ; dfhsf Ij leG /fhgllts, cfly\$, ; fdlhs / Jofj ; flos cfofdx;df :yfglos/0f (Localization_ ug]g; Sg'klg Pp6f xfl. g]kndf cem]klg WTO sf]k] E s]l ; lldt k]f; lgs, Jofj ; flos / k]1s ju6f s]b]t 5 . o; nf0{hg ; kdf :yfglo hgtf, Joj ; fol, s]fs, /fhgllts g]t]j / ldl8ofdf Jofks ; kdf hfuzs / :yflkt ug]k]xfl; f]ug{ ; lsPsf]5g . kl/0ffd:j ; k WTO df kj] u/\$]cfwf bzse6f a9L e0; Sbf klg dh]sn]o; af6 ck]lft km0bf lng ; s\$]5g .

s]xf]WTO sf]:yfglos/0f ?

WTO sf]:yfglos/0f eg\$] ; dfhsf Ij leG k]f, ju{ ; dbfo / hgtfnf0{WTO sf Ij leG cfofdx;af/]sfo6hs ; kdf ; r]t, hfuzs / tTk/ agfpg' xfl. WTO df kj] u/\$]6 l; lh{ cj ; /x;sf]bf]xg ug{/ rgf]lx;sf]; fdgf ug{cftl/s ; kdf ; r]t, ; an / tTk/ /fhgllts, k]f; lgs, Jofj ; flos, k]fut, glltut / ; E7gf]ds jftfj/0f k]f ug{xfl. WTO klqmfaf6 k]olf=k/]f ; kdf nfe]lj t / k]f]j t xg]hg; dbfonf0{o; af/df sfo6hs ; kdf ; r]t / hfuzs agfpg' WTO sf]:yfglos/0fsf]dh clek]o xfl.

WTO sf]:yfglos/0fc]tu{ dh]MlgDg cfofdx; ; dl]6gkg]b]v65-

- ; r]t]gf M]WTO klqmfdf k]olf tyf k/]f ; kdf ; Mlg xg]tyf To; af6 k]f]j t jf nfe]lj t xg]nllft ju{ ; dbfo / Joj ; folnf0{WTO sf]dhet Ij ifodf sfo6hs hfgsf/l pkn]Aw u/fpg'WTO sf]:yfglos/0fsf]dx]Ej k]f{k]f xfl. oxf]sfo6hs ; r]t]gf e]gsf]tflko{WTO af/]kof]t 1fg xfl; n ug{/ To; sf nfeaf6 km0bf lng tyf rgf]lnf0{; fdgf ug{tTk/ xg] xfl. WTO ; Da6wl s]n cf]krfl/s jf af]4s Ij nf; k]f{1fgsf]vf; }cy{/x6g . kof]t 1fg Pj -hfgsf/l xfl; n u/L To; nf0{JolQmut, ; fdlhs / /fli60 lxtdf k]f]jdf g]NofP; Dd Toj

¹ o; n]ydf WTO sf]:yfglos/0f e]gfn]BIMSTEC, SAFTA h:tf I]q]lo / c]o b0k]l]lo Jofkf/ ; Denf]fx; sf] ; d]t :yfglos/0f ; Den]k5{ o:tf I]q]lo / b0k]l]lo Jofkf/ ; Denf]fx; ; kl]g WTO s]Guideline / dd]g; f/ xg]ePsf]n]; /ntsf b]6n]WTO sf]:yfglos/0f e]gPsf]xfl.

z]vf clws]t, j fl0f]ho tyf c]k]t{d]6q]no .

jfl0fHo tyf cfl't{d6qfno

jf:tljs / sfoðhs 1fg xg ; Sbg . t; y{wto sf :yfglo Stakeholder X2nf0{wto ; Da6wl sfoðhs 1fgs}vfFf]k5{.

- **dhkjfxls/Of** M wto af6 l; lhç cj ; /sf]bf]g tyf rgf]lsf]; fdgf ug{; /sf/n]lj le6g gllt -j fl0fHo gllt, @)^%, cfbfl]us gllt, @)^&, /fh:j tyf s/ glltxç, slif gllt, ; Dal6wt Pç sfgçxç cflb_ ckpfPsf]xç5 . To:t]lgoft a9fpg tyf Jofkf/ lj lj wls/Of ug{l] le6g sfoçmd, sfoçfhgf / kl/of]hgfxç thçf / sfoçfj og u5{ lj le6g lsl; dsf ; :yfut=:; /rgfut Joj :yf klg u/\$f]xç5 . To:tf gllt, ; /rgf, sfoçmd, sfoçfhgf / kl/of]hgfsf]lgdfçf, ; ~rfng, sfoçfj og / dNof]gdf nllft Joj ; fol, s[fs, kçfsdlç pBdl / c6o ; Dal6wt JolQm tyf j uçf0{; mlg u/fpg] dh kj fxls/Of ug[/ ckg]j l; hçf ug[cleofg ; ~rfng ug{wto sf]:yfglos/Ofsf]csf[kf6f]xf].
 - **wto dçl jftfj/Of** M wto dçl bl3çfnlg /fhgllts, cflyç, ; fdflhs, Jofj ; flos jftfj/Of l; hçf ug{wto sf]:yfglos/Ofsf]; aççbf dx]j kçf{klf xf]. wto klqmfdf ; mlg xg]/fhgllts g]tj, kçf; g, lghl lfç / gful/s ; dfhalr p]kfbgdhs, ; ç]fb{/ ; bl3{; jçb / ; xsfoçf]k4lt :yflkt ugk5{. vf; u/l :j bçl lgoft h6o j :t' tyf ; jf p]kfbg ug[laqm-lj t/Of ug]sfoçf k]olf=ck]olf ç kdf ; mlg xg]s[fs, Joj ; fol, Jofkf/L, cfoftstf{a} tyf lj Qo ; :yf, :yfglo lgsfo, slif tyf jg sfoçfoxç, j :tut ; ç; u7gxç, p]kfb; xsf/lxç alr ; rç, l; hçzln, ; aç]lht xg] ldqj tV ; lqmo cj :yf l; hçf ugk5{. j ç]z Jofkf/ -vf; u/l lgoft sf] nfe ; a]ç]çofokçf{ç kdf xfl; n ug{; Sg]/ rgf]lnf0{Pstf, bçtf / blftsf ; fy ; fdgf ug{; Sg]sfoðhs cj :yf l; hçf ug{ç; sf] dVo cfofd xf]. ; fy]g]kfl j :t' tyf ; j]fxç pkef] ug[çfoft ug] Jofkf/ ug] 9] fgl ug[-Transporter_ cflb klfxç alr lj Zj ; glo, lgi7fçfç/ ultzln ; Da6w :yfkf u/l bl3{; ~rfng ug[klg wto :yfglos/Ofsf]csf[kf6f] xf].
- ; /n / :ki6 zAbdf wto sf]:yfglos/Of eçgn]wto af6 nfe lng ; Sg]j :t' tyf ; jf p]kfbg tyf lj t/Of sfoçf k]olf=ck]olf ç kdf ; mlg xg]:yfglo ufpB/df g]k]lg] pglxçnf0{; rç u/fpg] pglxçsf ; d:of klxrfg u/l oyf; Dej ; Nefpg]wto klqmf / cleofgdf dhkj fxls/Of u/fpg]/ pglxçnf0{g}Actor sf]eldsf v]lg ; Sg]u/l hfuzs / ; zQm agfpg]:yfglodvl -Local-oriented_ cleofg xf].

lsg çfjZos 5 wto sf]:yfglos/Of <

; fwf/Of zAbdf eçbf g]k]nsf]wto kj çsf]dh p2ço lj Zj ahf/df g]k]nl j :t' tyf ; j]sf]kxçF lj :tf/ ug]lgoft kj 4ç ug[/ lj Zj cyççq; E g]k]nl cyççqnf0{Psls/Of ug]lyof]. pbf/ / vhf ahf/dvl cyççq / lj Zj Jofkls/Of tkç] Jofqsf]dxç]j kçf{kmç]sf]klg lyof]wto kj ç . vhf / pbf/ Jofkf/ gllt egç]çfoftnf0{lgaçv 5b lbg]dfq]xçç, a? dxç kçfç kdf lgoft kj 4ç ug]xf]. lj Zj ahf/df vhf / :j tçq kxçdfkçft ; DefJo ahf/ Niche market_ klxrfg ug[/ çf^gf]dhçsf thgf]ds / kl]t:kwf]ds nfe -Comparative and competitive advantage_ ePsf j :t' tyf ; j]fxçsf] klxrfg, lj sf; , lj :tf/ / lgoft kj 4ç u/l lbuf]-Sustainable_ / ; dçgt cyççqsf]lgdfçf ug]xf]. t/ g]k]nsf]; çbeçf vhf / pbf/ j fl0fHo glltnf0{lgoft kj 4ç ug{çk]lft ç kdf kçf] ug{; lSpç, a? cfoftnf0{; xh / pbf/ agfP/ dhçsf]cyççq g}; lçf]dv a6b]uPsf]5 . rfn"çf-j@)^.^& sf]

klxnf]bz dlxgfs)tYofÍ xgÍxf]eg]klg o; cj lwdf lgoff sl/a !) kl'tztn]36\$]5 . cfoft sl/a \$) kl'tztn]a9\$] / Jofkf/3f6f sl/a ^) kl'tztn]cfsfl; P/ sl/a @#* ca{ku\$]5 . ut cf=j=@)^%.^^ sf]k/f j ifd}?=@@@ ca{dfq /x\$]Jofkf/ 3f6f o; cf=j=sl!) dlxgfd}olt w}} klu; s\$]5 . rfn"cf=j=sl!) dlxgfd}cfoft sl/a @*% ca{ku\$]5 eg]lgoff s]n ?=\$% ca{ km:j ; k ut @)^ c; f/df sl/a ?= \$! cañ]artdf /x\$]zfwgft/ vftf rfn"cf=j= sl!) cf} dlxgfd sl/a ?=@@ cañ]3f6fdf uPsf]5 . o; /L cfsfl; B]rfn"vftf 3f6fs}sf/Of ; du]afXo lfqdf xnrn dlRrPsf]5 / dh5 ; Í6f]dv ag\$]5 . o; f]xg'sf]dh sf/Of lgoff ckllft ; kdf a9g g; Sg; pN6f]36g' / cfoftrflx'cfsfl; g'g]xf]. gkfnl j :t' tyf ; J]fsf]lgoff 36gdf afXo sf/Ofefbf klg cftl/s sf/Of g]kdv xg\ lgoff h6o j :t' tyf ; J]f ptkfbg ug]Jo; folx; /fhgllts cl:y/tf / ; a]mdof, pnhf; Í6, >d lj j fb, rsf]hofhb/, b08xlgtf / c/fhstfnufot lj lw sf/Ofaf6 k6f]j t 5g\ t/ dhe't ; kdf gkfn'sf vf; u/L lgoff h6o j :t' tyf ; J]f ptkfbg ug]s]s tyf Jo; folx; cft/fl60 Jofkf/sf]ultzln'tf, k4lt, k]Q /wto af6 l; lh' cj ; / tyf rgf]lx; sf af/df k0f{ ; kdf r]gfsf]cejf / cj ; /sf]bf]g / rgf]lsf]; fdgf ug]tk/tf, tof/L / sfo'dhs kl'ta4tfsf] cejf g]kdv ; d:of xf].

j f]ofHo glt, @)^% n]gkfn'sf lgoff ; Defj gf -Export Potential_ ePsf ! (j 6f j :t'klxrfg u/\$] 5 . tldw]tof/L kfzfs, un]f tyf pngl ; fdgf, klZdgf tyf /zdh6o j :t' / x:tsn'sf ; fdgf u/L rf/ j 6f j :tx; lj z]f-s]b't lfq -Special Focus Area_ sf ; kdf klxrfg ul/Psf 5g\ To:t} lrof, t/sf/l'sf]alp, cn]l, bfn, klk-Joj ; fo, kzf]wt 5fnf, xft]sfuh / ; f\$]p]tkfbg, dx, skn cfb !% j :tx; hf\$ lb0Psf lfq -Thrust Area Development_ sf ; kdf klxrfg ul/Psf 5g\ !% dww]!! j :tx; k]olf ; kdf s]f Jo; fo; E ; DalGwt 5g\

To:t}Nepal Trade Integration Strategy (NTIS) 2010 n]klxrfg u/\$] ! (j 6f lgoff ; DefJo j :tx; dww]j 6f -cn]l, cb]f, dx, bfn / lrof_ k]olf ; kdf s]f; E ; DalGwt 5g\eg]cf]fwlh6o h8labl tyf ; f/oQm t]hx; klg s]f; E ; DalGwt 5g\

t/ 7hf]lgoff ; Defj gf -Export potential_ ePsf lrof, skn, hgf/, dx, bfn, cb]f=; 7f] t/sf/l'sf] alp, cn]lh:tf s]fh6o j :tsf]p]tkfbg ug]s; fgx; wto klqmf, cft/fl60 Jofkf/, u0f:t/ / Jofkf/l's/Ofsf af/df slt ; r] / ; zOm 5g\t < lgoff kj 4g ug]gl't tyf sfo'nd lgdf / sfof]ogdf ltgnf0{sl't ; lg65 < ltgsf]; xeflutf slt ; fy\$ x65 < ol k'gx; uDel/ 5g\ ls; fg tyf Jo; folx; cft/fl60 Jofkf/ / wto sf]af/df k0f]j 1 xgk5{eg'6bf klg sD'tldf ltgsf p]tkfbg sx'fh65g\ s; /L hf65g\ s; n]pkef] u5g\ pkef]m]x;sf]?lr, rfxgf, cfj Zostf / 6ogtd dfkb08 s]xg\ cft/fl60 Jofkf/af6 ; do-; dodf ltgn]s]s:tf rgf]l / hf]vd df]gkg]x65 h:tf lj ifodf ; fd6o 1fg xg'h?/L x65 . o; f]ePdf To:tf ls; fg tyf Jo; folx; a9l nfeff]j t xg ; Sg] alrdf a; J] z]f]of ug]alr]no]x;kl't hfuzs ag6 ; Sg] u0f:t/kl't ; r] / kl'ta4 /xg ; Sg] ck]oflzt hf]vdkl't ; xh / ; ts{/xg ; Sg]cj:yf x65 . ; fy}cf'gf s/fx; /sf/L tyf c6o ; /f\$]j fnf lgsfox; dlf /Vg ; Sg] / cfknh]v]b}cfPsf ; d:ofx;sf]; d'wfg v]g ; Sg]ePsfn]klgwto sf]:yfglos/Ofaf6 :yfglo s]s tyf Jo; folx;n] nfe p7fpg ; Sg]b]v65 .

jfl0fHo tyf cfl't{d6qfno

lgoff ; DefJo j :t'sf 2kdf klxrfg ul/Psf clwsfz j :tx2 :yfglo s[fsnufot ; fgf tyf 3/h' Joj ; foln]pTkfbg ug[u/\$f 5g\ o:tf s[fs tyf Joj ; folx2 ; #7t gxb]kfoMprR lzllft gxb] kof{t kFl / klj lw klg gxb]/ /fhozlQmdf kxF / kefj klg gxb]ePsf]pglx2sf]lxt /lf / kj 46 ug{klg wto sf]:yfglos/of dxLj kOf{xg]b]v65 .

Jofkl/s bl[6n]dxLj kOf{df]gPsf sltko j :tx2sf]pTkfbg, e08f/of, 9j fgl, lj t/of tyf ahf/Ls/ofdf lj le6g ; d:ofx2 lj Bdfg 5g\ To:tf ; d:ofx2nf0{x/\$ j :t'sf nflu 5\$5\$}6f]hl u7g u/l lj zlf clbbog u/f0{; dfwfg vfl]gkg]x65 . of]n]ydf To:tf j :tx2sf kl]tlglw ; jfnx2nf0{pbfx/ofsf 2kdf ; #k]df rrf{ul/Psf]5 .

s_ s[ifh6o j :tx2

dflly elgPh:t}jfl0fHo glit, @)^% / NTIS, 2010 n]lgoff ; DefJo j :t'sf 2kdf klxrfg u/\$f clwsfz j :tx2 s[ifdf cfwfl/t 5g\ gk]nsf]s[ifl]f]g cflm]f ; d:ofu]t 5 . To: j :tx2sf pTkfbg ls; fgx2n]klg lj le6g ; d:ofx2 em]b}cfPsf 5g\ ltgsf]; dfwfgsf nflu lgDgfg; f/ sbdx2 rfn]g'kg]b]v65 #

; DefJo ju{ lf] / cfjZstfsf]klxrfg ug]-Gap Identification_ M

gk]ndf lj 8Dagf s]5 eg]Psf]t/ sltko lgoffh6o j :tx2sf]pTkfbg ug{rfxg]s; fgx2 kfpq ; lsPsf]56 eg]csf]t/ sltko ls; fgx2 lgoffh6o j :t'sf]pTkfbg sfodf ; #lg xb kfP x6Vof] e6g]rxfgf t u56\ t/ To:tf j :t's]xg\cf^gf]hluldf pTkfbg ug{; ls65 ls ; ls6g, pTkfbgsf] lj lw, kl]qmf / klj lw s]xf] ; dodf plrt df]hdf laql x65 ls x6g e6g]lj ifodf cgle1 / c6of]u]t 5g\ h:t}cb]f :-; 7f]f0{Pp6f dxLj kOf{lgoffh6o j :t'sf]2kdf klxrfg t ul/of]t/ cb]f v]Lsf nflu pkoQmef]v]f]hs lf]g sg xf]To; lf]gsf ls; fgx2 cb]f v]L ug{tK/ 5g\ 56g\pglx2sf s]s:tf cj :yf, klydstf / cfj Zostf 5g\To; sf]klxrfg u/L ; Deflj t lf]gsf ls; fgx2nf0{Jojl:yt / j}flgs tj /af6 cb]f v]L u/fpg ; lsPsf]56 . To:t}klkJo; fosf xsdf klg gk]ndf pTkfbg ug{; lsg]thgf]ds / kl]t:kwf]ds nfesf km]x2 sg sg xb\dh'ssf] sg sg lf]gdf s]s:tf km]x2sf]; Defj gf 5, To:tf km] pTkfbg ug]; Deflj t lf]gsf ls; fgx2nf0{ s]s:tf]r]g]gdhs / Incentives of]hg] n]f]g]xf]e6g]lj ifodf uxg clbbog xb ; s\$]56 .

To; u/L gk]nsf clwsfz s[fsx2 cBflk wfg, uxFds]h:tf k/Dk/fut afnl nuf0/x\$ 5g\ o:tf] afnlsf]pTkfbg 36b}uPsf] lj le6g /f]u]oflwn]c; / kf/\$f]/ v]L v08ls/of ePsf sf/of tl ls; fgx2 j \$]Nks afnlsf]v]f]hdf 5g\ t/ sg afnl nufp]f a] x65, To:tf]afnl sx]Fs; /L nufpg] ltgsf alp-a6f{xsf]k]f065g\e6g]af/d]f To:tf ls; fgx2 cgle1 5g\ o; /L Psf]t/ sltko lgoff ; DefJo j :t' pTkfbg ug]pkoQm]s; fgx2 klxrfg ug{; lsPsf]56 eg]csf]t/ ls; fgx2sf]7hf]; dxn]pkoQm] \$]Nks afnl s]xg; \$5 / s; /L pTkfbg ug{; ls65 eg] klxrfg ug{; ls/x\$ 56g\

wto sf]:yfglos/ofsf qmddf ; a66bf klxnf ; Daf]vg ug]k]g]lj ifo oxl xf]. o; sf lg]dt x/\$ j :t'sf 5\$5\$}sf]6f]hl u7g u/L sg j :t' sx]FpTkfbg xb; \$5, lj :t' clbbog u/fpgk5{. ahf/lj 1, cy] 1, afnl] 1, df6f] 1, ; dfhzf:ql; d] /x\$]sf]6f]hlaf6 :yfglo ; Deflj t ls; fgx2sf] ; fy\$ / ; lqmo ; xeflutfdf clbbog u/fpgk5{.

o:tf]cWbogaf6 klxrfg ePsf lřsf :yfglo s[fsxġnf0{pglxġsf] lřdf s}s:tf lgofġ-
 ; DefJo j :t'pTkbfg ug{cġsh 5 eġs/fsf]:ki6 hfgsf/L lbgk5{. ; fy)k/Dk/fut afnlgfnlsf]
 ; šf cTofwlgš j šInks afnl nufpg rfxg]s[fsxġsf s/f ; ġ] pglxġsf nflu pkoQm xġ]
 afnlsf]klxrfg ugġ5{.

k[]; fxx ugI

lgofġ ; DefJo j :t'sf]pTkbfgsf nflu pkoQm lř / ls; fxxġ klxrfg u/ġ dfq xġġ . pglxġnf0{
 To:tf]j :t'pTkbfg ug{sfodhs 9Eaf6 k[]; fxx ugġ5{. k[]; fxxsf nflu hfgsf/L kġfg u/ġ dfq}
 xġġ . 7f] / klta4 glt / sfoġmddfk[]; k[]; fxx ugġ5{. ġkfnst clwsfz s[fsxġ lgafġdvl
 vġl u5ġ\ křoMpp6}j :t'pTkbfg u/ġ pglxġsf]hlj sfkfhġ ġxġ ; S5 . h:t}; ah; f]s[fsxġ
 wfg, ds}uxFsf]křk/, cfn; t/sf/L, l; dl, afš, df; cflb ; dfġo hlj ġ lgafġsf nflu cfj Zos
 ; a}j :t'pTkbfg u5ġ\ o:tf]; :sf/ ePsf ls; fxxġnf0{Jofj ; flos ġ kdf Pp6f dfq}j f sġl
 ; lldt j :t'pTkbfg ug{nufpg'lgš}rġfġlk0f{xġ5 . klxnf t k/Dk/fut ; fġ ePsf / hf]vd lng
 grfxg]s[fsxġnf0{Ps}j f sġl afnl nufpġ To; af6 7h)kř0bf xġ]eP klġ dfġ; s ġ kdf tof/
 ug{ġ]sl7g 5 . To:t}Ps}j :t'j f ; lldt j :t'pTkbfg ubf{cf0kġdf} dhġo, /řhġo, ahf/hġo
 hf]vdaf6 arfpg' klġ sd rġfġlk0f{xġġ . lsgls clwsfz s[fsxġ s[if pTkbfgdf clnslt
 tndfly kġf{ fy hlj ġ lgafġ ugġdl:sn kġ[cj :ydf 5ġ\ o:tf Vulnerable ls; fxxġnf0{Pp6}
 afnl pTkbfg ug{tof/ u/fpg / pTkbfg u/fpg}pkoQmj ftj /0f l; hġf ug{wto sf]:yfglos/0f
 sfoġmġġtuġ lj zġf Incentive Package ġ)nhfgk5{. o:tf}Package n]afnlgfnlsf]hf]vd aldf
 ugġ ahf/ / dnosf]Ps xb; Ddsf]; lġlZrtf kġfg ugġh:tf sfoġmġ ; dġġk5{. l5dšl dhš
 ef/tnufot lj Zj sf clwsfz dhšxġdf s[fsnf0{lj zġf cġbfg / k[]; fxx lb0ġ5 . ef/tsf]
 lxdf-rn kġzdf s[if :ġftsġnf0{s[if Joj ; foklt cfsliġ ug{; /sf/n}@) nfv; Dd C0f lb0ġ5
 h; df *) klztz; Dd cġbfg lb0ġ5 . To:t}cd]/sdf cufġs s[if ugġs; fgnf0{@) xhf/ 8n/
 ; xfotf lb0ġ5 . 0h/fon, o/řk]h dhšxġ, hfkfgnufotsf dhšxġn]klġ ls; fgnf0{7hf]/fxt
 lb0ġ5ġ\ ġkřnn]klġ vf; u/L lgofġ hġo s[ifpkhsf]vġl ugġs; fgnf0{lj zġf C0f ; xofř / cġbfg
 lbġk5{. o; f]ePdf /řhuf/Lsf]ġefj df eřfl/0/xšf / ufřġ; ġ; fg kf/ġ lj blz0/xšf ls; fxxġnf0{
 :j bġd}dofřt /řhuf/L pknAw u/fpg ; lsġ5 .

; Deflj t ls; fxxġnf0{tflnd kġfg ugI

; Deflj t ls; fxxġnf0{lgofġ ; Defj ġf ePsf j :t'pTkbfg ug{:yfglo :t/df pkoQm tflnd kġfg ugġ
 wto :yfglos/0fsf]dxġk0f{kř6f}xf]. ġkřndf křoMclzllft j f sd lzllft JolQmġ vġlkřtldf
 ; mġg xġ]k/Dk/fut klj lw, ; lk / 1fgsf cwf/df vġl ugġ s[if křlj lwsxġ sd ePsf, ePsfdlb]
 klġ ufpB/; Dd klġ ; j f lbġ ġ; ls/xšf]kl/k]odf szn / cfwlgs tj/af6 vġl xġ ġ; Sġ':j feflj s}
 xf]. To; ġ]s[if tyf ; xsf/L dġqfnosf]ġġj df ; Dalġwt ; a)křsf]; lqmo ; xeflutdf ls; fxxġnf0{
 lj zġf / lg/ġt/ tflnd ; -rfng ug{cfj Zos 5 . o:tf]tflndn]sg j :t'sxfS; /L pTkbfg ugġ
 cfwlgs klj lwsf]křř s; /L ugġu0f:t/ / pTkbfsTj s; /L a9fpg]u0f:t/ ġlaug]u/L s; /L afnl
 leqđfpg]/ ; ~ro ugġ/ To:tf]afnldf s; /L dġo clej [4 (Value add) ugġ-h:t} vġbřvġbšf]
 cbj feġbř ; Sfoš]hř0{ykProcessing u/L ařġ]tflnd_ h:tf lj ifoxġ ; dġġk5{. o; af6 pTkbfg sfo{
 ; xh, křfj sf/L / u0f:t/lo xġ]/ s[fsxġsf]cřbřġ / ; ġtli6 klġ j [4 xġ]xġ5 .

pTkbfg sfof ; xof]udf k'ofpg]

wTO sf]:yfglos/0fsf]; nl; nfdf lgof ; Deflj t j : t'pTkbfg ug]s[fsx;nf0{cfly\$, kllj lws, Jofj; flos ; xof]u k'ofpg' ; a66bf dxLj k0f{klf xf]. o; sf nflu ; /sf/nufot ; /f\$]/j fnf lgsfox;n]s[fsx;nf0{; xlnotdf C0f pknAw u/fpg]u0f: t/lo dn, alp, s[if ; fdull, dl]; gx;, 6&ofS6/, 6o]j j h vl/b ubf{kof(t cgbfg pknAw u/fpg] h]6-P= nufotsf kllj lws ; j fx; pknAw u/fpg]ug]k5{. lgof h6o s[if pkhsf ; Da6wdf lj z]f s[if glt, e"pkof]u glt th6f u/L sfoffj og ug]k5{.

u0f: t/ Joj : yfkgdf lj z]f hf\$ lbg]

c6t/f]60 Jofk/df s[if pkhsf]u0f:t/sf]k]g lgs}; j]hgZln dflg65 . lj b]z lgof ubf ; ldf]f]df Sj f/06f0g hfF ug]Joj : yfn]lj le6g axfgdf lgof c; xh agfpg ; S5 . To: t]wTO sf]kllj wfg cg'; f/ sd u0f: t/lo s[if pkhnf0{Technical Barriers to Trade (TBT_ / Sanitary and phytosanitary (SPS) h: tf pkfox; cjndag u/] cfoft lgo6qof ug{; Sg]cj: yf 5 . s[if pkhx;sf]u0f: t/sf ; Da6wdf lj sl; t dhSx;alr klg ahfavt lj le6g lj j fb xg]u/\$f]b]v65 . o: tf]; j]hgZln lj ifodf g]knsf s[if h6o j : t' pTkbfg ug]ls; fgx;nf0{k]g ; r] / ; ts{ agfpgk5{. o; sf lg]dt u0f: t/lo j : t' pTkbfg ug]{flnd lbg]/fd/L r\$hfF u/L u0f: t/ lgo6qof ug]/fd]alp, dnvfb kof]u ug{; r] / kll]; flxt ug]s/fdf lj z]f Wofg lbgk5{.

To: t]lgof h6o j : tx;df lj le6g vfn]/f]ux; nfu] ls; fgx; kll8t / ddf{t xg]u/\$f 5g\ h: t} cn]ldf l5s]k]s]h/h/]cf]b /f]u nflg]u/\$f]5 . cbj dfd ufg'sixg]/f]u nflg]u/\$f]5 . To: t} c6o j : tdf lj z]f vfn]/f]u nfl]l pTkbfgdf x]; cfpg]u0f: t/ 36g] pTkbfs ls; fgx; o: tf j : t' pTkbfg ug]6f lg/f; e0{c6o j : tsf]pTkbfgdf nflg]; d: of 5 .

; /sf/ / c6o ; /f\$]/j fnf lgsfox; ldn] o: tf j : tdf nflg]/f]usf]klxrfg ug] s[if d6qfno / c6tu{sf lgsfox;dfknt Bio-technology sf]kof]u u/L /f]usf]pkrf/ lj lw kQf nufpg] gof : j : y alp pTkbfg ug]afnlsf]aldf u/fpg]SPS kof]0ls/0f ug]Joj : yf ldnfpg]cf]b Joj : yf ug{cfj Zos 5 .

lgof h6o j : t' pTkbfg ug]sltko s[fsx;nf0{ltgsf j : t'sxfS; n]pkof]u u5{e6g]; fdf6o hfgsf/L klg 5g . t; y[ls; fgx;nf0{o: tf]lj ifodf ; r] agfpgk5{. h: t}o: tf j : t'pkof]u ug]pkof]nfx; u0f: t/k]t c; fllo}; r] x65g\ cem k]a]vfl/s (Organic) pTkbgnf0{lj z]f dg k/fp5g\e6g]lj ifodf ; r] u/fpg ; s]alplahg 5g6, dn, sl6gfzs cf]fwlsf]kof]u, afnl leq6f]f / e08f/0f ubf6]v g]u0f: t/ sfod ug{; ls65 .

lgof h6o j : tx;df s]6b]t /x] s[iflj 1x;sf]cf]lwsflws lj sf; / lj : tf/ ug{/f]hon]hf\$ lbgk5{. b0{ltxf066bf a9l hgtfsf]hlj sf]kfhg / cy6qdf Ps ltxf0{of]ubfg ug]l]qdf kof]t kllj lw1x;sf]cefj : ki6 v6lsPsf]5 . of]; d: of ; dfwfg ug]{s[if lj Zj lj Bfno : yfkgf u/L k]f' hgZlQm lj sf; ug]k5{.

oftfoft / e08f/0fsf]Joj : yf ug]

clwsfz s[if pkhx; w]lbg; Dd l6sf0/f]vg uxf]x65 . h: t}t/sf/l tyf t/sf/l]alp pTkbfg ug]klk Joj ; fo ug]ls; fgx;n]j ftfgslht 9j fgl ; j f / zlt e08f/u]sf]cefj em]h/x\$] 5g\ s0ff]l c-rnnufotsf lhlnfx;df : ofp, l; dlnufotsf s[if pkhx; oftfoft ; j]sf] cefj sf sf/0f

uf0á: thf0{vj fpgkg}cj :yf 5 . To; h}wto sf]:yfglos/Of cleofg; E}j ftfgslht 9j fgl ; j}f / kof{t zlt e08f/ux lgdf} ug{Vbfg s}b}t ug{k5{. o; sf nfluCost Sharing klg ug{ ; ls65 .

ahf/ls/0fsf]Joj :yf ldnfpg]

g}kfnl s[fsx¿sf]; a}ebf 7hf]; d:of eg}sf]ahf/ls/0fsf]; d:of xf]. clwsfz cgk9, ; f}mf; lwf uifp}x¿ s[if k}zdf 5g\ pglx¿ j :t'ahf/ls/0f ug}dNo lgwf{0f ug}a}lavg ug} / cemlgoff ug}j ifodf sl/a cgle1 5g\ oxl sdhf}lsf]kmf0bf p7fP/ alrdf a:g}Jofkf/Lx¿n}s[fsx¿nf0{sd dNo lbg}/ cl}td pkef}stf{ E a9l dNo c; h} Jofks g}kmf vfg]u/}sf]b}lv65 . o; af6 ; f}mf; lwf s[fsx¿sf]kl; g}sf]dfh klg gp7g]cj :yf 5 . ls; fgx¿ c; E17t ePsf sf/0f Jofkf/Ln}lbPsf]yf}d}f}df g}eP klg j :t'laqm ug{afNb 5g\ kl5Nnf j ifx¿df dn, alp / dnb/sf]Hofnf; d} a9}sf]kl/k}odf ls; fgx¿ alrf}nof Jofkf/Lx¿n}sf6}nE u/} lbg}d}g}f}gl dNoaf6 kl18t 5g\

o; j if{cn}l p}k}bs ls; fgx¿n}kl}tdg -@) lsnf]cn}l}sf]sl/a ?=% xhf/df Jofkf/Lnf0{laqm u/}. Jofkf/Ln}Toxl cn}l kl}tdg ?=% xhf/; Dddf laqm u/}. ; ?df tl ls; fgx¿nf0{cn}l}sf]efp 36g}xf}f lk}mf06f]. p; }t l5s}k}st}ufotsf /f}un}u}t eP/ p}k}fbg 36}sf}df pN6f]efp 36g}8/n}ls; fgx¿n}xtf/ xtf/ ; :t}df cn}l a}]. cflv/ Toxl cn}l}n}0}txf; d}p}R}td dNo kfof]. To; af6 ls; fgx¿ nfe}l}j t x}og lg/fz eP .

lgoff ; DefJo j :tx¿sf]ahf/ls/0fnf0{Joj l:yt ug{lgDg pkfox¿ ck}fpgkg} b}lv65 M

- ls; fgx¿nf0{ E17t agfpg p}k}bs ; xsf/l u7g ug}u/fpg]. o:tf]; xsf/Ln}lglZrt dNo g}k}P; Dd j :t'e08f/0f u/} /fVg]Joj :yf ldnfpg].
- s[if ; xsf/Ldf ahf/ Joj :yfkssf]lgoQm ug}. p; n}:j b}z tyf lj b}zdf j :tsf]; Deflj t ahf/ klxrfg ug}j :t'; lw}ahf/df n}hfg]laqm}j t/0fsf]Joj :yf ldnfpg]/ ; s}Dd p}k}bs ; xsf/Ldfk}mf ; lw}j :t'lgoff ug}Joj :yf ug}.
- ; /sf/n}k}to}sf afnl j if{-Crops Year_ df ; DalGwt j :tsf]Gog}td dNo tf}g}/ ; f}dNo j f ; f}ebf a9ldf ahf/df laqm xg g; s}df ; /sf/n}t}f}l}Psf]Gog}td dNodf vl/b ul/lbg]. o; f] ePdf s[fsx¿nf0{sd}tdf Ps xb; Ddsf]dNof]; lglZrttf x65 . xdf}h:tf]lgaf}dvl s[if k}z}sf]hf}l}vd 36fpg ; /sf/n}o:tf]Joj :yf ug{k5{.
- ls; fgx¿nf0{j :tsf]ahf/ls/0f; DaGwl ; fdf}o hfgsf/L tyf t}lnd pknAw u/fpg]. ls; fgx¿nf0{tgsf p}k}fbg sx}f}hf}5g\}s; /L hf}5g\}s; n}pkef}u u5g}V slt dNodf laqm x65g\eg}af/]; r} u/fpg].
- lgoff h6o j :tsf]ahf/ls/0f lj b}zdf dfq}xf}og :j b}zdf klg lj :tf/ ug{k5{. j }l}zs Jofkf/ P}sb}d ultzln (Dyanmic) ePsf sf/0f PskN6 Niche Product Sf ¿kdf Voflt s}dfPsf]j :t' tyf ahf/ klg ; do; E}kl/j t6 xg ; S5 / To:tf j :tsf]lgoff 36g ; S5 . o; f}ePdf p}k}bs ls; fgx¿ t}sn}dsf}df kg{ S5g\ olb :j b}zdf klg ahf/ lj :tf/ ug{ s}sf]v08df ls; fgx¿nf0{ csf}afnldf Switch x}p}gh}h; Dd Cushion k}k}t x65 .

gllt tyf sf}g}sf]sf}of}j ogdf hf} lbg]

cfl}y} pbf/ls/0f, lj Zj Jofkf/ ; E7g (WTO) tyf l}f}lo ; E7gx¿ (SAFTA, BIMSTEC) df g}k}fnsf]kl}ta4tf / g}k}fndf lbuf}s[if lj sf; sf]Ph}8fnf0{lj z}f k}fyldstf lb}f}fli60 s[if gllt, @)^! hf/L ul/Psf]lyof]. To:t}@% j if}bl3}f}nlg s[if of}hg}(APP) klg sf}of}j ogdf 5 . lj le6g cfj lws of}hg}x¿n}klg s[ifnf0{k}fyldstfdf /v}sf 5g\ lgaf}dvl s[if k}ffnlnf0{Jofj ; flos

jfl0fHo tyf cfl't{d6qfno

Pj -klt:kwf{ds k0ffnldf 2 kfgt/0f u/L lbuf]s[lif lj sf; sf]dflldaf6 hlj g:t/df ; wf/ Nofpg' ol s[lif glit tyf offhgfsf]p2Zo lyof]. s[lif Joj ; fo kj 46 ug{/ kefj sf/L ahf/ Joj :yfk g k0ffnlsf]lj sf; af6 lj Zj ahf/sf cj ; /x2sf]lj sf; u/L /fli60 cyf{qnf0{alnof]agfpg] / /fhuf/L l; h6f ug]p2Z]on]s[lif Joj ; fo kj 46 glit, @)^# klg cfof]. Irof glit, @)%&, /fli60 sknl glit, @)^), b0w lj sf; glit, @)^\$, /fli60 alplj hg glit, @)^% h:tf yk]glit ag\$ 5g\ ol glitdf lj Zj ahf/af6 km0bf lng] / lgoft kj 46 ug]s/fx2 klg ; dl6Psf 5g\ t/ tl glitx2 sf] sfoff] og klf ; 6tf]fhgs 5g h; n]ubf{nllot ls; fgx2 nfeifj t xg ; s\$ 5g\ t; y{wto sf]:yfglos/0fsf]cleofg; E}o:tf glit]sf]sfoff]ogdf hf\$ lbgk5{.

s[lif k2zfnf0{doflt agfpg]

dflly egh: t)0{txf066bf a9l hgtfsf]k2z /x\$]/ /fli60 cyf{qdf Ps ltxf066bf a9l oflybfg ug]clg gkfn]c6t/fli60 Jofkf/af6 ; d] km0bf lng ; Sg]; a66bf dx]j k0f{k2zsf 2 kdf /x\$] s[lif k2z gkfn]df ; a66bf pk]lft 5 . a? 6ogtd tna kf0g]gf\$/L ug]t/ v]lkftl gug]; :sf/ a9\$]5 . k9k15 v]l ug{x6g e6g]dfgl; stf uf]h6}uPsf]5 . oj fx2 s[lif k2z 5f\$] ufpmfg} ; g; fg agfP/ j 6]zs /fhuf/ldf hfg]k2ng a9b}5 . o; /L lzllft / ; r] hdt s[lifaf6 6f]96} uPk15 km] /tg]g/Lx, clzllft / kl8t df65}2 g]s[lifsf 5g\ o; af6 s[lif lfq emg\k5f]8 kb] uPsf]5 . v]af/L af6m]/xg yfn\$ 5g\ j 6]zs /fhuf/laf6 7hf]kl/df0df lj k]rof lelqP klg c6t tfl]j f To; n]dhsnf0{emg\k5f]8 kfb]nu\$]5 . j flif\$ sl/a !% ca\$]df; ; sl/a @ ca\$] t/sf/L, c/af\$]kmmkth, wfg tyf uxh:tf s[lifh6o j :tsf]cfoft xg]u/\$]5 . s[lifh:tf]hgtfsf] hlj g lgaf\$; E / dh\$sf]/0fgllts dx]j; E hf]8Psf]lj ifonf0{pk]ff / cj dNog ubf{dhs cfly\$, ; fdlhs / /0fgllts 2 kdf yk k/lge{ / hf]vdk0f{a6b}uPsf]tYo :ki6 5 .

o; /L s[lif k2z cdoflt / pk]lft xg'g t s[lif lfqdf c6t]glx\$ sdhf]l x]g t ; 6]l g}. of]t j iff]v /fHo / ; dh]n]s[lif k2zdfly ub]cPsf]glit ut, ; :yfut / Jofj xfl/s pk]ffsf]kl/0ffd x]. s[lif pkhsf]plrt dNo gk]pg] s[lif lfqnf0{cflwgs]s/0f / s[lif k]w/ lj sf; ug]g; lsPs} sf/0f s[lif lfq olt x0 ag\$]x].

gk]fnsf]lgoff Jofkf/sf]el]io :ki6 2 kdf s[lif; E hf]8Psf]s'f j fl0fHo glit, @)^%, gk]fn Jofkf/ Psls/0f /0fgllt (NTIS), @)^& cflbn]b]y]f0; s\$ 5g\ wto sf]:yfglos/0f u/L o; af6 ; bl3{/ cfwf/; lxtsf]nfe xfl; n ug]lgoff ; DefJo s[lif pkhx2 sf]dfq]xf0g ; du]s[lif lfqs}cflwgs]s/0f / Joj ; fols/0f ug]k5{. o; sf lglDt /fhon]s[lifdf nufgl ug]k5{. ls; fgnf0{s]bdf /Vgk5{. &% kltzt ls; fg ePsf dh\$df ls; fgx2 g]pk]lft xg'lj 8Dagf x]. s[lifnf0{doflt / cfsif\$ agfpg k9h]y\$ lzllft JolStx2 nf0{Jofj ; flos v]l ug]{C0f=cgbfg; lxt k]l; ffg ug]k5{. /fhosf glit lgdf0f txd] ls; fgsf gfddf u]ls; fg xf0g j f:tl]s ls; fgx2 nf0{; fd]h u/fpgk5{.

cd]v/sfsf k] /fi6klt lhDdl sf6{n]lgw\$ s cf'g]k2z s[lif /x\$]p]n]v ug]{ Sg]-x0x] VhDdl sf6{s]hlj gl, http://en.wikipedia.org/wiki/Jimmy_Carter), xfdlsxfP; Pn=:Lkf; u/k]5 ls; fg j f ls; fgsf]5f]f]xFe6g nfh df]gkg]cj :yf To; } ; h6f ePsf]xf0g . gk]fn]df &% kltzt hgtf s[fs 5gV klg j flif\$ c/af\$]vfBfg, t/sf/L, df; 'cflb cfoft u5f; cd]v/sdf sl/a @ kltzte6f sd hgtf s[lif k2zdf 5g\ t/ Toxf]s[lif 7hf]pB]usf 2 kdf /x\$]5 / ; #f/s}; a66bf a9l vfBfg lgoff ug]b2zdf k5{. d?eldsf]b2z 0h/fon ; #f/el/ t/sf/L lgoff u5{. xll0f8j f; lx2

kfoM 3/1KR5}uf0{kfN5g\ hfkfgsf ls; fgx; 7hf7hf s/fklt 5g\ bliof sf/ofdf s[if k;f ug; ; fgbf/ sf/ r9] lx85g\ ; /sf/sf]s[ifsb]bt alnof]gllt / Odfgbf/ / klta4 sfof]j oglag of]; Dej 5g . sltko dhssf]cge]n]s]b]v]Psf]5 eg]ufp5f]lj sf; ge}; du|dhssf]lj sf; ; Dej 5g / ls; fgsf]hlj g:t/ gpsf; l ; du|dhssf]cfly\$ j [4 lbuf]/ km/flsnf]xg ; Sb; . To; h]; /sf/ / c6o ; /f\$]j fnf lgsfon]s[if Joj ; fonf0{dof]bt, klitli7t, ; /llft, ; lglZrt / dhkj fxls/of ug{zAbdf xf0g Joj xf/df 7f] gllt / sfoqmd; lxt pqgk5{.

Jojl:yt / ; lgoft v;tl kofnl lj sf; ugI

gkfn sf ls; fgx; kfoM 6f]h5d\$df b]v]sf]e/df / nx8df gofFafnlgnl nufpg] u5g\ Jojl:yt 1fg, r;tg / of]hgfs]cefj df To:tf]j :t\$]v;tl ubf]hfl]vdk0f{x65 . t; y; /sf/ / ; /f\$]j fnfx; n] ; Dalwt lgoft h6o s[if pkh s:tf]xfj kfgl, df6f]ePsf]7fp5f x65, slt lqdf / slt ls; fgnf0{ ; xeful u/fp5f ahf/sf]dfucg; f/ pTkfbg ug{; ls65, To:tf]j :t\$]pTkfbg ubf; Dalwt ls; fgnf0{ s;s:tf]cj ; / nfut (opportunity cost) k5{ls; fgsf]cfly\$, ; fdlhs, ; xeflutfdhs cj:yfdf s:tf]k5fj k5{s;s:tf oftfoft, ; ~rf/, l; Ff0{alplahg, klj lwsf]vfFf]k5{s:tf]s[if klj lws hgziQm dhb/sf]cfj Zostf k5{pTkfbs s[ifx;nf0{s;s:tf]r;tgfdhs sfoqmd / tflnd pknAw u/fpgk5{cfib lj ifodf lj :t; cllbog u/ ; lgoft / Jojl:yt 9En]v;tl u/fpgk5{.

gkfn wto nufot axklilo, lqlo, / laklilo Jofkf/ ; Dem]fsf]klf /fi6ag\$]f]5 . o; af6 gkfn klg nefl]j t xg ; S5, :yfglo s[ifx; klg nefl]j t xg ; S5g,o; af6 nfe p7fpg xfdln]o:tf] eldsf o; /l lgj f; ugk5{e6g]s/f :yfglo hgtfnf0{ki6 agfP/ ; r; , Jojl:yt / ; lgoft s[if kofnl lj sf; ugk5{.

v_ 3/hh6o j:t' pTkfbg ugI

j fl0fHo gllt, @)^% n]lgoft ; Def]o j :t\$ kdf s;l ; fgf tyf 3/h'pBf]v]sf pTkfbgx; klg ; d;]sf]5, h:t}lsdtl=cw[sdlt kl]y/ tyf ; grf]sf uxgf, xft]sfuh / ; f\$] pTkfbg, sfi7snfsf j :tx; , kl:dgf, x:tsnfsf ; fdg; cflb . To; }u/L NTIS, 2010 n]klg nueu l]tg} j :thf0{lgoft ; Def]o j :t\$ kdf klxrfg u/\$]5 . dfl]y elgPh:t}o:tf j :t\$ pTkfbsx; / cem o:tf j :t\$ sRrfkbfy\$ pTkfbsx; ; fgf / c; E17t ; kdf ; x/df / kfoMufp5f 5l/P/ /x\$] 5g\ o:tf pTkfbgx;sf kl]tlglw ; j fnx;nf0{pbf]x/ofsf ; kdf lgd]gf; f/ pln]y ug{; ls65 -

!= r;tgfdhs sfoqmd ; ~r]ng ugI

gkfn ; /sf/n]lj le6g gllt, /ofgllt, sfoqmgf / j flif\$ ah;df ; fgf tyf 3/hh6o pBf]v]x; n] pTkfbg ugI ; tx;sf]pTkfbg / ahf/ls/ofnf0{kf] ; fxg ugIv]nsf lj le6g glltx; tyf sfoqmdx; cj n]dag u/\$]5 . To; af6 pTkfbs Joj ; folx; nefl]j t xg]cj ; / klg 5 . t/ l]tgsf]oyf]rt k]f/k] f/, sfoqmh hgr;tg / sfoq]ogsf]cefj sf]sf/of nllft j u;]to; af6 kof]t krf0bf lng ; s\$]5g . t; y{gllt tyf sfoqmd agf]p5f]v g}nllft j u;]f0{; r; / ; xeful agfpg]pglx;sf] ; xeflutf / rf; f; gllt tyf sfoqmd sfoq]og ugI/ cgludg tyf dNof\$g ugIugk5{.

j fl0fHo gllt, @)^% n]lgoft of]o sfi7snfsf j :t\$]pTkfbg ug{cfj Zos dl; g pks/ofsf] k;f/ldf s/ tyf e; f/ dx; h 56 ; lj wf k]fg ul/gsf ; fy}pTkfbgsf nflu cfj zos lahl ckl't{ Pj +k]f/f/ Joj:yf ugI gllt lnPsf]5 . t/ o; af/df slt sfi7snf Joj ; fol ; r; 5g\ t < sfi7snfsf j :t\$]pTkfbg ughf0{cfj Zos lahl ckl't{ugIelgPsf]5 t/ lbgdf !^ bl]v !*

jfl0fHo tyf cfl't{d6qfno

306f; Ddsf]nf; |B^asf]df/ vlgk/\$f]5 . ol klj wfg sfoffj og ug{; /sf/ klg ; lqmtfkj \$ nllg
g; Sg]clg ; /f\$]/j fnfx; klg df; a:g]ePkI5 s; /l ckllft pknIaw kft x65? o:tf klj wfgx;
sfoffj og ug{; /f\$]/j fnf kzf sdl{tyf Joj ; folx;n]; r]; ; lqmo / ; sf/flDs ; kdf ; /sf/nf0{
3r3Rofpg / ; /sf/; E xft]fnf]ug{; s\$]eP ol gltx; sfuhdf dfq ; lldt xg]lyPgg\

@= tflnd kbfj ugI

xft]sfuh / o; sf ; fdfgx; , sfi7snfsf j :tx; ; grfblsf uxgf cflb szntfkj \$ ptkfbg ug{
lj z]f tflnd=kllzlf0sf]cfj Zostf k5{. s]fh6o j :th:tf]b]x]sf e/df ptkfbg ug{; lsg .
To; h]nllft j u{f0{; dfj z u/] lj z]f tflnd=kllzlf0f kbfj ug{5{. t/ g]kndf To:tf]xg ; s\$]f
5; . cem]klg ; grfblsf uxgf, sfi7snfsf ; fdfg, wftsf ; fdfg agfpg]sfd s]l ; lldt lfgsf
shj z / kl/j f/sf JolQm;n]kl/j fl/s kzf sf ; kdf ub]cfPsf 5g\ o; nf0{Jofks, Jofj ; flos
/ ; dfj zL tNofpg lj z]f tflnd ; -rfng ug{5{. ol Joj ; fodf ; mlg JolQmf0{goffgof]j ifodf
/ ol Joj ; fodf kj z ug{rfxg]gj oj fx;nf0{lj z]f tflnd tyf kllzlf0f sfoqmd ; -rfng ug{5{.

#= sRrf kbfsf]Joj :yf ugI

lgoff ; DefJo clwsfz j :tx; sf]sRrf kbfsf(dx]f]d]llo lt/] lj b]zaf6 cfoft ug{5{. o; n]ubf{ol
j :tx; sf]lgoffaf6 cyf]q]ckllft knf0bf p7fpg ; s\$]f5; . o:tf j :tsf sRrfkbfsf; dh]sd
g)Jojl:yt / lgoffht ; kdf ptkfbg ug{; lPsf]5; . To; h]wto sf] :yfglos/0fsf ; Gbedf
56fpg]g]xg]lj ifo eg\$ o:tf sRrf kbfsf]ptkfbgnf0{; yfglo :t/df kll; fxg / Joj :yfkug{xf].
h:t)klZdgf ptkfbgsf nflu rflxg]Rof^au]sf]e]f lxdfnl tyf pRr kxf8l e\$df Rof^au]kfnfnf0{
Jojl:yt u/] ; j b]zd)kft ug{; lsg5 . pmgl ; fdfg / un]f]sf nflu Jojl:yt / ; wfl/Psf]gZnsf]
e\$]kfnfnf0{cleofgs}; kdf ; -rfng ug{5{. xft]sfuhsf]sRrfkbfsf{:j b]zd)ptkfbg ug{
nf0f v]lnf0{kll; fxg ug{5{. sfi7snfsf nflu cfj Zos nx/]klknufotsf sf7sf]pknAwtsf
nflu ltgsf]h^aun xsfpg :yfglo:t/df kxn ug{5{. o; sf lglDt :yfglo hgtf; Dd ku] pglx; sf
cf/fx-cj/fx; E n]sdf/l v]b)sfoqmd agfpg / sfoffj og ug{5{.

\$= u0f:t/ sfod ugI/ a9fpg]

1fg / ; lksf]cefj sf sf/0f j f t]sfn}gkrf, sdfpg]nfn; fdf k/] g]kfnl sfi7snf, dl't\$nf,
un]f, klZdgf, cflbsf]u0f:t/ 36b)uPsf]/ lj utdf sdfPsf]Voflt uDb)uPsf]b]v65 . o; n]7hf]
lgoff ; Defjgf ePsf j :tsf]lgsf; l k]flj t ePsf]/ xg]b]v65 . wto sf] :yfglos/0fsf]
cleofgsf qmddf u0f:t/ Maintain ugI/ cem a9fpg]af/df :yfglo kzf Joj ; folnf0{hfu;s,
tflndkft / tk/ agfpg h?/l 5 .

%= ptkflbt ; fdfgsf]ahf/ls/0f ugI

; fgf tyf 3/hh6o pB]usf ptkfbgx; s]lf pkhh:tf]t]sfn}lau] hfg]/ dNodf klg zfl]ft
xgkg]c] :yf g/x]klg ahf/ls/0fsf]7h}; d:of 5 . cfwlgs ahf/ls/0fsf]1fgsf]cefj, Jofj ; flos
Networking sf]cefj, ahf/ cllobog cg; Gwfg cflbsf]cefj sf sf/0f ptkfbxs; dsf]f kg]u/\$f]
ugf; f]5 . To; h]wto sf] :yfglos/0fsf]cleofgn]; fgf tyf 3/hh6o j :tsf ptkfbxs;nf0{
; #yfut ; kdf j :t' ahf/ls/0f ug{cfj Zos 1fg, ; lk / lfdtf lbg cfj Zos 5 . To:t)Export
Trading House dfknf o:tf j :tx; ahf/ls/0f ugIJo] :yf ldnfpg klg ; lsg5 .

Igisif{

axklflo, lfglo / l klflo Jofkf/ ; Demf}f / pbf/ tyf vhf lj Zj Jofkf/af6 l; lh} cj ; /sf]bf}g ug{sf]bdf a; } gllt lgdff ub}f / s}l pRr Jofkf/s kl}ti7fg / ; lldt kl}1s JolQm}n]af]4s lj nf; ub}f ; Dej x}g . o; sf lglDt lgoft Jofkf/df kl}olf jf k/f]f }kdf ; Dalwt :yfglo tNnf}Gb tNnf]txsf dnb/, s]fs / Joj ; folnf0{klg clwsflws hfuzs / ; xeful agfpgk5{. o; sf nflu axklflo, lfglo / l klflo Jofkf/ ; Demf}fx}nf0{:yfglos/0fsf]cleofgsf]}kdf ufp}f n}hfgk5{. WTO e}gf; fy h}g}flt/ kms}g]dfq xf}g, cf}gf ufpB/sf s]fs, Joj ; fol, Jofkf/L / hgtfnf0{klg dx}Ej sf ; fy x}g}/ kfyldstf lbgk5{. hit g}cyk}Of}j ftf{u/} pkn}awdhs ; l}w; Demf}f u/}klg / j }l}zs ahf/df kxF lj :tf/ u/}klg a9le}bf a9l :yfglo pTkfbg, >d, ; lk / 1fgnf0{kl} ; fxg u/L lgoft a9fpg ; l}Pg eg]to; sf}s}l cy{/x}g . a? WTO , vhf / pbf/ cy}f}qsf gddf dh}ssf]cy}f}g yk w/fzol / boglo a}b}hf}5 . t; y}vto sf]:yfglos/0fnf0{ Pp}f ; fy} / kl}ta4 cleofgsf }kdf n}hfg'lg}tf}t cfj Zos 5 . o; nf0{axklflo, lfglo / l klflo Jofkf/ ; Demf}f / pbf/ / vhf lj Zj Jofkf/af6 l; lh} cj ; /af6 nfe lng}inward looking approach sf }kdf x}k}5{. ; fy}lj Zj Jofkls/Of / :yfglos/Ofalr ; }thg sfod ug}f(balancing between globalization and localization) /Ofglltsf }kdf klg o; nf0{lngk5{.

WTO :yfglos/0fsf]g}t}j / ; d}josf/L eldsf j fl}of}o tyf cfkl't{d}G}qfn}n}lngk5{. o; d}G}qfn}osf]WTO dxzf}v}df a}n}WTO localization wing v8f ug}k}5{. t/ o; nf0{j fl}of}o tyf cfkl't{d}G}qfn}osf]dfq}sfo{f}sf]}kdf gx}l cy}f}qsf]Pp}f dx}Ej k}Of{Ph}l}8f / Cross cutting lj ifosf }kdf lngk5{. To; }WTO sf]:yfglos/0fnf0{d}t}f}f lbg j fl}of}o tyf cfkl't{d}G}qfn}osf ; fy}s}l}f tyf ; xsf/L d}G}qfno, jg tyf e-; Af}of d}G}qfno, sfg} d}G}qfno, cy{d}G}qfno, pBf}l} d}G}qfno / c}o ; Dalwt ; a}; /sf/L tyf cw{/sf/L lgsfox}, :yfglo lgsfox}, lghl lfg}, :yfglo hgtf, gful/s ; dfh, bft[lgsfox} klg plQs}; lqmtfsf ; fy nllgk5{.

; Gbe{; fdu}x} M

- ◆ j fl}of}o gllt, @)^%, j fl}of}o tyf cfkl't{d}G}qfno, l; }b/af/ .
- ◆ g}k}n Jofkf/ Psls/Of /Ofgllt (NTIS, 2010), j fl}of}o tyf cfkl't{d}G}qfno, l; }b/af/ .
- ◆ cf}Bf}us gllt, @)^&, pBf}l} d}G}qfno, l; }b/af/ .
- ◆ lj le}g cfj lws of}h}g}x}, /fli60 of}h}g} cf}of}l}, l; }b/af/ .
- ◆ bl3}f}nlg s}l}f glltnufot lj le}g s}l}f; B ; Dalwt gllt tyf sfg}x}, s}l}f tyf ; xsf/L d}G}qfno, l; }b/af/ .
- ◆ sfl}tk/ b}lgsnufot lj le}g kqklqsfx? .
- ◆ www.wto.org
- ◆ www.wikipedia.com
- ◆ www.mocs.gov.np



goff cfBfljus gllt, @)^& M cfBfljus ljsf; sf]cfwf/lzmf



Ijifo kjž M

☞ rG6pxfb/ sfls{

cfBfljus ljsf; ljpg sb}klg dh'ssf]; du|cflyš p6glt ; Dej blvbo . blgs cfwf/e't
cfj Zostfsf j : txz sll cfl't6lv lgoff dhs j : txz sf]pTkfbg u/L lj bzł dbf cfhg, cfoft
klt:yfkg, cgsh zfvvgt/ l:ylt, Jofkf/ ; Gthg, /f]huf/lscj ; / j [4af6 /fli60 cyf6qnf0{
dhj't agfpg]Ps dfq bl/nf]cfwf/ pBflju g}xf]. o; šf dflodaf6 lj Zj sf clwsfz lj sl; t
dh'sxž n]b'tt/ cflyš ; d[4 xfl; n u{/šf]kf065 . hfkfg, cdv/sf nufot o/fllkog dh'sxž sf]
cflyš ljsf; df cfBfljus lf]sf]ofvubfg sl/a *) kltztebf dfly /xšf]kf065 eg]em8}
j flifš !) kltztsf]b/n] tlj |cflyš j [4 xfl; n ub{cf0/xšf] rlgsf] dha't cyf6qsf]
cfwf/lzmf klg cfBfljus ljsf; g}/xšf]blv65 . gkfnf xfn; Dd cfBfljus ljsf; n]ult lng
; sšf]blv60 . bzf]of]hgfsf]c6to ; Dddf sh ufx{Yo pTkfbgdf cfBfljus lf]sf]ofvubfg sl/a
*=! kltzt dfq /xšf]kf065 . cf-j=@)^%.^^ sf]cflyš ; j [f0f cg; f/ sh ufx{Yo pTkfbgdf
pTkfbgdhs pBfljus]ix; ; f ^=* kltztdf ; šlrt xg klšf]5 .

cfBfljus ljsf; sf]k6f; M

gkfnf cfBfljus ljsf; sf]yngl ePsf]sl/a & bzs gl3; sšf]eP tfklg o; sf]; kmtdf ; Gtff
lng ; lsg]cj:yf blvbo . kyd k-rj ifl6 of]hgf @)!#-!* _ sf]sfof]og ; E; E}cfBfljus
ljsf; nf0{klyldstfsf ; fy cufl8 a9fpg]k6f; yflnPsf]eP tfklg o; lf]df :ki6 gllt tyf P6
sf]g6xž lgdf]f xg ; s6g\ pBfljdf lghl Pj +lj bzł nufgl cgshsf]jftfj/Of a6g ; s6g .
c6t/fli60 :t/df cfBfljus / Jofkf/s ; Dks{Pj +; Da6w lj :tf/ ug{; lSpG . gjlgtd klj lwxž
leq6fpg]k6f; ul/Pg h; n]ubf{xfdl pBflju Joj; fo k/Dk/fut cj :yfaf6 dfly p7g ; s6g\
kflolh; f]pBflju :yfkgf / ; -rfngdf ; /sf/L ; mlgtf dfq blvof] km:jžk ; g\(^) sf]bzsd
ldl>t cyf6qsf]cj wf/Off cgžk ; /sf/L :t/df w} ; fj hlgš kl'ti7fgxž :yfkgf eP / ; g\ (**
; Dd cf0klbf ol ; fj hlgš ; :yfngxž sf]; vof em8}^ klšf]lyof]. t/ ; g ! () sf]bzsd
cf0klbf gk0b)c6olws ; /sf/L x:t flk, c; lfd Joj :yfkg, blf hgzlQmsf]cejf, cflyš clgoldttf, j :t'tyf
ahf/ lj lj wls/Ofsf]cejf, Jofj ; flostfsf]sdl cflb h:tf sf/Ofn]pl ; fj hlgš kl'ti7fgxž szntfkjš
; -rfng xg ; s6g\ s]n /fi6sf nflu cflyš af6msf žkdf dfq v8f eP .

; g ! (*) sf]bzsd lf Zj n]cfBfljus ljsf; df 7hf]k6šf]df/; sšf]lyof]. gjlgtd klj lwsf]
k6f]uaf6 pTkfbg / pTkfbstj clej [4, u0f: t/ ; wf/ ub{c6t/fli60 :t/df klt:kwf]ds lfdtfsf]
ljsf; u/L cf-cf'gf pTkfbgnf0{lj Zj ahf/df k6fopg]xf]j fhldf l; E]kYj L Pp6f ufp6f kl/Of
ePsf]cj :yf byf k6of]. k'j)j Zj Pp6f e08nlo w/ftndf ; fBl/of]. lj Zj Jofkls/Of (Globalization)
sf]cj wf/Offn]h6d lnof]. dh'sxž cflyš pbf/Ls/Ofsf l; 4f6tdf cflifš eP / cg; /Ofdf nfu].

☞ zlvf clwsE, pBflju d6qfno

lj Zj Jofkls/Of / cfly\$ pbf/ls/Ofsf]cj wf/Off cg'k cfly\$ kOffnldf ; wf/ ub}n}hfgkg}bj fj n] xfd] cfly\$ lqmfnsfkx' klg lgb}zt xB}hfg yfn]. km:j'k @)\$^ ; fnsf]hgcfb}hgsf] ; kmntf kZrft'k}t axbnlo k}hftflqqs Joj :yf cg'k xfd]cfly\$ kOffnl pbf/j fbtkm}pGdV eof]. o; \$f]kmn:j'k cfBflus lj sf; df ; /sf/L-lghl ; femf/L j [4 ug] ; /sf/L pBflux' lghl lqdf x:tfGt/Of ug] :j b}zl tyf lj b}zl lghl nufgl cfslif' xg]j ftfj /Of l; h'gf ug] klqmf ; /nls/Of ug]gofftyf pkoQmklj lw leqdfp}pTkfbg Pj -pTkfbsTj clej [4 / uOf: t/ ; wf/ u/L kl't:kwf{ds lfdtf clej [4af6 lgoft j [4 u/L Jofkf/ 3f6f sd ub}n}hfg] /fhuf/Lsf]cj ; / j [4 u/L ; du/fli6 cy'Gqdf pBfl lqsf]ofl}bfg a9fp}n}hfg]p2Zon]j =; @)\$ (; fndf cfBflus glit, @)\$ (hf/L ul/of]. o; glit cgsH xg]u/L cfBflus Joj ; fo Pq, @)\$ (nufot c6o Pq sfg'x' lqdf' ; zflwg ul/P . oxl glit tut Joj :yf cg'k dhsn}lghls/Ofsf]cj wf/Offnf0{ d} c}lsf/ uYof]. o; qmddf xfn; Dd #) j 6f ; fj h}lgs kl'ti7fgx'nf0{lghls/Of ul/; lsPsf]5 . cfly\$ j if{@)^%.^^ sf]c}to; Dddf cf0k}bf dhsdf #\$\$* j 6f 7hf pBflux', (** j 6f dem}f pBflux', @^@ j 6f ; fgf pBflux' / @!^,^^# j 6f n3' tyf 3/h'pBflux' :yfkf ePsf]blV65 .

ol glit tut Pj sfg' Joj :yf cg'k cfBflus lj sf; ub}n}hfg]u/L of}hgfut lj sf; sf kof; xB} cfP . bzf}of}hgdf lghl lqnf0{cfj Zos kl} ; fxg / ; xofl}sf]dfl}daf6 cfBflus ptkfbgdf j [4 Pj -j :tf/ u/L sh ufx{yo ptkfbgdf pBfl lqsf]ofl}bfgdf j [4 ug]n3; 3/h' tyf ; fgf pBfl}sf] dfl}daf6 ufdlOf lqdf /fhuf/Lsf cj ; / l; h'gf u/L ul/al 36fpg] thgf}ds n}sf lqdf lj b}zl nufgl tyf pkoQmklj lw leqdf0{cfBflus kl't:kwf{ds lfdtfsf]clej [4 ug]h:tf nlo tyf p2Zox' /flvPsf lyP . tyflk o; of}hgf cj lwdf zfl't ; /lffsf]lau}l:ylt, ; yfut ; b}ls/Of / ; }f k'fj sfl/tfdf /x\$' sdl sdhf}lsf sf/Ofaf6 kg{uPsf]gsf/fl}ds k'fj n}tfl}Psf]nlo xfl; n xg ; s' . bzf}of}hgf cj lwdf j flif\$; /b/ &=* kl'tztsf b/n}cfBflus j [4 xfl; n ug]nlo /flvPsf} !=(kl'tztsf]j [4b/ dfq xfl; n ePsf]lyof]. To; u/L o; of}hgf cj lwdf pBfl tyf vgl lqsf]sh ufx{yo ptkfbgdf lqut ofl}bfg (# kl'tzt xg]cgdfg /flvPsf} *!= kl'tzt dfq /xg ku\$]lyof].

lqj ifl6 c6tl/d of}hgdf pBfl lq

tlg j ifl6 c6tl/d of}hgf -@)^\$-^&_ df pBfl lq}n}efl}u/x\$}efl}ts k}f}f/sf]sdl, Jofj ; flos j ftfj /Ofsf]cej, sdhf} cfwf/e't ; Argf, klj lw x:tfGt/Ofsf] ; d:of, kl't:kwf{ds lfdtfsf] cej h:tf ; d:of tyf glit tut cl:y/tf, ; /lffsf]cej, dhb/ x8'fn, hl6n sfg' ; Argf, klqmfut l9nf0, blf hgziQmsf]sdl, k}l}sf]ckof}t'f, e+f/ dNof}g; Da6wl hl6ntf, j ftfj /Of ; Af0sf klj wfg cg'k pBfl}n]; df}of}hg ug{g; Sg'h:tf r'gf}lx'nf0{; fdgf ub}cufi8 a9g] u/L ælj Zj cy'Gq; G kl't:kwf{ug{; Sg} a}t'cfwf/ ; lxtsf]pRr Pj -bluf]j [4b/ ePsf]cfBflus j ftfj /Of l; h'gf ug] bl3\$fnlg ; f} /flvPsf]lyof]. To; u/L ; an cfBflus j ftfj /Of l; h'gf ug] n3; 3/h' tyf ; fgf pBfl}sf]dfl}daf6 ; fdflhs ; dfj }ls/Of / ul/al lgj f/Ofdf hf\$ lbg] lghl lqsf] ; femf/Ldf cfBflus pTkfbg j [4 Pj +g}kfnnf0{ ; /lft, cfsif\$, j ftfj /Of-d' nufgl :ynsf]kdf lj sf; ug]p2Zo ; lxt j flif\$; /b/ ^# kl'tztsf b/n}cfBflus j [4b/ xfl; n ug] of}hgf cj lwdf sl/a ?- \$& ca{cfBflus nufgl ug]-c6tl/s / afXo b} yk ! nv %) xhf/ /fhuf/L l; h'gf ug]h:tf kl/doff}ds nlox' ls6fg ul/Psf lyP .

jfl0fHo tyf cfl't{d6qfno

o; /l c6tl/d ofhgfn]ck]ff u/3f kltkmx; klt xg ; s]; sgg\veg] ofhgfsf]k0f6nlg
pknIaw Ij Znif0f e0g; s3f]x6f Is6fgl ug{; lsg]cj :yf geP tfklg Ij ut @ j if6f pknIawnf0{
cf6ng ubf{pI; fxbp cj :yf dfg ; lsg]l:ylt 5g . cfly6 j if{@)^.^& sf]ah6sf]dIlofj lw
dIlof]g kl'tj hgn]o; cf-j = sf]qodf; df cfBfl]us ptkfbg ; r'sfI)=& kl'tztn]a93f]b]yP
tfklg a96f]nf6 ; I8E, cfBfl]us Iqdf rshf]tgfj, cfl't{Jo :ydf b]VPsf]c; xhtf nufotsf
sf/0f rfn"cfly6 j if6f ptkfbgdhs pBfl] Iqsf]ptkfbgdf ; srg cfpq ; Sg]cgdfg u/3f]5 .

ev{)k6fzdf cfPsf]cfudl Iq if6 ofhgfsf]cfwf/kq @)^.^*-@)^(&)_n]cfBfl]us ; /Iffsf]
kl'ofelt xg g; s3f] c6tl/s Pj +fxo nufgl cflif6 ug{g; lSPsf] nufgl cgsh j ftfj /0f
l; h6f xg g; s3f] blf hgzi0msf]cefj /x3f]lgoff6of]o j :tx; sf]lj lwls/0f xg g; s3f]gofF
klj lw leq6fpg g; lSPsf]; fy}klj lw ux0f ug]lfdtf 66g /x3fn]ptkfbgdf j [4 ug{g; lSPsf]
cfBfl]us-d6l >d gllt nfu"ug{g; lSPsf]lj B't cfl't{6f clgoldttf -nf6 ; I8Esf]; d:of /x3f],
Jo :fol tyf >ldsar clj Zjf; / c; dembf/lsf]j ftfj /0f l; h6f ePsf] u]dl0f k]fwf/sf]sdl
/x3f]n3'pBdlx; sf]n3'lj Qdf kxF gePsf]ahf/; 6sf]cu] Da6w sdhf] /x3f]lj Zj Jofkls/0f
tyf cfly6 pbf/lS/0fn]; h6f ub]NofPsf]tlj |kl't:kwf{ds j ftfj /0f; ; r'gf tyf; ~rf/ klj lwsf]
lj sf; ; 6 cfd; ft ug{Sg]lfdtf clej [4 xg g; s3f]cflb h:tf cfBfl]us Iqsf ; d:of /
rgf]lx; cfl]ofp6]o; nf0{; Daf]wg ug]u/l p2]o Pj +0fgllt Is6fg u/] j flif6 ; /b/ % kl'tztsf
b/n]cfBfl]us ptkfbg j [4b/ xfl; n ug]nlo lnPsf]5 .

gofFcfBfl]us gllt, @)^& sf]cfjZostfl

Ij utsf j if6; b]VP xfn; Dd cfBfl]us Iqdf b]VPsf]c; xh kl/l:yltx; nf0{glltut, sfg6l,
; u7gflds; ; Argflds, klqmfut cflb Iqax; df ; wf/ u/l ; Daf]wg ug{ cfly6 Iqdf b]VPsf
kl/j t6; ; r'gf klj lwsf]Iqdf cfPsf]qmf6t, gkfn]axklflo, Iqlo, lakllo ; l6w ; u7gdf kj z
h:tf Ij ifox; af6 cfBfl]us Iqdf ptk6g cj ; /x; sf]; dlrt pko]u ug{; Jf pBfl]x; sf]cy66qdf
a96f]eldsfnf0{Jo :ylt ug{6f ; fy}lj utsf]cfBfl]us glltdf ; d6g g; lSPsf Ij ifox; nf0{
; dfj z u/l pbf/ / km/flsn]cfBfl]us glltsf]lgd6f u/l sf6f]ogdf Nofpg cfj Zos ePsf]
gkfn]sf ; ldf hf]8Psf I5d6l dh5x; sf Iqax; df pBfl]sf]kj 46sf nflu k6fg ul/Psf ; lj wf
tyf ; xlnotx; ; d]nf0{b]i6ut u/l kl't:kwf{ds lfdtf clej [4 ug{cfBfl]uslS/0f b]zsf]cfly6
lj sf; sf]dx]j k0f{; jfxs ePsf]x6fn]cfBfl]us ultlj lw a9fpgsf ; fy}cfBfl]us lj sf; df ; xof]ul
x6]klj lwut, efl]ts / dfgj ; +fwg; Da6wl k]fwf/x; sf]lgd6f ug{lgfl Iq6nf0{; d] ; xeful
u/fpg cfj Zos ePsf]; Gbedf gofFcfBfl]us gllt, @)^& tof/ ePsf]5 .

; Jf pBfl]df cfPsf]lj lj wtf tyf To; af6 l; lh6 cj ; /nf0{; d] ; d6l cfBfl]uslS/0fsf]ultnf0{
tlj t/ kfg]n3'pBd, 3/h' tyf ; fgf pBfl]sf]kj 46sf lgldQ lj z]f glltut Jo :yf ug{dlxnf
pBdlx; sf]lgldQ lj z]f Jo :yf ug{cfBfl]us kj 46 / lj sf; sf nflu cfBfl]us glltsf]; j flrtf
sfod u/l glltn]k6fg u/3f]; lj wf; ; xlnot tyf kj 46f]ds Jo :ydf ; srg x6]u/l c6
glltut Pj -sfg6l Jo :yf gug] cgfj Zos x:tlfk gx6]u/l ; lglZrttf sfod ug{; d] cfj Zos
ePsf]; Gbedf ol ; a]s/fx; sf]; lglZrttf ug]p2]on]gofFcfBfl]us gllt, @)^& hf/l ul/Psf]5 .

cfBflus gllt, @)^& sf]bl3&fnlg nloM

; fj hlgS, lghl / ; xsf/L lfgsf]kfej sf/L ; dgj ofTds / ; fd-h:okOf{; xsfoOf lbuf]Pj -axt\
cfwf/; lxtsf]cfBflus lj sf; sf]dflWdaf6 /fli60 cyfGqdf pNnV0 ofubfg k%of0{ul/j L G0GLS/Ofdf
; 3fp k%ofpg].

**glltsf k0v p27ox; MpNnIvt bl3&fnlg nlo xfl; n ug{gofcfBflus glltn}bxfosf kfF
j 6f k0v p27ox; ; d0\$sf]5 M**

u0f: t/lo tyf klT:kwf{ds cfBflus pTkfbg Pj pTkfbstj clej [4af6 /fli60 cfo / /fhuf/Ldf
a9fQ/L; lxt cfBflus j :tsf]lgof{ a9fpg].

:yfglo ; ft, sRrf kbfy{ ; lk / ; fwgsf]kl/rfng u/L ; Gtlnt /fli60 tyf lfglo lj sf; df
pBfl] lfgsf]ofubfg a9fpg].

gjlgtd klj lw Pj +j ftfj /Ofd0L pTkfbg klqmfnf0{k0f] u/L pBfl] Joj ; fonf0{lbuf]Pj +
e/kbf]lfgsf]kdf :yflkt ug].

cfBflus lj sf; sf nflu cfj Zos pTkfbgzln hgziQm tyf Joj :yfkslo lfdtfsf]lj sf; ub{
; an nufglS]cfwf/ v8f u/L gkfnnf0{blif0f Plzof lfg tyf lj Zj s}cfsif& nufgl:ynsf]
kdf :yflkt ug].

cfBflus af]4s ; DklQ clwsf/sf]; Af0f ug].

**p27o xfl; n ug]glltut Joj:yf MpNnIvt kfFj 6f k0v p27onf0{xfl; n ug{glltn}
bxfoadfl]hdsf glltut Joj :yfx; ; d0\$sf]5 -**

cfBflus j :tsf]lgsf; l a9fpg ; xof] k%of0{lj bzl dbf cfhg ug]/ eQmfgl ; Gthgdf
; 3fp k%of0g].

cfBflus j :t' tyf ;]fsf]klT:kwf{ds lfdtf, u0f:t/ tyf pTkfbstj a9fpg /fli60 Pj +
cfBflus Psf0sf]txdf gofKlj lwsf]lj sf; tyf kllktnf0{klyldstf lb0g].

; b9 cfBflus ; DaGwnf0{pBfl] lj sf; sf]k0n cfwf/ dfgl pTkfbstj j [4 xg]u/L nlrnf]>d
gllt agf0{fhuf/bftf / >ldsalsf]; DaGwnf0{; dw/ agfpg tyf yk /fhuf/L l; h0f /
; lglZrt tf k0fg ug]p27on]>d sfgg]lglb{6 u/0df]hd sfd gubf\$]kfl/>lds lbg'gkg]
l; 4ft (No pay for no work principle) nf0{cElsf/ ul/g].

lgof{dhs pBfl], lj zif cfy\$ lfgdf :yflkt pBfl], klyldstf kllt pBfl], / clt clj sl; t,
clj sl; t / sdj sl; t lfgdf :yflkt pBfl]x; nf0{kll; fxg:j k yk ; lj wf Pj +; xlnot
pknAw u/f0g].

lj Zj df gofF, Defj gfsf]kdf cufl8 al9/xsf]cfBflus ; Fgf tyf ; -rf/, pkoQmklj lw Pj +
h]j s klj lw (Bio-technology) sf] lfgdf cg; Gwfg tyf lj sf; ; DaGwl sfo{; -rfng ug{
kll; fxg ul/g].

:yfglo ; ft / sRrf kbfy{ ; lk, >d / klj lwsf]pkof] ug]pBfl]sf]kj 40 ug]lj zif hf\$ lb0g].
klT:kwf{ds nfe / thgf]ds krf0bf ePsf lfgsf]klxrfg Pj pkof] u/L cfBflus cfwf/nf0{
alnof]/ lbuf]agf0g].

/fli60 pBfl]x;sf]; Af0fsf nflu gkfndf sDtlldf #) klTzt dNo clej [4 ePsf]cfBflus
pTkfbg ; /sf/L tyf ; /sf/L :j fldj ePsf]; :yfn]vl/b ug]u/L kll; fxgsf]Joj :yf ul/g].

jfl0fHo tyf cfl't{d6qfno

cf`g)k0f; df jftfj /0f-d0l klj lw Pj +p0hf{art ug{pBfux;nf0{kflj lws / cfly\$; xofu k%of0g].

xl/t pBfufsf]kj 40 tyf :yflkt pBfux;nf0{k0lf0fd0m / z0o sfj 0o0m tNofpg lj zif pkfo cj ndag ul/g].

:j /fhuf/lsf]cj ; / l; h0f ug{pBfu Joj ; fodf l; h0zln 0jf kltefnf0{cfslif\$ ug{ cBfufus ; lk, pBdzlntf lj sf; tyf szn cBfufus Joj :yfkgsf nflu lfdtf clej [4sf lqmfnsnfknf0{cleofgsf ; kdf ; ~rfng ul/g].

; dli0ut cfly\$ gllt, /fh:j gllt, :yfglo s/ / c0o l00ut gllt lgd00f tyf kl/dfh0 ubf{ cBfufus gllt; 0 kl'tsh g0g]k4lt cj ndag ul/g]/ pBfufnf0{; Af0f, ; lj wf tyf ; xlnot pknAw u/fp0f axklflo Pj +f0lo ; Dem'fsf klj wfg; 0 ; fd-h:o sfod /flvg].

cBfufus ; /lff Joj :yfnf0{ b0 tNofpgsf nflu cBfufus ; /lff an u7g u/l k0fj sf/l tNof0g].

j 0]zs nufgl ; Af0f, lj lj wls/0f / kj 40 ug{u}cfj f; lo gkfnlx;nf0{gkfnf nufgl ug{ kfl; flxt ul/g]/ k'0lf j 0]zs nufgl (Foreign Direct Investment) a9l ug{dhsl:yt gkfnl

/fht'fj f; tyf lgo'udf cBfufus nufgl kj 40sf nflu cfly\$ s0gllts Psf0nf0{; an tNof0g].

lghl tyf ; xsf/l l00 ; d' sf]; xeflutdf nufgl kj 40 sfif, klj lw lj sf; sfif, n3' 3/'h' tyf ; fgf pBfu lj sf; sfif, ?U0f pBfu k0?tyfg sfif / u} Joj ; flos / u} Jofkl/s hflvd

(Non-Business and Non-Commercial Risk) sf]lfltkl't{(Compensation) lbg cBfufus nufgl ; Af0f sfif (Industrial Investment Protection Fund) sf]:yfkgf tyf ; ~rfng ul/g].

pBfufnf0{; Af0f, ; lj wf tyf ; xlnot pknAw u/fpg nufgl af0{ Psn lj 0b"; jf s0b, cBfufus kj 40 af0{ cBfufus l00 Joj :yfkgsf kflws/0f, cBfufus hgzl0m lj sf; kl'ti7g,

gkfn Joj ; fo d~r (Nepal Business Forum) h:tf ; :yfut Joj :yf ul/g].

ptkfbg klqmfdf cu|Pj -k[7 ; Da6w (Forward and backward linkages) a9fpg ; xofu kl0g

U/L Contract Manufacturing, Outsourcing, Contracting-out, Franchising, Ancillary / Buy Back h:tf lqmfnsnfknf0{kfl; flxt ul/g].

af]4s ; Dkl0 clwsf/ ; Af0fsf]nflu k0fj sf/l lgsfo :yfkgf ul/g].

af]4s ; Dkl0sf]k0f] ug{pBdlnf0{lj zif kfl; fxg lb0g].

cBfufus gllt, @)^& sf dVo-dVo lj z]ftfx;M

; lj wf / ; xlnotsf]Joj :yf M

cBfufus l00df nufgl cfslif\$ ub'nhfg]tyf lgo'f dh's pBfux;sf]kj 40 ug{u/l glltn]lj leg

; lj wf / ; xlnotx;sf]k'0fel't u/\$f]5 M

s_ cfos/MpBfufsf]lj sf; tyf kj 40 ub'nhfg ; l't{dlb/fh0o / s'tyf pBfu afx\$ c0o lj zif

pBfuaf6 cflh\$ cfodf nflg]s/sf]skf]0 b/df % kl'tzt lagb]sd x0]clt clj sl; t l00df

:yflkt pBfufnf0{!) j if{ Dd nflg]cfos/df () kl'tzt 5b, clj sl; t l00df :yflkt pBfufnf0{

*) kl'tzt 5b, sd lj sl; t l00df :yflkt pBfufnf0{&} kl'tzt 5b]Joj :yf ePsf]5 .

klyldstf k'kt pBfux;dlb]hn]lj Bt ptkfbg, vlgh p'vvg, l; d06 ptkfbg, k'0h'od tyf l0f

c]j 0f pBfufnf0{sf/]f/ z? u/\$f]dltn]& j if{ Dd cfos/df () kl'tzt 5b x0] ; 'rgf kfl'eq

:yfkgf x0]; 'rgf tyf ; ~rf/ klj lw pBfufnf0{cfos/sf%} kl'tzt 5b x0]Joj :yf ePsf]5 .

; fgf pBf]un]^ dlxgfe6bf a9L !)) hgf, dem]nf pBf]un]@)) hgf / 7hf pBf]un]%)
hgfe6bf a9L JolQmf0{k]olf /fhuf/L lbPdf To:tf pBf]un]To; j if{nfllg]cfos/df yk @%
k]tzt 56 kfpq] k]olf /fhuf/Lsf]%) k]tzt :j b]zL dlxnf, blnt j f cke]tf ePsf JolQm
ePdf \$) k]tzt 56 kfpq] ; xfos j :t]sf]k]of]uaf6 tof/ ul/Psf]j :t]sf]lj qmlaf6 xg]
cf]dbfglsf]%) k]tzt c]zdf cfos/ 56 xg]Jo] :yf 5 .

v_ **e]f/, c]t]zNs / dNo clej [4 s/ Mdh]leq p]k]lbt j :t' lj b]z lgsf; l u/]f
c]t]zNs / dNo clej [4 s/ gnllg] lgo]f]dhs pBf]u]x]n]c]6o pBf]u; 6 s/f/ Sub
Contracting_ u/L lgsf; ldhs j :t' p]k]f]bg u/]f To:tf j :t]df k]of]u xg]sRrf kb]fy{ ; xfos
sRrf kb]fy{tyf kof]s]h]E ; fdul]df nfu]\$]e]f/ dx; h, c]t]zNs / dNo clej [4 s/ lgo]f]
ePsf]kl/df]sf]cfwf/df lkmtf{kfpq]Jo] :yf ePsf]5 . To:t}.8d]6l 8«Aof]s]sf] ; lj wfs]
Jo] :yf ul/Psf]5 eg]pBf]un]cf]gf]k]of]h]gsf]nflu cfoft ug]dl]zg/L, 66; km]d], h]g]77/,
cf]Bf]us pks/Of tyf cf]h]f/df ! k]tzt dfq e]f/ dx; h nllg] ; fy}u]of:t/ dfkg
k]of]u]z]nfx]n]cfoft ug]dl]zg/L, j }f]lgs pks/Of / pBf]u lj :tf/sf]nflu yk dl]zg/L tyf
pks/Of nufot cg'; Gwf]g tyf lj sf; sf nflu Nofpg]dl]zg/L tyf pks/Ofdf ; d] ! k]tzt
dfq e]f/ dx; h nllg]/ c]t]zNs tyf dNo clej [4 s/ gnllg]Jo] :yf ul/Psf]5 .**

;]yfut Jo] :yf, ; u]7gf]ds ; b]9]s/Of M

glltn]lj Bdf]g ; u]7gf]ds Jo] :ydf cfdh kl/j t]g u/L go]f; u]7gx]z]sf]:yfkgf / ; Argfut
; b]9]s/Of ub]h]nf]g b]x]fo adf]l]nds]f];]yfut Jo] :yf ug]k]m]h]f] lbPsf]5 M

s_ **nufgl af]9]f]Jo] :yf Mgl]tn]cf]Bf]us nufgl]nf0{k]y]ldstf, ; Af]of, ; xof]u / kl]ta4tf kb]fg
ug]{Psls] gl]t lgd]f]f ug]{k] 4g sfo]df cf]j Zos kg]; f] / ; fwg h]6]pg Pj -nufglst]f]f]0{
Ps}ynf]f]6 cf]j Zos kg]; a}lsl; dsf ; j]f / ; xof]u kb]fg ug]{; Ddfgglo k]w]gd]qlsf]
cl]b]l]ft]df cl]wsf/ ; Dk]g pRr:t/lo]nufgl af]9]f] Board of Investment_ f] sf]Jo] :yf u/]f]5 .**

v_ **cf]Bf]us kj 4g af]9]f]Jo] :yf Mgl]tn]cf]Bf]us lf]9]sf]kj 4g tyf lj sf; ug]{tyf pBf]u
lf]9]sf]; d:of ; dfw]f]gsf nflu ; d]g]o / ; xh]s/Of ug]{dfgglo pBf]u d]ql÷/fh]od]qlsf]
cl]b]l]ft]df lghl lf]9]sf lj 1x]z ; d] /xg]u/L Pp]6f]cf]Bf]us kj 4g af]9]f] Industrial Promotion
Board_ f] u]7g ug]Jo] :yf u/]f]5 .**

u_ **cf]Bf]us hgziQm]j sf; kl]ti7fg M]pBf]u Jo] ; fosf]lj sf; sfo]df ; m]lg ; /sf/L tyf
lghl lf]9]sf ; 3- ;]yfx]z]sf]hgziQm Pj +kl]j lw lj sf; ug]{lj le]g k]f/sf kl]z]l]fx]z]sf]
kl]z]l]f]of, Jo] :yfkg / k/fdz{ ; j]f kb]fg ug]{tyf cg'; Gwf]g, kl]z]l]f]of tyf p]k]f]bs]j clej [4; Da]6w]l
sfo]{ug]{:yf]kt cf]Bf]us Jo] ; fo lj sf; kl]ti7fg, ab]j n 6]9]gsn Ol]6:6Ro]6, 3/h' tyf ; fgf
pBf]u kl]z]l]f]of s]b]l ; lk]j sf; t]fnd s]b]l h:tf ;]yfx]z]nf0{Psls/Of u/L 566}sf]g]g
c]t]u]f cf]Bf]us hgziQm]j sf; kl]ti7f]gsf]:yfkgf ug]Jo] :yf ePsf]5 .**

3_ **cf]Bf]us lf]9] Jo] :yfkg k]l]ws/Of M cf]Bf]us lf]9]z]sf]kj]f]w]f/ Jo] :yf tyf ; j]f
Jo] :yfkgdf ; wf/ Nof0{cf]Bf]us lf]9]sf]lj :tf/nufot To:tf lf]9]df :yf]kt pBf]u]x]z]sf]
kl]t:k]w]f]ds lf]dt]f clej [4 ug]{cf]j Zos sfo]m]dx]z] ; ~rfng ug]f] nflu xf]ns]f]cf]Bf]us
lf]9] Jo] :yfkg ln]d]6]nf0{566}sf]g]g]af/f /li]6]t/sf]cf]Bf]us lf]9] Jo] :yfkg k]l]ws/Ofsf]
z]kdf :t/f]l]gt ul/g]Jo] :yf ePsf]5 .**

jfl0fHo tyf cfl't{d6qfno

- a_ /fli6e ptkfstj kl/ifbMptkfstj clej [4sf nflu cg; Gwfg, k/fdz{klzlf0f tyf lfdt ljsf; sf sfo{ug[u/l xfnst]/fli6e ptkfstj tyf cfly\$ ljsf; s[bsf]; #yfut ; b[ls/0f u/l 56d]/fli6e ptkfstj kl/ifb\$]:yfkf ug[; f[glltn]lnPsf]5 .
- r_ pBf[ljeFu M ; a}:t/sf pBf[st]kzf; g tyf ;]f ; lj wf; DaGwl sfo{Ps}lgsfoaf6 ; Dkfbg xg]u/l xfnst]3/h'tyf ; fgf pBf[ljeFu / pBf[ljeFunf0{Psls[u/l Pp6}; lfd ljeFusf 2 kdf pBf[ljeFus]:yfkf xg]JoJ :yf glltn]; d[st]5 .
- 5_ Psn ljGb' ;]f s[bsf]Msfgbaf/f kbQ ; lj wf, ; xlnot tyf k'f[/ ;]f ; dod}lagf eGer6 Ps}ynf[af6 pBf[unf0{pknAw u/fpg pBf[ljeFudf apsn laGb' ;]f s[bsf]u7g ug[JoJ :yf glltn]; d[st]5 .
- h_ af[as ; DklQ ; Af0f sf0fho Maf[as ; DklQsf]clwsf/; DaGwl ; du|sfo{[f / lhDd]f/lnf0{ ; d[aaf[as ; DklQ ; Af0f sf0fho[st]:yfkf ug[JoJ :yf glltdf ; dflj i6 5 .
- em /fli6e n3'pBd, 3/h'tyf ; fgf pBf[kj 4g af[(Mn3'pBd, 3/h'tyf ; fgf pBf[st] kj 4g Pj kzf; gdf sfo{t lgsfox 2 j lrsf]c:ki6tf x6fpg s[bllo:t/df an3'pBd, 3/h'tyf ; fgf pBf[kj 4g j f[u7g ug[s/f glltdf pln[ePsf]5 . 3/h'tyf ; fgf pBf[st] kj 4g, ljsf; / lj :tf/ ug[[hDd]f/l /xst]3/h'tyf ; fgf pBf[ljsf; ; ldltnf0{; f[af[st]; Argfleq ; dflxt u/l &% j 6}hNndf ; ldltsf]sf0fho 2 af6 n3'pBd, 3/h'tyf ; fgf pBf[2 st]btf{g]ls/0f ; lj wf l ; knfl/z nufot ; Dk0f[k] 4gfids ;]f pknAw u/fpg ; f[glltn]lnPsf]5 .

dlxnf pBdlx 2 sf nflu lj z]f JoJ :yf M

- glltn]dlxnf 2 nf0{cem a9l pBf[JoJ ; fodf ; Mlg u/f0{pglx 2 nf0{a9l e6f a9l /f]huf/Lsf] cj ; / kbfg ub[pBf[JoJ ; fosf]lfqdf cufl8 a9fpg]p2[on]dlxnst]cfly\$; zQms/0fsf nflu ; dfj zl cj wf/0ff cg 2 k lgdg adf]hd lj z]f JoJ :yf u/[st]5 M
- o sg}klg pBf[=JoJ ; fo; DaGwl gllt lgdff ug[txdf ; DalGwt cfbflus JoJ ; fodf ; Mlg cflbjf; l, hghlt, blnt, dwzl, ; ldfst[j u\$ dxnfx 2 sf]kltlglw]j clgj fo{ul/g}.
 - o 3/h'tyf ; fgf :t/sf dlxnf pBdlx 2 nf0{; /n tyf ; he tl/sfaf6 C0f kj fx ug[lj leG a]E tyf ; xsf/l ; #yfx 2 df ; dx C0f]JoJ :yf ul/g}.
 - o pBf[:yfkf ubf{lb0g]Venture Capital df dlxnf 2 nf0{kyldstf lb0g}.
 - o dlxnst]gddf dfq pBf[btff{ul/Pdf To: tf]pBf[btff{ubf{nflg]btff: t/df #% klzt 56 lb0g}.
 - o dlxnf pBdlx 2 n]cfbflus lfqdf pBf[/Vg rfxdf lj z]f kyldstf lb0g} .
 - o dlxnf pBdzlntf ljsf; u/l dlxnf 2 nf0{pBdl aGg k[; fxg ug{klj lw ljsf; ; DaGwl tflnd, ; ef, ; ldgf/, clbog ed0f bndf dlxnf pBdlx 2 nf0{; dfj z ul/g}.
 - o lj leG ljsf; lfq 2 df :yfkf xg]lj qm slfx 2 df dlxnf pBdlx 2 af/f ptkflbt ; fdfgx 2 sf] lj qm slsf]; d[JoJ :yf ul/g}.
 - o ; /sf/l lgsfoaf/f ; #fng ul/g]pBf[JoJ ; fo; DaGwl kbzgl df dlxnf pBdl=JoJ ; folx 2 nf0{ clgj fo\$ kdf ; Mlg u/f0g}.
 - o cf'gf]cfbflus ptkfbg lgoff ug[dlxnf pBdl=JoJ ; folx 2 nf0{JoJ ; fosf]lj Qlo l:yltst] cfwf/df lgoff shf{pknAw u/fpg]JoJ :yf ul/g}.
 - o dlxnst]gddf dfq btff{ePsf]pBf[unf0{cfbflus ; DklQ kb06, l8hf0g / 6[dfs{btff{ u/fp[nllg]b:t/df @) klzt 56 lb0g}.

- o dlxfn pBdzlntf lj sf; sf nflu 5§)dlxfn pBdzlntf lj sf; sfif v8f ul/g].
- o dlxfn pBdlsf]lj sf; sf]nflu pBfũ dGqnodf 5b8)lj ifout Psf0(unit) v8f ul/g].
- o ; a)pBfũ Joj ; fon]dlxfn pBdl, dlxfn sfdbf/ / dlxfn ; j fuf]xsf]clwsf/ ; Af0fsf nflu sfo{yndf n]ustfdf cfwf/t ; a)k\$F/sf lx;fh6o sfo{/ Joj xf/sf]/f\$yfd / lgo6q0fsf nflu lgb]zsf agf0{nfu"ug{clgj fo{Joj :yf ul/g].
- o pBfũ kj 46; Da6wl of]hgf, sfo6md tyf ah6sf]sfof]j ognf0{n]us-d6l tNof0{n]us ; dfgtsf]k]ofelt ; lglZrt ug{; Da6wt glt tyf sfo6mdsf]n]us lj Zn]f0f / n]yfh]yf (Gender Analysis and Assessment), n]us k/Llf0f (Gender Audit) tyf n]us ah6 (Gender Budget) k4lt sfof]j ogdf Nof0g].

n3' pBd, 3/h' tyf ; fgf pBfũ; Da6wl lj z]f Joj :yf

n3' pBd, 3/h' tyf ; fgf pBfũsf]kj 46, lj sf; / lj :tf/nf0{6} f klg]cfj Zos sfg6l Joj :yf ub] ; yfut ; Argf tyf k]fuf/x; sf]lgdf0f ul/g]n3' pBd, 3/h' tyf ; fgf pBfũsf]k]t :kwf{ds lfdtf j [4 u/l ahf/ kxF tyf lj :tf/sf nflu ; lfd agfpg xfn /x\$F]n3' pBd, 3/h' tyf ; fgf pBfũ lj sf; sf]fsf] ; j]fnf0{lj :tf/ u/l k6fj sf/l agf0g] lhNndf pknAw k]s[ts ; f]t, dfgj lo ; #fwg / nufglsf cj ; /sf]cfwf/df :yfglo lhNnf lj sf; ; ldt :gu/kflnsf / ufpf lj sf; ; ldt :6sf] ; d6j odf lhNnf pBd tyf pBfũ lj sf; of]hgf tof/ u/l ol lgsfox; ; 6sf] ; xsfo6f r/0fut ; kdf sfof]j og ul/g]n3' pBd, 3/h' tyf ; fgf pBfũx; sf] :yfkf tyf kj 46 ubf{gkfn ; /sf/n]t]f\$]n]lft ; dxnf0{lj z]f k]yldstf lb6}pTk]0ff tyf pBdzlntf lj sf; tflndsf]d]Nodaf6 n]lft ; dxdf ; f]t-; fwgsf] ; DefJotf / ahf/sf]dfudf cfwf/t pkoQm pBdx; sf]5gf6 u/l To:tf pBd ; -rfng ug] lfdtsf]lj sf; ul/g] uf]dl0f lfd]sf pTkfbgdhs pBfũx; nf0{Joj ; fo lj sf; ; j]f (Business Development Service- BDS) k]ofpg ; fdbflos jf ; xsf/l n3' pBd, 3/h' tyf ; fgf pBfũ uf]d :yfkf u/l cfBf]lus s]b]x; (Industrial Clusters) sf]lj sf; ul/g] Ps ufp]Ps pTkfbg (One Village One Product) Sf] cj wf/0ff cg' f/ :yfglo:t/df ; a66f a9L ; DefJo b]vPsf ; f]t / ; fwgsf]klxrfg u/l To; df cfwf/t cfBf]lus j :t]sf]pTkfbgnf0{kj 46 ug{j :t' lj sf; s]b] (Product Development Centres) x; :yfkf ub]yk ; dxut cfBf]lus s]b]x; (Product Specific Industrial Clusters) Sf] d]Nodaf6 cfBf]lus kj 46nf0{k]yldstf lb0g]n3' pBd, 3/h' tyf ; fgf pBfũ uf]d :yfkf ug{ cfBf]lus k]fuf/ lj sf; ug]sfo6f cu/ /tf b]v]fpg]:yfglo lgsfonf0{vr\$F]cgkftdf cgbf /sd j [4 ug]Joj :yf ldnf0g] ; fdlxs lrXg -Collective Mark_ sf]pkof]uáf/f n3' pBd, 3/h' tyf ; fgf pBfũx; sf]pTkfbgsf]klxrfg sfod u/f0{oglx; sf]kj 46sf nflu ; xof]ũ ul/g]n3' pBd, 3/h' tyf ; fgf pBfũdf af]4s ; DkIQ ; Af0fsf]nflu Ps]s]t / ; lfd ; yfut Joj :yf u/l o; sf] ; dlrt ; Af0f / pkof]unf0{k]f] ; fxg ul/g]n3' pBd, 3/h' tyf ; fgf pBfũsf]pTkfbg tyf ahf/ kj 46sf nflu pkoQm ; Rgf klj lw (Information Technology) sf]k6f]usf]nflu lj z]f Joj :yf ul/g]h:tf klj wfgx; gofFcfBf]lus glt n]; d6\$]5 .

lj z]f cfly6 lfh; Da6wl lj z]f Joj :yf

lgoff k46 ug]p2]on]cuf]8 ; fl/Psf]lj z]f cfly6 lfh]sf]cj wf/0ff cg' k :yfkf ePsf]lj z]f cfly6 lfh]eq ; #fng xg]pBfũx; nf0{cfos/, e#f/, d]llo clej [4 s/ nufot :yfglo s/df lj z]f 56 / ; x]notsf]Joj :yf ul/Psf]5 .

?Uof pBfũ; DaGwl Joj :yf M

; a); t/sf ?Uof pBfũsf]klxrf / kg?Tyfg tyf kgldf ug{sfqgdf Joj :yf u/L ; DaGwt lqsf lj z]f1x¿ /x\$]Ps clwsf/; DkGg / pRr:t/lo Goflos clwsf/; lxtsf]cfofũ u7g u/L ?Uof pBfũ; DaGwl ; d:ofsf]; dfwfg ub]n]hfg]Joj :yf glt n]/fv\$]5 .

cfBfũus Joj ; fosf]jul\$/ofsf]Joj :yf M

gofcfBfũus glt n]cfBfũus Joj ; fonf0{pTkfbg, k\$[t tyf ;]f / nufgl Pj k\$[tsf]cfwf/df dht b0{k\$[n]jul\$/of u/\$]5 .

!= pTkfbg k\$[t tyf ;]fsf cfwf/df jul\$/of M

S_ **s[if tyf jg kb]f/df cfwf/t pBfũ** -s[if jf jg kb]f/df cfwf/t sRrf kbfyá6 pTkflbt jf kzf]wt Joj ; fox¿_

V_ **pTkfbgdhs pBfũ** -tfl]SP adfl]nds]dNo clej [4 u/L sRrf kbfy]f cw{kzf]wt sRrf kbfy]f v] u0/x\$]j :t'kpfũ u/L jf kzf]wg u/L dfin; fdg pTkfbg ug]pBfũ_

u_ **lgsf; ldhs pBfũ** -sh pTkfbgsf]! kl'tzt jf ; f6bf a9l dfqf lj b]zdf lgoft ug]pBfũ_

3_ **pmhfáhs pBfũ** -hn; ft, j fo'; f6z]Qm sf]nf, kfs[ts t] tyf lof, j fo]lof tyf c6o ; ft]af6 pmhf{k}f ug]pBfũ_

a_ **vfglh6o pBfũ** -wft'tyf cwft'vlg (Metallic and Non-Metallic Minerals) p]vgg tyf kzf]wg ug]pBfũ_

r_ **ko6g pBfũ** -ko6sx¿nf0{;]f k]ofpg]Joj ; fox¿_

5_ **lgdf(pBfũ** -ef]ts k]f]w/ lgdf(u/L ; ~rfng ug]Joj ; fox¿_

h_ ; **Ygf tyf ; ~rf/ klj lw pBfũ** -; Ygf ; sng, kzf]wg / k] f/0fsf]nflu klj lw kpfũ u/L ; Ygf, 1fg tyf ; ~rf/ ;]f k]ofpg]cfBfũus Joj ; fox¿_

em_ ; **]f pBfũ** (Service Industries)

@_ **nufgl / k\$[tsf]cfwf/df jul\$/of M**

S_ **n3'pBd** (Micro Enterprises):
o 3/ hluf afx\$ a9ldf b0{nfv ¿k}f; Dd l:y/ kFl nufgl xg]
o pBdl :j o+Joj :yfkqdf ; mlg /x\$]
o pBdl ; d] (hgf; Dd sfdbf/ /x\$]
o j flif\$ cfly\$ sf/]f/ @) nfv ¿k}f e6bf sd /x\$] /
o OlGhg pks/of kpfũ xg]ePdf To:tf]OlGhg jf pks/ofsf]lj B't df6/ jf c6o t]h OlGhg z]Qm lfdtf !) Isnf]f6 e6bf sd ePsf].

V_ **k/Dk/fut tyf c6o 3/h'pBfũ** (Traditional and Other Cottage Industries): k/Dk/fut ; lk / klj lw kpfũ ug]:yfg lo sRrf kbfy]Pj +yfglo klj lwdf cfwf/t cf]f/ pks/of pkofũ ug] b]zsf]snf / ; s[t; G; Da4 / !) Isnf]f6; Dd lj B't z]Qm kpfũ ug]pBfũ Joj ; fox¿,

u_ ; **fgf pBfũ** (Small Scale Industries): n3'pBd / k/Dk/fut tyf c6o 3/h'pBfũ afx\$ kfF s/f6 ¿k}f; Dd l:y/ h]f ePsf cfBfũus Joj ; fox¿,

3_ **den]f pBfũ** (Medium Scale Industries): kfF s/f6 e6bf a9l k6w/s/f6 ¿k}f; Dd l:y/ h]f ePsf cfBfũus Joj ; fox¿,

^a **7hf pBfj** (Large Scale Industries): kGw|s/fB 2 kofefbf a9L l:y/ hYf ePsf cfBflus Joj ; fox2,

cGo lj z]ftfx2M

- s_ pBfj kzf; g; DaGwl klqmf ; /nls/of ul/Psf]5 .
- v_ s0ffhl c~rndf pBfjx2sf]:yfkf / ; #fngsf nflu cfBflus sl/8f]x2 :yfkf ; DaGwl lj z]f Joj :yf ul/Psf]5 .
- u_ /fli60 pBfjx2sf] ; #f0fsf]Joj :yf ul/Psf]5 .
- 3_ s/f/ sfg9sf]Joj :yf ePsf]5 .
- ^a >d sfg9n]lglb(6 u/]adflhd sfd gubf\$]kfl/>lds lbg'gkg]l; 4ft (No Pay for No Work Principle) nf0{cElsf/ ul/Psf]5 .
- r_ a]4s ; DklQ clwsf/sf]k] 4g / ; #f0fsf nflu 5\$}sf0fno :yfkf ul/g/ cfos/ tyf btf{ zNsd ; lj wf / ; xlnot lbg]Aoj :yf ul/Psf]5 .
- 5_ cfBflus lj sf; sf cfwf/df lhNnf x2sf]j ul\$/of ul/Psf]5 .
 - o clt clj sl; t lfq -@# lhNnf_
 - o clj sl; t lfq -!% lhNnf_
 - o sd lj sl; t lfq -@\$ lhNnf_

gllt sf0f]j ogsf ; d:of Pj +rgf]lx2 M

cfBflus gllt, @)\$ (hf/L ePsf]em08)! * j ifk]5 pQm glltnf0{klt:yfkf ub]gofFcfBflus gllt, @)^& hf/L ePsf]5 . dh\$df pBfj j fl0fHo lfq lbgf]lbg w/f; fol aGb}hfg yfn\$]kl/k]odf hf/L ul/Psf]gofFcfBflus glltn]d]k]oMcj :yfdf ku\$]pBfj lfqsf]lj sf; df gofFQm; #f/ ug]ck]ff ln0Psf]5 . gofFglltn]pBfj lfqsf]bluf/ bl/nf]lj sf; sf]nflu yk]glltut, ; :yfut, klqmfut ; wf/ / ; b9Ls/ofsf s'/fnf0{ d9\$]5 . glltdf plNnlvt d]j fsf]# Joj :yfnf0{ doa4 2 kdf sf0f]j ogdf ptf{ ; s]o; af6 cfufdl sxl j ifk]eq}pBfj j fl0fHo lfqnf0{/fli60 cyfGqs]Pp6f d]k]k0f{ cfwf/:tDes]2 kdf :yflkt ug{ xof] klq]s/df sg}zsf 5g . t/ o; sf nflu lj leG lgsfoalr plrt ; d]j o sfod ub]klta4tfsf ; fy cl3 a9kg]x65 . ; fy}glltn]klta4tf hfx] u/]adflhdsf glltut, sfg9l, ; :yfut / klqmfut ; wf/sf s'/fx2 cl3 a9fpg kofkt ; fwg ; flt pknAw xg]Joj :yf ldnfpg cfj Zos x65 . o; clt/Qm lj leG ; /sf/L lgsfox2alr dfq ge0{ ; /sf/ / lghl lfqalr klq /rgf]ds / kf/:kl/s lj Zj f; df cfwf/t gofF, DaGw :yflkt xg h?/L 5 . t/ t/n / ; em0fsfng /fhg]ts cj :yf, v:sB]zfl6t ; /lfsf]l:ylt, sdh] cyfGq / ; /sf/ / lghl lfq alr a9bf] clj Zj f; cflbn]gofFcfBflus gllt, @)^& sf]sf0f]j og lgs}rgf]lk0f{blv65 .

gofFcfBflus glltn]/fv\$]f]; fj h]gs, lghl, / ; xsf/L lfqsf]; xsfo(df bluf]Pj -a]t\cfwf/ ; lxtsf]cfBflus lj sf; ug]bl3\$fnlg nlo / o; nlonf0{xfl; n ug]u/L glltn]lnPsf p2]o tyf gllt=/ofglltx2nf0{ ; D]fwg ug]sfo}2 cuf]8 a9fpg]s/f Tolt ; xh blv6g . gllt cgsh xg]u/L cfBflus Joj ; fo P9 nufot cGo P9=sfg9, lgod, sf0]lw cflbsf]lgdf0f, ; z]fwg / kl/dfhg ub]h]hg'kg]ePsf]5 t/ ol sfo}2nf0{cuf]8 a9fpg ; do nflu]glltdf Joj :yf ePsf cfBflus ; lj wf tyf ; xlnotx2nf0{ ; lglZrttf k]fg ug{cfos/, e; f/, cft]zNs, dNo clej [4 s/ cflbdf ; wf/ ug{h?/L ePsf]/ of]sfo{pBfj d]qfno PSn\$]f]

jfl0fHo tyf cfl't{d6qfno

kxndf dfq xg g; Sg]l:ylt 5 . o; sfođf cy{pBf]u, j fl0fHo nufot c6o ; Da4 d6qfnox, alr ; d6j o / ; xsfo{clt ck]lft 5 . t/ ol ; a]gsfoalr ; d6j o ; bP u/L glltut, sfg9L, klqmfut ; wf/sf klqmfnf0{cl3 a9fpg]sfo{tolt ; xh 59 .

glltn]pBf]u lf]df :yflkt w]}; u7g]lDs Joj :yf / 9fFdf cfdh kl/j t6 ug] ; f] InPsf]5 . ; Arg]lDs ; bP]s/0fdf hfB lbPsf]5 . gofF; u7g lgdff ug] e0/x\$]f ; fu7lgs Joj :yf km]abn / ; bP]s/0f ug]sfo{vrf6'xg]w]}; do nflg]b]v65 . o; s/fnf0{; lglZrttf kbf]g ug]u/L g sg]sfoqmdx, lgdff ePsf 5g'g st]ah9 Joj :yf ul/Psf]5 . of]cj :yfn]goff c]Bf]us gllt t?6t}sfof]ogdf c]pg]s/fdf ljZj f; ug{; lsg]cj :yf b]v69 . gof]gllt ; u; u]gllt sfof]ogsf]nflu cfjZos sfof]og of]hg]tof/ ug]k]lyof]to; f]xg ; s\$]f] 59 . cfufdl cfly\$ aif\$]ah9 tyf sfoqmdn]gllt sfof]ognf0{; Daf]vg ug{h?/l ePsf] b]vP tfklg o; tkm{kz:t u]sfo\$]cefj /x\$]f]b]v65 .

gllt sfof]ogdf w]}; Da4 klfx, lgsfox, ; /f\$]f/jfnfx]sf] ; m]lgtf / ; xsfo\$]f]vfF] /x65 . tyflk xdf]kz]f; lgs ; f] / cf-cf]g]pRrkgsf]efj gf (superiority feeling) n]Psls]t ; Da6w :yfkf / cfk; l ; xof]u clej [4 ug]g; lsg]xg; S5 . of]klf gllt sfof]ogsf] ; Gbedf Pp6f cj /f]vsf]kdf v8f xg; Sg] ; Defj gf k6n 5 .

c]Bf]us kl'ti7gx, df sfo{t >lds=sfdbf/x, / Joj ; folx, alr pTk6g dte9, cljZj f; sf] jftfj/0fnf0{bl3\$fnlg, kdf ; dfwg vfl]g]k6f; glltn]ug{; s\$]f]59 . c]Bf]us-d9l nlrnf]>d gllt agf0{>d sfg9n]lglb[6 u/]adf]hd sfd gubf\$]kfl/>lds lbg'gkg]l; 4f6t -No pay for no work principle_ nf0{cE]lsf/ ul/g]egl glltn]af]h\$]f s/fdf t]tsfn}>ldsx, sf tkn6f6 lj /f]vsf cfj fhx, p79 yfln; s\$]f 5g . of]lj ifonf0{Jojl:yf u/] >ldsx, sf]dg lh]g]u/L / bluf]Pj +g/6t/ pBf]u Joj ; fosf] ; ~rfngaf6 yk /f]huf/l]sf]cj ; / ; hg] ug] nufglstf, nf0{cfZj :t agfpg]alrsf] ; Gthg sfod ug]sfo{lgs}r]gf]lk0f{b]vPsf]5 .

j]z]s nufgl kj 46 / u} cfj f; lo g]kfnlx, nf0{g]kfnf] nufgl ug]{k]l; flxt ug]o; sf nflu g]kfnf] a9l dfqdf k]olf j]z]s nufgl ug]dh]s]l:yf g]kfnl b'tfj f; tyf lgo]udf c]Bf]us nufgl kj 46sf nflu cfly\$ s6gllts Psf0nf0{; an tNof0g]s/f glltn]af]h\$]f]eP tfklg o; sf] ; yfut / ; Argfut Joj :yf :ki6 xg g; s\$]f] c6tlg\$fout ; d6j osf]cefj /x\$]f] cfjZos ; f] ; fwgsf]Aoj :yf / sfoqmd ; d] gcfPsf] ; Gbedf cfly\$ s6glltsf] ; km sfof]og ug]{sl7g / r]gf]lk0f{b]vPsf]5 .

dh]ssf]/fhg]ts k0ffnl]n]:yflotj k]t gu/] Dd cfly\$ k0ffnl]n]ult lng ; Sb9 . clxn]/fHo /fhg]ts c6of]h, cl:y/tf / ; qmd0fsfnlg cj :yfdf ulh/x\$]f]5 . bluf]zfl6t :yfkf ug]sfo{ eng'eng'hl6n agb} n]Da6]uPsf]5 . /fhg]ts bn]x, df Pstf / /fli60 ; xdl]t sfod xg g; s\$]f] cj :yfn]/fhg]ts lgsf; wldng ku\$]f]5 . o; af6 cfly\$ j if{@)^&.^* sf]ah9 tyf sfoqmd k6f]j t xg; Sg]l:ylt 5 . o; n]dh]ssf]lj sf; sfođf dfq kl'tsh k6f]j kfg]ge0{; du|cfly\$ lj sf; sf]ultnf0{cj /f]v k]ofpg]b]v65 . o; k\$]f/sf]/fhg]ts / cfly\$ kl/j zdf c]Psf]goff c]Bf]us glltnf0{k6f]j sf/l sfof]ogsf]r/0fdf kj z u/fpg sfof]ogoffo jftfj/0f lgdff ug] glltn]cu]sf/ u/\$]f sfg9L, ; yfut, ; Argfut nufotsf Joj :yfx, nf0{qmda4, lglZrt ; ldf / ; doleq sfof]og u/L ; /f\$]f/jfnf; Ddnf0{nfefol agfpg]sfo{Hofb}r]gf]lk0f{b]v65 .

pk; x/

cfly\$ lj sf; sf]d7b08sf]z kdf /x\$]cfBfl]us lfqsf]j ftj /of kl'tsh cj :yfdf /x\$]5 .
 xfn dh'sdf /fhgllts cl:y/ty, bluf]zflgt :yfkgrdf bl]vPsf]bnlo c; xdl't, ; lj wfg lgrdf
 klqmf]ult lng g; s\$]cj :yf, /fhgllts / cfly\$ kffnl lgrdf / lj sf; df xg u0/x\$]5
 9lnf; l:t, cfBfl]us ; /lffsf] k]ofelt xg g; s\$]cj :yf, rGb cft l, cdx/of, xtof, lx:f h: tf
 cfk/flws 36gxfzsf]a9fD/L, aGb, x8tfn, tnfagbl, cfuhgl cflb lqmf]snfxz n]cfBfl]us
 lfq g/fd/L kefij t ePsf]5 . a9bf]nf\$z]8E, >lds-Joj ; folalr pTkGg cij Zjf; sf]j ftj /of,
 l56f]gfkrf sdfpg]Jofkl/s ; f]sf Joj ; fol / sf]gu/]klg Hofnf kfpkg5{eGg}>ldsxz sf]
 bfj lalr gl'ts ; Gthg sfod ug{; lPsf]5g . of]cj :yf lj Bdfg /lx/xBf w}]pBfl]uxz ?u0f
 cj :yfdf kl\$]f 5g\eg]sltko aGb ; d] ePsf 5g\

glltn]kbf]g u/\$f sltko ; lj wf / ; xlnotxzsf] sfoff] og ug]lg]b{6 Pq, sf]g9xzsf]
 ckoff]ttfn]o:tf ; lj wf / ; xlnotxzsf] ; lglZrttsf]k]ofelt ug{g; lPsf]cj :yf 5 .
 j flif\$ z kdf cfp]g]ahf j Qmo dfknt sltko s'fxz nf0{; Daf]wg ug]kl/kf6ln]nufglstfz
 cGof]ndf /xg]/ cfBfl]us j :txzsf]dNodf ; d] km]j bn xg]e0{cfd pkef]mf ; d] df/df
 kg]cj :yf l; hGf ePsf]kf0G5 . t; y{o:tf kl'tsh cj :yfxz nf0{; d] ; Daf]wg ug]u/l hf/l
 ePsf]gofcfBfl]us gllt, @)^& nf0{kefj sf/l 9un]sfoff] og ub]n]hfg'clxn\$]cx+ j fn bl]vG5 .

bzdf 89 bzseGb a9lsf]clt/fnkl5 gofcfBfl]us gllt cPsf]5 . gof]f]f]o gllt o; k] {g}
 @)^% ; fn rGdf hf/l e0; s\$]5 . Pp6]; Ssf]f b0{kf6sf z kdf /x\$] ol b0{gof]glltxz
 sfoff] ogdf cfp]g]xdl ; a\$]nflu ; vb lj ifo xf]. casf]vff]ol b0{gof]glltalr plrt ; d]j o
 / tnd]h sfod ub]dh'sdf lbuf]/ km/flsn]cfwf/; lxtsf]pBfl]j f]o]f]o lfqsf]lj sf; ug{glltdf
 Joj :yf ePsf klj wfgnf0{oyfzSo sfoff] ogdf ptfg]xf]. /fhgllts l:y/ty, zflgt ; Joj :yfsf]
 k]ofelt, pnhf{; l6sf]bl3\$fnlg ; dfwg, nufglDq] j ftj /of / >ldsxz sf]plrt ; Af]of alr
 ; Gthg sfod /fVg]>d glltsf]cj ndag ub]; an cfBfl]us j ftj /of l; hGf ug{; lPsf tyf
 koff]t ; f] ; fwg ; lxt lglZrt ; do ; ldf / pkn]Aw l56f]g u/l asfoff] og sfoff]hgfE tof/ u/]
 ; f]ad]hd gllt sfoff] ogf s'/nf0{kfyldstsf ; fy cufl8 a9fpg ; lPsf xfn]hf/l ePsf]
 gofcfBfl]us gllt, @)^& cfBfl]us lj sf; sf]Pp6f dx]j kOf]cfwf/lznfsf]z kdf :yflkt xg ; Sg]
 s'/df lj Zjf; ug{; l5G5 .

; Gbe{; fdu]M

- bzf]hof]hgf -@)^*~^#_ , /fli60 of]hgf cfof]
- lqj iflG cGtl/d of]hgf -@)^\$~^&_ , /fli60 of]hgf cfof]
- lqj iflG of]hgfsf]cfwf/kq -@)^*~^&_ , /fli60 of]hgf cfof]
- cfBfl]us gllt @)^&, pBfl] dGqfno
- j f]o]f]o gllt @)^%, j f]o]f]o tyf cfk]t{dGqfno
- cf=j= @)^.^& sf]ahf]sf]d]vbsfnlg dNof]g k]tj]hg, cy{dGqfno
- cfBfl]us tYof] @)^%~^, pBfl] lj efu
- cfBfl]us tYof] @)^%~^, 3/h' tyf ; fgf pBfl] lj efu
- Jofkf/ / lj sf; klqsf]f lj leGg c]x, j f]o]f]o tyf cfk]t{dGqfno
- pBfl] / lj sf; klqsf]f lj leGg c]x, pBfl] dGqfno
- kzf; g ;]f lbUzbG, af]4s ; #/ ; Dkfbg ; dx

cf0fhgf Joj:yfkg MPs kl/ro



zlj/fh ;]9f0{+

eldsf

; g\ (#) sf]bzsb]lv kl/De ePsf]nf\$snof0sf/L /fHo Joj :yfc6tu\$; /sf/áf/f gful/s lxtsf
 lgldQ ugkg]ofj t\sfo\$;nf0{; Joj l:yt / of]hgfa4 9Eaf6 ; Dkfbg ug{of]hgfa4 lj sf; k4ltsf]
 z?j ft eof]. cfd gful/ssf c; lldt cfj Zostf / rfxgfsf]; Daf]wg k6fj sf/L 9Eaf6 ug{ /sf/
 áf/f ugkg]sfo{To; sf nflu rfxg]ef]t's, ce]ft's Pj -dfgj lo ; ;fwg, ; do ; d]sf]lj lgof]hg
 ; dlrt 9Eaf6 ugkg]x65 . o; lsl; daf6 ; lldt ; ft; fwg / c; lldt hgck]ffalr k6fj sf/L
 ; Gthg sfod ug{g}of]hgfsf]kdV p2]o xf]. of]hgf k]l1s vfsf dfq xf]. of]hgfsf nlo /
 p2]ox\$ xfl; n ug{; Dkfbg ug{kg]lj lw lsl; dsf sfo\$;dlb]; dfg k\$f/sf sfdx\$nf0{
 ; dxa4 u/L ; fwg ; ft; Pj +; do; ldf lglb]6 u/L ul/g]lqmfnsnfkx\$;sf]; du]fnf0{cf0fhgf
 Joj :yfkg elg65 . o; y{cf0fhgf of]hgfc6tu\$sf]lqmfnsnfk xf]. ; du]lj sf; klqmfdf of]hg
 sfoqmd, cf0fhgf tyf lqmfnsnfkx\$; Ps ; du]z]nf Chain_ sf ; kdf /x\$]f x65g\ lj sf;
 klqmfnsf]To:tf]qmd (Chain) df ; a66bf dflly /fli60 glit cyff\ Vfhosf lgb]z's l; 4f6t tyf glit
 /x\$]f]x65 eg]To; c6tu\$ qmdzM cfj lws of]hg, lqut÷lj ifout glitx\$, glit sfo6]ogsf
 lgldQ sfoqmd, sfoqmdcg; f/sf cf0fhgf; tyf cf0fhgfc6tu\$ lqmfnsnfkx\$; kb5g\cf0fhgf; x
 ; fd]xs ; kdf of]hgfa6 lGM [x65g\ o; y{cf0fhgf of]hgfsf]lGM [cz xf]h; n]of]hgfsf]p2]o
 k]k't ug\$ nflu rfxg]; a}sl; dsf ; fwgsf]szntfk0f{pkof]u ub5 .



lj sf; f]dv dhsx;n]; fwg; f]sf]; lldttfsf sf/0f /fli60 cfj Zostf / rfxgf k/f ug] bflotj nf0{af]b]f]ds gagf0{; f]t; fwgsf]pknAwtf]sf cfwf/df qmdz] sf]of] og ub}hfg]u/l cf^gf]bflotj nf0{lgb}z s l; 4f6t tyf glltsf 2kdf c]Td; fy u/\$f x65g\ xfd]; Gbe0f klg c6t/d ; lj wfg @)^# sf]efu \$ df /fli60 lj sf; sf lgld0 lgb}z s l; 4f6t / glltx2sf]Jo] :yf ul/Psf]5 . lgb}z s l; 4f6t tyf glltsf cfwf/df /fli60 cfj Zostf-rfxgf cg2ksf l]f]x2nf0{ ; d6] /fli60 of]hg]f th0f ul/65 . g]k]n]sf]; Gbe0f @)!# bl]v cfj lws of]hg]f2sf]cEof; ul/5 cf0Psf]5 . s]l l]f] / lj ifox2sf 5\$}glltx2 th0f ul/65 eg]sg}lj ifox2sf ; Da6wdf of]hg]df ; Da6wt lj ifout zlif\$df g}To; lj ifo; Da6w l]f]ut glltx2 p]Nn]v ug]k]f]ng 5 . glltut Jo] :yfx2sf]sf]of] og k]fdf k6f]j sfl/tf clej [4 ug{gllt; Da6w /of]gllt, sfo]gllt, sfo]md / sfo]of]hg]f -Action plan/Loge frame_ ; d] agf065 . o; }cfw]f/df cfo]hg]f th0f2:yfkgf u/l lj sf; ; Da6w lq]m]f]snfk ; ~rfng ul/65g\ o; lsl; dn]of]hg]fa4 lj sf; k]q]m]f]c]tu} cfo]hg]f]sf]; ~rfng lj sf; k}z; gn]ub5 . o; }sf/0f lj sf; k}z; gn]f0{of]hg]f sf]of] og ug]; 06q elg65 . s; }s; h]lj sf; k}z; gn]f0{nf]s]Nof]0fsf/l /f]ho Jo] :yfsf] k}z; lgs /of]glltsf 2kdf klg lrg]fpg]u/\$f]k]f065 .

kl/ro

sfo{; Dk]fbg k]q]m]f] hg]fpg]b0{; dfg]f]l{g]d]af]v]s zAbx2 ldn] ; 0Qm2kdf cfo]hg]f Jo] :yfk]g elg]lq]m]f]af]v]s zAbx2 j g}f] xg\ ; Td2kdf s]h]f]p]f] b0{zAbn]le]g le]g cy{l]bP klg ; fdf]60 2kdf x]f]; dfg cy{l]b65g\ cfo]hg]f / Jo] :yfk]g cu]h] zAbx2Project / Management Sf 2k]f]6t]t zAbx2 xg\ Oxford Dictionary n]Project elg]n]"An individual or collective enterprise that is carefully planned to achieve a particuaLr aim." tyf Management: elg]n]"The process of dealing with or controlling things or people." egl c]Yof]Psf]5 .

g]k]n]l zAbsf]f]n]cfo]hg] / cfo]hg]fn]f0{Ps}2kdf 2!_ sg}sf]d k/f ug]f]f] lgldt klxn]v]v ul/Psf]k]k]6w, 06t]hfd, a6b]f]2: t @_ s; h]f0{sg}sf]ddf nufpg]sf]d, lgolQm-#_ ldn]fpg]j]f hf]f]g] k]q]m]f] -\$_ pB]f]v, p6g]l t -%_ ; fdull, ; fdgf]e egl c]Yof]Psf]5 eg]Jo] :yfk]gn]f0{ 2!_ sg}sf]d s/]sf]Jo] :yf j]f k]k]6w ldn]fpg]sf]d, th0f @_ sg}j:t; d]n ; fdfg c]l]bn]f0{oyf:yfg / oyf]q]m]df /Vg]sf]d -#_ sg}sf]f]j]f ; d:of]sf]6E]nufpg]sf]d, lgw]f]0f, lg0f0, kl/ro -\$_ sg} lj ifodf lgod sfg]g ag]fpg]sf]d j]f lj lw]e egl c]Yof]Psf]5 .

; Td 2kdf x]f]{of]hg]n]l]glb]6 u/\$f n]lo Pj +p2]o k]k]t ug]f]f] lgld0 ; ~rf]nt lgof]h]t lq]m]f]snfk Pj +sfo]k]4]tn]f0{cfo]hg]f elg65 . cfo]hg]fn]f0{kl/of]hg]f klg elg65 . b] } ; dfg]f]l{ kof]6]j]f]rl zAb xg\ cfo]hg]f To:tf]sfo}h]l x]f]h; sf]c]w]lgdf /xl lglZrt ; do k]q]m]f] Pj + f]t ; fwgsf]k]of]v]af/f t]f]sPsf]sfo{; Dk]fbg ul/65 . cfo]hg]f :jodf sfo{ge0{sfo}2h]l x]f]. sg} lglZrt p2]o k]k]t ug]f]f] n]flu ug]k]g]sfo]f]n]flu p]kof]v] ul/g] ; fwg, sfo{k]0f]n]l, o; sf]n]flu n]flu] ; do c]j]lw c]l]bsf]k]j]lgw]f]t k]2k g}cfo]hg]f x]f]. lglZrt p2]o j]f sfo{; Dk]6g ug]f]f] lgldt t]f]sPs}; do, ; f]t / nfutdf u0f:t/lo j:t'j]f ; j]f p]k]fbg ug]sfo]k]4]t g}cfo]hg]f x]f]. cfo]hg]f]sf]; Da6wdf lj le]g ; :yf tyf lj 2f]g]x2n]le]g-le]g kl/efiff lbPsf 5g\ American Project Management Institute sf cg; f/ cfo]hg]f eg]f]f]To:tf]Jo] :yf x]f]h]g lgw]f]t n]lo k]k]t

jfl0fHo tyf ckl't{d6qfno

ugšf nflu agšf c:yfol ; u7g, hg Psk6s ; ~rfng xg]sfošf]lgldQ :yflkt ul/65 / o; sf] nflu rfxg]dfgj lo ; fwg ; fl:sf]lgwf{Of clud 2 kdf ul/Psf]x65 eg]To; nf0{cfofhgf elg65 .

x]fN8 sh6/sf cg' f/ tflsPsf]; lldt ; fl: / ; fwgsf]kpf]u xg]u/L lglZrt ; dodf kl/De u/L lglZrt ; dodf ; Dk6g ul/g]lqmfnsfkx2sf]; dli6nf0{cfofhgf elg65 . o; cg' f/ sb] lglZrt sfo{ugšf nflu rfxg]; a)r/0fa4 lqmfnsfkx2, ; fwgx2 tyf z? ug] / ; Dk6g ug] lglZrt ; do ls6fg ul/Psf]sfo6mdnf0{cfofhgf elg65 .

Encyclopedia of Commerce and Management sf cg' f/ le6g lj efu / lgsfox2alr ; d6j o sfod u/L sfo{flnsf cg' f/ lglZrt ; doleq sfo{ Dkfbg ug]Ps hl6n ; fu7lgs Joj :yfnf0{ cfofhgf elg65 . D; u/L cfofhgf nf0{Cutting Edge of Development klg elg65 .

; ; fl xbf]Joj :yfk g c2sf]dflldaf/f sfo{ Dkfbg u/fpg]sfzn j f ; lk xf]. cfj Zostf cg' k lj le6g z]lx2sf]kpf]u u/] c2 dflg; x2 af/f sfd u/fpg]klqmfnf0{Joj :yfk g elg65 . Joj :yfk slo lqmfnsfk Pp6f lglZrt ; u7gaf/f ; ~rflnt x65gV kltoš ; u7gsf]j l/kl/ cftl/s Pj afXo 2 kdf Ps Isl; dsf]j ftj /of /xšf]x65 . ; u7g elg]lj lQs}To; df cef]ts, eflts Pj -dfgj lo t]j x2 c6tlg]xt x65g\ ; u7g j l/kl/sf]j ftj /of / ; u7gsf] t]j x2 alrsf]cfof]ofl>t ; x; Da6wn] ; u7gsf]p2]o=nlo k]kt ug]sfd df xj kOf{eldsf lgj fx u/šf]x65 .log}b0{klf j ftj /of / ; fu7lgs t]j x2 alr tbf]do sfod ub]nlo Pj +p2]o k]ktsf lgldQ cfj Zoslo ; fwg; fl:sf] kl/rfngsf lgldQ of]hgf, ; u7g, sfo{; ~rfng tyf lgo6qof ug]; lknf0{Joj :yfk g elg65 .

Joj :yfk g lqsf lj afg\ny/ ulnsn]POSDCORB Phrase sf]lj :t] 2 kPlanning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting ; Da6wl ; DkOf{ sfošf] ; du]fnf0{Joj :yfk g Management_ egšf 5g\ cfofhgfut ; u7g Psf0 nufotsf ; a) Isl; dsf ; u7gx2n]lgb]zt 2 kdf o; Isl; dsf sfdx2 ul//xšf klg x65g\

lgisif6f lglZrt ; dofj lwleq lj z]f sfznnsf]dflldaf6 ; lldt t/ axkš[toQm ; a)Isl; dsf dfgj lo tyf u]-dfgj lo eflts Pj -cef]ts ; fl: ; fwgx2sf]dxQd kl/rfng u/L ck]lft nlo xfl; n ug{; :yflkt of]hgf=sfo6mdsf]sfo6hs Psf0 tyf To; sf lqmfnsfkx2nf0{cfofhgf Joj :yfk g elg65 . of]of]hgf sfof]j og Pj +sfo6md ; ~rfng klqmf xf]. o; c6tuš cfofhgf th6f, sfof]j og tyf cgludg dNof]g; Da6wl ; a)lqmfnsfkx2 kb5g\

cfofhgfsf Isl; d

lj sf; fl]dv dhšdf ug]kg]sfoš2 c; lldt x65g\ /fli60 hlj gsf ; fdf]hs, cflyš, /fhg]ts, k]lj lws cflb ofj t]f]qsf]lj sf; sf lgldQ w]lIsl; dsf cfofhgf ; ~rfng ug]{kg]x65 . o; b]i6sf]ofn]x]f]lj lj w Isl; dsf cfofhgfsf]j ulš/Of ug]sfd Hofb]sl7g 5 . xfn; Dd s; h]klg cfofhgfsf]lj j fb/lxt Pj +; j 6f6o lj efhg ug{; sšf 5gg\ . t; y{lj le6g lj afg\ n]ys, lj Zn]fsx2sf]dtsf cfwf/df cfofhgfnf0{tkl; n adf]hd lj le6g cfwf/df lj efhg ubf{o; sf af/df :ki6 xg ; lhnf]kb5 . o; cfwf/df ol afxš c6o Isl; daf6 klg cfofhgfsf]j ulš/Of ug{; lsg]s/f :ki6 x65 .

ljwfut cfwf/df

- ; fdfhs cfofhgfm lz lff, : jf:Yo, j ftj /of cflb ; fdfhs lfq; E ; DalGwt cfofhgfx; o; cftuf kb5g\
- cfly\$ cfofhgfm cfly\$ lfq; E ; DalGwt k'f'f/ lj sf; ; DaGwl cfofhgfx; .
- /fhgllts cfofhgfm /fhgllt, zf; g, kzf; g lfq; E ; DalGwt cfofhgf o; cftuf kb5g\ gkfnf xfn ; lj-wfg lgdff ug' sfof ; xofu k'f'fpg lj leG /f6x; tyfNGOs sf; xofudf ; -rflnt ; lj-wfg lgdff ; xofu cfofhgfnf0{o; sf]Hj n'g t pbfx/0sf ; kdf lng ; lsg5 .

nufglsf cfwf/df

- 7hf cfofhgfm w]; fwg; f] nufgl xg] / 7hf lfq j f hg; Wofnf0{k'f'lj t j f nfevlj t ug{; Sg]cfofhgfx; .
- den'f cfofhgfm w]; sd klg xfo'g w]; a9L klg xfo'g l7s}; fwg; f] nufgl xg] / s'x lfq ÷ j u{ j f hg; Wofnf0{nfe lbg]cfofhgfx; .
- ; fgf ÷ n3' cfofhgfm yf]; j f ; fgf]nufglf ; ~rfng e0{; fgf] lfq j f sg}hg; Wofnf0{nfevlj t ug]cfofhgfx; .

ljifout cfwf/df

- s'lf lfq; E ; DalGwt cfofhgfx; .
- j g lfq; E ; DalGwt cfofhgfx; .
- z'f's lfq; E ; DalGwt cfofhgfx; .
- l; #f0{lfq; E ; DalGwt cfofhgfx; .
- lj B't p'kfbg tyf lj t/0f; E ; DalGwt cfofhgfx; .
- ; 8s lgdff Pj -dd' ; Def/; E ; DalGwt cfofhgfx; cflb .

cjlwsf cfwf/df

- 5'f]cjlwsf cfofhgf
- nfd]cjlwsf cfofhgf

nufglf ; nufgtsf cfwf/df

- Psklflo cfofhgfm Ps dh's ÷ ; yfaf6 dfq nufgl u/l ; ~rflnt cfofhgfx; .
- l'klflo cfofhgfm b0{; /sf ÷ dh's ÷ ; yfx; ldn] nufgl u/l ; ~rflnt cfofhgfx; .
- axklflo cfofhgf Mb0{e'bf a9L dh's ÷ ; yfx; ldn] nufgl u/l ; ~rflnt Multinational cfofhgfx; .

cgelt'sf cfwf/df

- Hardware Project: k'f'f/ lgdff ; DaGwl cfofhgfx; .
- Software Project: hgr]gfdhs cfofhgfx;

k'f'j sf cfwf/df

- t'g]k'f'j b]vg]cfofhgf .
- bl3'fndf k'f'j b]vg]cfofhgf .

nllft ju'p2]osf cfwf/df

- Jofj ; flos cfofhgfm lghl lfq'af/f ; ~rfng ul/g]gkfnf vl cfofhgf o; cftuf kb5 .
- lj sf; cfofhgfm ; /sf'af/f ; ~rfng ul/g]gkfnf sf]p2]o gePsf ; fj h]gs sl'of, gful/s lxt; E ; DalGwt cfofhgfx; o; cftuf kb5g\

klxrfgsf cfwf/df

- ;fwg; f]tsf]pknAwtfssf cfwf/df s]baf6 klxrfg ul/g]Topdown Approach Project.
- cfj Zostfsf cfwf/df ; Jfu]xl]klxrfg ul/g]Bottom-up Approach Project.

cfof]hgf Joj :yfkgsf lj z]ftfx

- c:yfol k\$[t: lgwf/t ; dofj lwleq lglb]6 p2]o k/f e0; s]k]5 cfof]hgfut lqmfnsfkx; ; dftt x65g\ o; kl5 To; ; Da6wl lqmfnsfk ; fdf6otM:yfol ; 66qaf6 ; Dkfbg x65g\
- cfj lwstf]M cfof]hgfut sfo{x; k] {lgwf/t c] lwleq ; Dk6g ul/; Sg'kg]x65 .
- p2]oh6otf M cfof]hgf lglb]6 p2]o k/f ug\$] lglD ; ~rfng ul/65 . ; fdf6otM Pp6f cfof]hgf]Pp6}dfq p2]o xg]eP t]k]g s]s]cfof]hgf]Pse66f a9L p2]o kl]g xg ; S5g\
- nlo]dvtf: kl/Ofd u0fgf ug{; lsg]j f dx; " xg]u/L nlo lgwf]Of u/L To:tf]nlo k]k]t ug\$] lglD cfof]hgf ; ~rfng ul/65 .
- kg/fj]D]j x]gtf]M cfof]hgf]s]k]g/fj]D x]g] . nlo xfl; n e0; s]k]5 ; f]l s]dsf lglD ; f] :yfgdf kg]Mcsf]cfof]hgf ; ~rfng xg]x65 .
- ; d]j o]M cfof]hgf]s] ; ~rfng ; d]j osf]l; 4f6tsf]cfwf/df ul/65 . cfof]hgf lglb]6 nlo k]k]t lglD le6le6g eldsf / lh]d] f/l]df /x\$] sfg6, g]lt, ; #7g ; fwg kl't {alr cfk; l ; d]j o u/] ; ~rfng x65 .
- ; fd]xstf M cfof]hgf]df ; fd]xs sfo{x; x65g\ cfk; df ; d]j o u/L le6le6g clwsf/l / lj efux; af6 le6le6g sfo{; Dkfbgdfk]M lglb]6 nlo k]k]t ul/65 .
- g]T]j : cfof]hgf; Da6wl lqmfnsfkx; df ; m]lg ; a]h]f0{k]k]l; f]xg, ; d]j o / lgo6qOf ug]b]f / ; l]d g]T]j szn cfof]hgf Joj :yfkgsf]cfwf/e't t]6] d]f]g65 .
- lg/6t/tf M t]f]s]Psf]; dofj lwleq sfo{; Dk6g ug]p]Qm c] lwel/ cfof]hgf lg/6t/ ; kn] ; ~rfng e0/x65 . lg/6t/ ; kdf sfo{; Dkfbg xg ; s]6] eg]oyf ; dodf nlo k]k]t ug{ sl7gf0 x65 .
- r/Ofa4t]M cfof]hgf ; fdf6otof lj le6g r/Ofx; df lj eflht x65 / k]to\$ r/Ofdf ; Dk6g ul/g]sfo{k]g lglZrt x65g\
- kl/j t6]z]ntf M cfof]hgf k/f ug\$] nflu hg r/Ofx; s]l]lgwf]Of ul/Psf] x65, t] r/Ofx; df ; Dk6g ul/g]elg]Psf lqmfnsfkx; df kl/l:ylt / cfj Zostf cg; k s]x]ldf]qdf ; fdf6o kl/j t6] ug{; l]s65 . o; n]s7f]t]sf sf/Of nlo k]k]t xg]g; Sg]; d:of 36fpg ; xof]u k]f]of]p5 .
- k]ffn]lh6otf]M cfof]hgf k]ffn]l; 4f6t -I nput, process and output_ sf cfwf/df ; ~rfng x65 . Pp6f cfof]hgf cfk]M] l; #f]k]ffn]l x]f]eg]of]hgfut cfwf/df ; du]of]hgf cyf]t\ lj sf; k]ffn]leqsf]Ps pk-k]ffn]l kl]g x]f].
- clätlotf]M cfof]hgf]x; clätlo k\$[tsf x65g\ Pp6}s]dsf nflu kg]Mcsf]cfof]hgf ; ~rfng xg ; S6] .
- s/f/h6otf]M cfof]hgf c6tu] xg]clwsfz sfo{x; s/f/sf]cfwf/df ; Dkfbg ul/65g\
- ; f]t / ; fwgsf]lglZrttf M cfof]hgf]af/f ; Dk6g ug]k]g]sfo\$]nflu r]flxg]; f]t, ; fwg tyf /sd klxn]g]lglZrt ul/Psf x65g\

cfofhgf Joj :yfkgsf p27o

cfofhgf Joj :yfkgsf dVo b0{ j 6f p27o /x\$ f x65g\

- /fli60 cfj Zostf / gful/s rfxgf k/f ug{ ofhgfaf/f kl/nlft p27o k/f ug{ /
- szn Pj +j zif Joj :yfk slo sfznsf dflbdj f6 c; lldt cfj Zostf Pj +ck]ff tyf ; lldt ; fwg ; f]sf alr ; Gthg sfod u/L ck]lft nlo÷p27o xfl; n ug{.

cfofhgf Joj :yfkgsf]dxGj

cfofhgf Joj :yfkgsf Ps lj zif Joj :yfk slo cEof; xfl. ofhgf sf nlo Pj p27o k/f ug{cfofhgf ; ~rfng ul/g]/ cfof]hgf ; ~rfng ubf{; fwg ; f]sf]kl/rfngsf qmddf p27o k]ktsf b[6n]sg} ; Def]f gul/sq pRr Joj :yfk slo sfznsf dflbdaf6 sfo{k}efj sfl/tf Pj -sfo]lft sfod ul/ g]xgfn]o; sf]Hofb}7hf]dxGj /x\$]x65 . lj sf; f]dv dh'sx;df ; zf; gsf]; j yf p]n3g e0{ /xg]cj :yfdf cfof]hgf Joj :yfkgsf]dxGj lqDgfg' f/ x65g\

- ; fwg; f]sf]kl/rfngdf k}efj sfl/tf Pj -lft sfod u/L p27o k]ktnf0{; xh tNofp5 .
- /fli60 cfj Zostf / ck]ff k/f ug{th}ef ePsf ofhgf sf]p27o k/f ug{; 3fp5 .
- cf]tl/s ; kdf lglqmo ; fwg; f]sf]pkof] ; lglZrt ub5 .
- afxo ; xof] kl/rfng ub5 .
- gof]klj lw / Joj :yfk slo ; lksf]k}of] , cEof; Pj +j :tf/ ug{; xof] k}ofp5 .
- lj sf; k]qmf j f r/Ofnf0{cufl8 a9fpg]dfu{kz:t ub5 Pj +j sf; sf gofF; Defj gfx;sf] 9f\$ p3fg]d2t ub5 .
- hNbf]Nbf / cToj Zoslo t]sf]ns ; d:of ; dfwfg ug{; xof] k}ofp5 .
- c; lldt hgck]ff / ; lldt ; fwg; f] alr ; Gthg sfod ug{; 3fp5 .

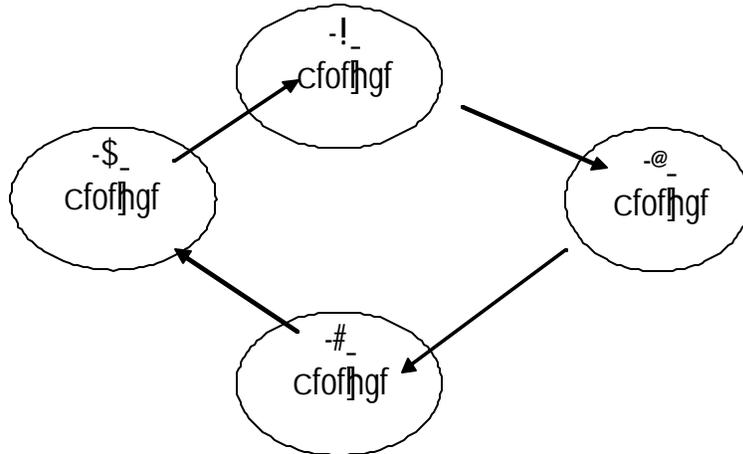
cfofhgf-rqm (Project Cycle)

ofhgf]kl/nlft glthf xfl; n ug{; ~rfng xg]cfj lws lqmf]snfksf]kl/sNkgf]lv To; sf] ; ~rfng, ; dflkt Pj -pk}ef] ; Ddsf r/Ofa4 sfo{x;sf] ; dli6nf0{cfof]hgf rqm]lg65 . lglZrt p27o kl't{ug{z? ePsf]Pp6f cfof]hgf sg}Ps lglZrt labbaf6 z? e0{lj le6g r/Ofx; kf/ ub]csf]la6bdf kl] p27o k/f ePk]5 ; dflkt x65 . o; /l cfof]hgf sf]z?b]lv ; dflkt; Ddsf] ; do; ldf leqsf lqmf]snfksf] ; dli6 cfof]hgf-rqmxf]. p27o÷nlo / nlo k]ktsf]; do-rqm]eq cfof]hgf sf]hlj grqm 3ld/xsf]x65 . ; g\ (& df lj Zj a}sf cfof]hgfdf k}of] ul/Psf] Baum cycle nf0{ cfof]hgf rqm]sf] klxn] cfwf/et' gd}gf dflg65 . o; df qm]z]M Identification, Preparation, Appraisal, Negotiation, Implementation and Supervision & Evaluation u/L hDdf ^ j 6f r/Ofx; lgw]f]Of ul/Psf]lyof]. lj Zj a}sf cyz]ql Baum af/f lj sf; ul/Psf]/ pgs}g]dsf cfwf/df g]ds]t Baum Cycle df kl/Dedf -; g\ (& df % j 6f dfq r/Of lgw]f]Of ul/Psf]lyof]eg]kl5 ; g\ (&* df Evaluation yk u/L ^ j 6f r/Of agf0Psf]xf].

To; kl5 oxl rqm]f0{cfwf/ df] lj le6g lj af]gx; n]cf-cfkn]9uaf6 cfof]hgf-rqm]sf r/Ofx; sf] JofVof u/\$f]kf065 . sltko lj af]gx; n]k] fuf]gsf]cj :yf (Pre-investment phase), nuf]gl cj :yf (Investment phase) / ; ~rfng tyf ; Def/ cj :yf (Operational & Maintenance phase) df cfof]hgf-rqm]sf]r/Ofnf0{ j ul\$/Of u/\$f]kf065 t s; h]cj wf/Off r/Of, of]hgf r/Of, sfof]j og r/Of / ; Dk6g j f dNof]gsf]r/Ofdf cfof]hgf-rqm]f0{ j ul\$/Of u/\$f]kf065 . cfof]hgf rqm]df cfof]hgf

jfl0fHo tyf cfl't{d6qfno

JoJ:yfkg c6tu6 ul/g]cfofhgf th6f, sfof6j og / cgludg-dNof1g; Da6wl ; Dk0f{sfo66
r/0fa4 6 kdf ; dfj 7 ePsf x65g\ o; k6f/ cfofhgf rqm cfofhgf JoJ:yfkg6}csf6 k xf].
; du6f cfofhgf rqm f0{o; k6f/ :ki6 kfg6; l665 .



cfofhgf rqm6f]kyd r/0fdf cfofhgf th6f ug]sfd x65 . o; c6tu6 cfofhgf klxrfg Pj +
cfofhgf; Da6wl sfuhl sfo{-Paper Work_ sf]sfd ul/65 . cfofhgf klxrfg ug]qmddf To; sf]
/fhgllts, sfg6l, cfly6, ; fdfhs, kllj lws cj :yfsf]; dLlfftds cllbog ul/65 . To; sf ; fy}
k|tfj t cfofhgfsf]bl36fing Pj -6Nksfnlg bl66sf6f -vission_, nlo, /0fgllt, cj ; / r6f6l
tyf cfofhgfaf6 nefel6j t j u6 ; /f6f/j fnf, ;] fu6xl, nufglstf6 klt:kwl{cflb ; a}klfx6 sf]
lj rf/, lqm6fsnfksf]klg klxrfg ul/65 . o; }cwf/df cfofhgfsf]a6fkq / k|tfj gf -Charter
and Proposal_ tof/ ul/65 . a6fkqn]el6 iodf cfofhgf ; ~rfng; Da6wl k4lt / 9fFf lgwf6of
ub6 eg]k|tfj gsf cwf/df nufglstf6f]nufgl ug]f gug]Pj -cfofhgf 5g66 ug]s gug]e6g]
s/fsf]lgwf6of x65 . t; y{a6fkq / k|tfj gf tof/ ubf6; r]tfk6 6 lj 1 d6km6 ul/g' kb6 .
bf] f] r/0fdf tof/l6f] sfd x65 . bf] f] r/0fsf] tof/lc6tu6 ; DefJotf cllbog, n]vfhf]v
-Appraisal_ / cfofhgfsf]l8hf0g ug]sfd ul/65 . ; DefJotf cllbog ubf6{cfofhgfsf]lsl; d /
k6f]t cg; f/ lj Qlo lj Zn]6of, kllj lws, cfly6, j ftfj /0f6o, JoJ :yfkslo, ahf/ cflb ; a}klfx6 Pj +
cflzs klfx6 sf]lj Zn]6of ul/65 . ol klfx6 sf]lj Zn]6ofsf]glthfsf cwf/df cfofhgf ; km6tsf]
lfdtf klxrfg ug6; l665 / To; }adfl]nd cfofhgf ; ~rfng ug]ls gug]e6g]lg0f6 x65 . ol
lj le6g klfx6 sf]lj Zn]6of ug]cf-cf^g]le6bfle6b}tl/sfx6 5g\ cfofhgf ; ~rfng ug]lg0f6
ePdf a6fkq / k|tfj gf ; d]sf cwf/df cfofhgf sfof6j og sfo6f]hgf, sfo{ Dkfbg :t/ Pj +
cfofhgdf sfd ug]kbf]lwsf/lx6 sf]el6sf / lhDd]f/l ; d] ; dfj 7 ePsf]cfofhgfsf]l8hf0g
-Project Design_ agfpg]sfd bf] f]r/0fdf g}; Dk6g ug]k6g]x65 .

t] f]r/0fdf cfofhgf sfof6j og x65 . sfof6j og r/0fdf cfofhgfsf]; u7g ; Argf lgdf6f u/l
kbf]lwsf/lx6 sf]sfof6j j /of lglZrt ul/65 / ; a]6f0{Pp6}l6ddf cfa4 u/l sfo{-rfng kll/De
x65 . cfofhgfsf]nlo Pj -p27o kllktsf lglDQ lgwf6/t sfo6f]hgf adfl]nd lj le6g tl/sfx6
cj ndag u/l cgludgsf dfl]bdaf6 cfofhgfsf]sfo6; ~rfngnf0{lg]b6 9Eaf6 cufl8 a9fpg]
sfd ul/g' kb6 . o; nf0{cfofhgf rqm6f]; a}e6bf dx6lj k0f{r/0f dflg65 .

clGtd r/Ofnf0{cfofhgfsf]; dflkt r/Of elG5 . lgvf/t ; Vof, uOf: t/ ; do; ldf adfnd sfo{ ; DkGg eP gePsf]/ ck]ff cg;ksf]kltkm Output, kfej +mpact/outcome, glthf -Result, kflkt eP gePsf]dNofI g u/L elj iodf ; ~rfng ul/g]; dfg k\$[tsf cfofhgfsf lglDQ k[7kf]f0f lbg]sfd o; r/Ofdf ul/G5 . cfofhgf lj 36g u/L To; ; DaGwl cullD sfoX; ; /sf/L lgsfo jf pkefDmf ; ldlT jf cfo sG}:yfol ; eGqn]ug]u/L ; lDkg]sfd o; }r/Ofdf ul/G5 .

o; /L Pp6f cfofhgfn]cf^gf]hlj gsfm k/f ub5 . pkoQm r/Ofa4 sfoX; nf0{lj leGg lj afgX; n] leGg gfd / tl/sfa6 klg k|t't u/\$f]kf0G5 . To]s'f cfofhgfsf]lsl; d / k\$[tdf klg lge{ ub5 . t/ klg ; dudf cfofhgf rqmfo{o; }adflnd a%g ; lhnf]kb5 .

gkfnDf cfofhgf Joj :yfkG

gkfn ofhgfa4 lj sf; sf]0ltxf; sl/a 5 bzskj {lj =, e)!# ; fnaf6 z; ePsf]xf]. xfn; Dd !! j 6f cfj lws ofhgfx; sfof]j ogdf cf0; s\$ 5gV dh's oltv] afxf]ofhgfsf]; 3f/df 5 . xfn; Dd sfof]j ogdf cfPsf ofhgfx; d]llo) (j 6f kFf j ifl6 5g\veg]b0{ 6f tlG j ifl6 ofhgf 5g\ . cf-j =)^&.^* blv kgM Psj 6f tlG j ifl6 cfj lws ofhgf sfof]ogdf cfp5} 5 . log} ofhgfx; df lqut =lj ifout cfofhgfx; lgdff ul/Psf xG5g\ gkfn Ps lj sf; flDv dh's ePsf] xgfn]ofhgfx; sf cltI/Qm/fli60 gltsf ; kdf ; l; wfgsf]5\$}efudf /fHosf lgbz's l; 4ft tyf gltX; sf]Joj :yf ul/Psf]5 . To; }cg; k cfd hgtfsf]cfj Zostf / ck]ff ; d]sf cfwf/df s]llo: t/df cfj lws ofhgf thdf ul/G5 ; fy}:yfglo :j foQ zf; gsf]cj wf/Ofadflnd :yfglo lgsfo -uf=j =, gu/kfnsf / lh=j =, x;n]klg cf^gf]zf; slo lqleqsf nflu 5\$}ofhgf agfpg]u/\$f 5g\ s]llo tyf :yfglo lgsfoX; n]cfj lws Pj j flif\$ ofhgf thdf u/L cfofhgfut ; kdf sfof]j og ug]u/\$f]kf0G5 . ; fdfotof lj sf; flDs sfd sfof]fxlx; cfofhgfut cfwf/df ; ~rfng ul/G5gV To: tf sfo\$]lglDQ ul/g]vr\$]; xdlT Pj efofhgfsf]:j ls[t /fli60 ofhgf cfofuaf6 xgkg]Joj :yf 5 .

cfofhgf Joj :yfkgsf sfoX; Pj +cfofhgf rqmfsf r/Ofa4 sfoX; df sXl xb; Dd ; flGts cj wf/Of; E glhs /x\$]kf0P tfklg kOf; kdf cfId; ft\ug{; lsPsf]5G . lj z]fu/L cfofhgf thdf / tof/L r/Ofsf sfoX; ubf{; flGts klfnf0{vf; }vofn ul/5G . To; f]x\$ sfof]j og klfd klg To; sf]c; / kg{u0{kfej sf/L 9Eaf6 sfof]j og xg g; sl ck]lft glthf klg xfl; n xg g; s\$]cj :yf 5 . o; sf]km:j ; k ofhgfsf nlo Pj -p2]o klg k/f gePsf / ; dli6df ofhgfa4 lj sf; sf]nfd]cj lwsf]kpf; sf afahb cfh; Dd klg dh's lj sf; flDv bhdf /xg aflb 5 . cfofhgf Joj :yfkgsf]sfof]0{kfej sf/L agfpg dh'ssf]sfo\$]l kDv kwfgdGqlsf]cll0lftfd /fli60 ofhgf cfofu, /fli60 lj sf; kl/ib\ /fli60 lj sf; ; d:of ; dfwg ; ldlT (NDN) / lqut dGqnosf dGqlsf]cll0lftfd dGqno:t/lo lj sf; cfofhgf ; d:of ; dfwg ; ldlT (NDAC) h: tf ; yfut lgsfo? klg 5g\ /fli60 ofhgf cfof]sf]cu0fl eldsdf /fli60 ofhgf=cfofhgfx; thdf u/L sfof]j og ul/G5 . /fli60 ofhgf cfof]n]cfd gful/ssf]ck]ff Pj +fli60 cfj Zostf ; d]sf cfwf/df pkoQm cfofhgfsf] sf] tYofI =lj j /Of; lxtsf] cfofhgf a} -Project Bank_ sf]cj wf/Of adflnds]sfo{ev{dfq z?j ft\ug{nfu\$]eP tfklg lj utblv g} lqut dGqnodfkm; dftxtsf ljeFu Pj +cfofhgf Psf0x; af6 k|t]j dfu u/L kflkt ePk15 cydGqno; E ; dGj o u/L cfj Zos ; fl; ; fwg hb0{cf]krfl/s klqmf k/f u/L cfofhgf :j ls[t

jfl0fHo tyf cfl't{d6qfno

ePk15 sfoffj ogsf lgldQ kgM ; Dal6wt lftut d6qfnodfkmf dftxtsf ljefu jf cfofhgf Psf0df k7fpg]kfnng 5 .

cfofhgf Joj : yfkg cftuf cfofhgf rqrdf plny ePcg' f/ lj le6g r/0fdf lj le6g sfo{x} ug{k}b5 .
cfofhgf Joj : yfkg sf ; d:ofx} klxrfg u/L ; dfwfgsf pkfox} ; emfpg' kb{to; cftuf thdf,
sfoffj og / cgludg-dNofsgsf 5\$5\$}lqmfnsfk cftuf le6ble6b} ; d:ofx} xg] / ; dfwfgsf
pkfox} klg le6ble6b}x65g\efg]s/f a%g cfj Zos 5 . o; k\$ / g]kfnf cfofhgf Joj : yfkgcftuf
lj le6g r/0fdf blvPsf ; d:ofx} / ; dfwfgsf nflu ; emfj x} o; k\$ / 5g\

cfofhgf thdfsf ; d:ofx}

- cfofhgf thdfsf nflu j } flgs / j : tlg17 tYofl ÷ 8f6fj } 5g,
- sdhf] lj sf; k\$; gsf sf/0f pkoQm cfofhgf thdf xg ; s\$ 5gg\
- glltut c:ki6tf / dxlj fsf fl ofhgfsf sf/0f pkoQm cfofhgf 5gf6 xg ; s\$ 5gg\
- cfofhgf thdf ug]lgsfo{x}sf] ; yfut lfdtf Hofb}sdhf] 5,
- ghfg] j f g; s] j f grfx] lsg x] cfofhgf thdfsf qrddf hg; xeflutf Pj + xeflutfdhs
Joj : yfkg sf]df6otfsf]cj nDag ul/6g,
- cflm' E ; ft ; fwgsf] ; ldt tfsf sf/0f cfofhgf 5gf6 ubf{cfj Zostfnf0{e6bf bftfsf]
OR5fnf0{a9L dxEj lb065,
- cfofhgfsf]5gf6 cfj Zostf / ; Deflotfsf]cfwf/df e6bf klg zlQm/ kxFsf]cfwf/df
xrj f tj/n]xg]unt ; s\$ / lj Bdfg 5,
- c; lfdtf j f clgR5sf sf/0f cfofhgf; E ; Dal6wt lj lj w klfx}sf]/fd] E lj Zn]f0f ul/bg .

cfofhgf sfoffj ogsf ; d:ofx}

- sfoffj ogofl0 cfofhgf a8fkq / k}tfj tof/ xg g; Sg'
- sfoffj og sfoffhgf gagf0{; lw}sfoffj ogdf hfg]kj lQ,
- ; yfut sdhf]lsf sf/0f cfofhgf kefj sf/L } kdf sfoffj og xg ; s\$ 5gg\
- cfofhgf sfoffj ogsf nflu rrlxg] ; fwg; ft oyf; dodf kof{t } kdf pknAw gxxg'
- cfofhgdf sfo{t sdf/lx}sf]lfdtf, sf6gl 1fg / wf/0ff cfofhgfn]ck]ff u/cgshsf]
gxxg' sfo{lj j /0f d'tflj s sfo{gul/g' ; fy}cgejl sdf/lx]l56f]l56f] ; ?j f e0/xg'
e]6frf/,
- Ps}k6s w}]cfofhgf sfoffj og ug]xf\$ / w}]cfofhgfsf nflu ; ldt ; ft ; fwgsf]
lj j \$xlg 9Eaf6 lj lgofhg ug]unt kj lQ,
- kefj sf/L cgludg Joj : yf gxxg'
- hg; xeflutf xg g; Sg' j f gu/f0ff pkerQmf / ; /f\$ / j fnfx}n]cfofhgdf : j fldTj afv
gug]xgfn]sfoffj ogdf ; zf; gsf] ; j yf cfj xg'.

cfofhgf dNofsgsf ; d:ofx}

- kof{t ; Rg / tYofl sf]cefj n]kefj sf/L cgludg, dNofsg gxxg'.
- dNofsgsf lgldQ cfj Zos kgI; Ysf l gwf'0f gul/g' j f ug{g; Sg'
- cgludg / dNofsgsf qrddf klxrfg ul/Psf sdhf]lx} ; Rofpgsf lgldQ lfdtfsf
clt/Qm cu} / tfsf]sdl,

- dNofÍg ugÍblf / ; lfd ; :yfut ; æqsf ; fy; fy}hgziQmsf]klg cefj xg';
- dNofÍg ubf{cfof]hgfsf]output cyj f outcome nf0{eGb f lj Qlo Joj :yfsf]klfdf Wofg lb0g'.

cfof]hgf thæf ; d:of ; dfwfgsf pkfox¿

- lj sf; kzf; gsf].kzf; gsf]lj sf; ð sf]klfnf0{cfd; fy u/l cj nDag ugÍ
- glt / of]hgfx¿nf0{kfl1s document sf ¿kdf dfq gln0{Jofj xfl/s / sfof]j ogof]lo agfpg'kb5 . o; f]ePdf ; f]cg¿ksf p2Zodvl cfof]hgf ag ; S5g\
- cfof]hgf thæf ugÍlgsfox¿sf]; Argfut klfnf0{; b0 ub]hg; fwgsf]lfdtf lj sf; ul/g' k5{
- cfof]hgfsf]klxrfg hg; xeflutfsf cfwf/df / thæf ; xeflutfdhs Joj :yfkgsf]dfgotfsf cfwf/df ul/g' kb5,
- cfof]hgf; u ; DalGwt lj lj w klfx¿sf]lj Zn]f0f ugÍsfdnf0{clgj fo{Pj -afNof]ds tNof0{ lj ifout lj z]f1tf ePsf :j tGq hgziQmaf6 To:tf]sfo{u/fpg'k5{.
- lj leG lqsf]j } flgs / j :tlgi7 8f6fj z tof/ ul/g' kb5 .

cfof]hgf sfof]j ogsf ; d:of ; dfwfgsf pkfox¿

- cfof]hgf thæf ubf{to; sf]sfof]j ogzlnfdf lj z]f Wofg lbgk5{
- ; :yfut lfdtnf0{cfof]hgfsf]dfu cgsh ; lfd / ; fwg; ft ; DkGg agfpg]
- ; fwg; ft vl/b klqmfnf0{56f]5l/tf/ ; /n tNof0{rxfj 6 Pj -e]6frf/ /f\$ydsf lglDQ kfej sf/L Joj :yf ldnfpg]
- sd{f/lsf]lfdtf lj sf; df lj z]f Wofg lbg] sfof]j j /Of cg; f/ sfo{ Dkfbg ugÍ/ cfof]hgfdf sfo{t sd{f/lfnf0{cfof]hgf ; dfkt ge0-hjh; Dd ; ?j f gugÍ
- cfof]hgf sfof]j ogdf hgx; xeflutf a9f0{kfej sf/L cgludg Joj :yf ugÍ
- cfof]hgf sfof]j ogsf lglDQ pkoQm sfof]hgf agf0{; fxl adf]hd sfof]j og ugÍ.

cfof]hgf dNofs gsf ; d:of ; dfwfgsf pkfox¿

- cgludg-dNofs g ; æqnf0{cfof]hgfsf]clgj fo{cusf ¿kdf Joj l:yt ugÍ
- cfof]hgfsf] nlo / kl/Ofdnf0{clgj fo{¿kdf gfk g ug{ ; lsg] Measureable) u/l lgwf{Of ugÍ
- Output cyj f outcome nf0{cfof]hgf dNofs gsf]kðv cfwf/ agfpg]
- cfof]hgf dNofs g ugÍ; :yfut Joj :yf / hgziQmf0{blf ; lfd / kfej sf/L 9uaf6 kl/rfng ugÍ
- cfof]hgf ; dfkt kZrft\kfej sf/L ; -rfngsf] ; lglZrtfsf cfwf/df dfq pkoQm :yfol ; æqnf0{x: tft/Of ugÍ
- dNofÍg kZrft\o:t)k\$[tsf]csf]cfof]hgfdf ; dfq k\$[tsf ; d:of bfxfl/Pdf cfof]hgf Joj :yfknsf0{sf/j fxl ul/g]sfgðl Joj :yf ugÍ
- e]6frf/, clgoldtf / cglrt sfo{pk/ s8f sfgðl sf/j fxl sf]; lglZrttf ugÍ.

Igisif{

cf0fhgfsf]; kmntf To; sf]5gf6 Pj sfoffj og cfj Zostf tyf ; xeflutfsf cfwf/df eP gePsfdf lge{ ub5 . Pp6f cf0fhgf ; km xg ; s6 eg]To; pkf6t sfoffj ogdf cfp]c6o cf0fhgdf klg To; sf]c; / kg{u0{gsf/flds k6fj n]lg/tt/ff kf0/xg ; S5 . t; y{cf0fhgf th6fsf kf/ lDes r/0fb]v g}:yfglo cfj Zostf / hg; xeflutfnf0lj z]f dx6j lbg'kb5 . b]vfl; sl / gSsn ug]k] Q x6f0{cf^g}kl/j z ; xfp6]9Eaf6 cf0fhgf klxrfg u/L sfoffj og ug{pkoQm x65 . gkfnst]; Gbedf o; ksf/sf ; d:ofn]cf0fhgf ; km xg g; s6f xg^egl Igisifdf klbf cTolQm gxf]f . l; 4f6t / Joj xf/alr ; fd-h:o sfod ug{; Sg'>]7td blftf 7x5{ cj pkf6t cf0fhgf Joj :yfkgsf lj utsf sdhf]L b]xfl/g kfPgg^eg]gkfnl gful/sn]@!cf]ztf]blsf]c; nfd]; do kfiff0folug c]f/f]f h]pg afl6o xgkb6 lyof]. o; sf lglDQ lj sf; kzf; gnf0{; b6 / ultzln t]lof0g' kb5 . o; y{cf0fhgf Joj :yfkgsf sdhf]Lsf sf/0f offhgfa4 lj sf; klqmfst]nfd] cj lw; Dd klg gkfn]lj sf;]k6sf]dfg{g; s6f]oyfy{fnf0{dl6gh/ u/L efjL lbgdf To; lsl; dsf sdhf]L b]xfl/g glbg]km{; ak]lfsf]kl]ta4tf cfhsf]cfj Zostf xf].

; Gbe{; fdu] M

- **Project Management in Nepal**, 2003; Govinda Ram Agrawal
- ; fj h]gs Joj :yfkgs, ; fj h]gs glt tyf kzf; slo sfg6,^)\$, lzj /fh ; 9f0{/ lj Zj j Gw'kf6]h
- /fHo ; -rfngsf cfwf/x6, @)^, uflklgy d6fnl
- k/fu, @)^, g6/f-s=; + cy{d6qfno
- ; fj h]gs kzf; g / ; fj h]gs sfo6f]Joj :yfkgs, @)^!, oj /fh kf08]
- bz]f]of]hg, @)^%, /fli66 offhg cf0f]
- tlg j ifl6 c6t]d offhg, @)^\$, /fli66 offhg cf0f]\
- /fh:j glt tyf /fh:j kzf; g, @)^, lzj /fh ; 9f0{/ lj Zj j Gw'kf6]h
- kzf; g klqsstf lj le6g c]x6, ; fdf6o kzf; g d6qfno
- /fh:j klqsstf lj le6g c]x6, /fh:j kzf; g tflnd s]b]
- sd{f/L, @)^, gkfn lghfdtl sd{f/L olgog
- ; x-; lrj, pk-; lrj / zfvf clws] k/Llf tof/lst qmddf lj tl/t lj le6g sfo6qx6

dGqfno ultlj lw-!

gkfn-ltAat -rlg_ Jofkf/ ; xhls/Of ; ldlit (NTTFC) sf]klxnf]a}S

- gkfn-ltAat -rlg_ Jofkf/ ; xhls/Of ; ldlit{sf]klxnf]a}S oxl clkp @!-@\$, @)!) df Nxf; fdf ; DkGg ePsf] 5 . pQm a}Sdf gkfn]sf] tkm}f6 j flOfHo tyf ckl't{dGqfnosf ; x-; lrj >l ; b}k} fb l; nj fnsf]g}Tj df * -cf7_ ; b:olo kltlgldw08nn]efu lnPsf]lyof]. kltlgldw08ndf j flOfHo tyf ckl't{dGqfnosf clt/Qm pBf]u dGqfno, clwofudg ljeFu, vfB tyf uOf-lgoGqOf ljeFu, eG; f/ ljeFu, gkfnl dxj flOfHo b'tfj; , Nxf; f / gkfn 006/df}n offtoft lj sf; ; ldlit sf kltlgldw}sf]; xeflut /x}sf]lyof]. b0{klfalr Jofkf/ clej [4df ; xof]u k}ofpg]tyf :yfglo:t/df /x}sf Jofkf/s ; d:ofx} 5nkm u/L ; dfwfg ug]p2}on]ul7t pQm; ldlit{sf]a}S gkfn / ltAatdf kfn]kfn]ug]sfoGmd /x}sf]f klxnf]N6 ltAatdf cfof]hg ul/Psf]xf].
- pQm a}Sdf bj }klfsf]; eQmkof; af6 Jofkf/ k] 4G ug]I; nl; nfd ljeG lj ifodf kxn ug]af/ 5nkm ePsf]f xfnf0{lgDg lj ifodf Facility ; xdlit sfod ePsf]5-
- ltAatdf gkfnaf6 lgoft xg]j :tx}nf0{zGo eG; f/ dx; h (Zero Tariff) pknAw u/fpgsf]nflu ; Sbf]kof; ug]I
- ; ldf lf} (Border Side) df l}klflo Jofkf/ j [4sf]nflu pkoQm jftfj /Of l; h}f ug]I
- Joint Venture Bank :yfgsf]nflu cfj Zos 5nkm cufl8 a9fpg]
- eG; f/ hfFkf; k}ffnl (Customs Clearance Procedure) nf0{; /nls/Of ub}hfg] /
- ; ldf Jofkf/ ; Da4 lj ifo (Border Trade Related Issues) df cfj Zos tfg; f/ 5nkm u/L ; d:of ; dfwfg ug]I.

dGqfno ultlj lw-@

rlgdf lgsf; l xg]j:t}df zGo eG; f/ dx; h nflu]; DaGwl ; Dem}f

- hgj fbl uOfGq rlg ; /sf/n]; j }clklj sl; t dh}x}sf]nflu \$&! j :tx} rlgdf zGo eG; f/ dxzhdf lgsf; l ug]kfp]g]; lj wf k}f]g ug]u/L k}tfj u/}sf]f ; f]; lj wf gkfn]k}k}t ug]I ; DaGwdf ldlit @)^&!#! ut]bj }klfaf6 Letter of Exchange df x:tf]f/ ; DkGg ePsf] 5 . pQm Letter of Exchange df gkfn]sf] tkm}f6 j flOfHo tyf ckl't{; lrj >l k?iffQd c}f}m / rlg ; /sf/sf tkm}f6 sf7df8f}y}t lrlgofF/fhbt}fj; sf dxfdld /fhbt Mr.Qiu Guohong n] x:tf]f/ ug]ePsf]lyof]. k}tf]j t Joj :yfaf6 gkfnaf6 rlgtkm(xfn lgsf; l e0/x}sf / t}sf]n lgsf; l xg] ; Defj gf ePsf #^! gkfnl j :tx}n]zGo eG; f/ b/sf]; lj wf k}k}t ug]ePsf 5g\ ; flasdf gkfnaf6 rlg lgsf; l xg]clwsfz j :tx}df !)Ü blv #%Ü ; Dd eG; f/ dxzh nflu} cfPsf]f k}tt gof]Jo] :yfn]gkfnaf6 rlg lgsf; l xg]j:t}df zGo eG; f/ dxzh sfod e0{ rlgtkm}sf]lgsf; l k}f] ; flxt e0{a9nf]Jofkf/ 3f6f sd xg hfg]bl}Psf] 5 .
- rlg]n}\$&! j :tx}df zGo eG; f/ b/ sfod u/}sf]/ rlg gkfn]sf]pQ/tkm}sf]lj zfn ahf/ ePsf] l5d}l /fi6ePsf]; Gbedf k}tf]j t Joj :yfaf6 rlgtkm]lgoft xg] j :t}sf] lj lj wls/Of xg u0{ :tf j :t' p}k}f]g xg]pBf]udf nufgl j [4 xg] ; Defj gf /x}sf]5 . rlg ; /sf/n]zGo eG; f/ dxzh ; lj wf k}f]g u/}sf \$&! j :tx}dlw]gkfn]sf]lgoft}of]o j :tx}df dVotM Rofp, ; Gtnf, r}lh, skm, sfk}f, tof/L kf}zfs, lao/, cu/aQL ; nf0{ :ofp, cb}f, uf]he}f, kofh, cfn; :6a}l, r}l, dx, sfpnl / a}f]fpnl, lj :s6, cE/, ; fag, :ofDk; ldg/n j f6/, 6\$; 6fon, s6gsf sk8fx?, p}rg, af]; , k}m}k}nsf]/; -Juice_, 5fnfsf ; fdfg, dfj f, /E/f]ug, ; }fldS; sf ; fdfg, u/uxgf, tdfsf] tf/, s] h cflb ; dlj i6 5g\

gkfn Jofkf/ Psls[/ofgllt-@!) (Nepal Trade Integration Strategy, 2010) ; fj hlgS

; Ddfgglo k\pfgdGql dfwj sdf/ gkfn]ldlt @)^& c; f/ !) ut]Ps ; df/f\sf alr gkfn ; /sf/n]tof/ u/\$f]..gkfn Jofkf/ Psls[/ofgllt-@!) (NTIS-2010)E ; fj hlgS ug{of]. ; fj hlgS ul/Psf]gkfn Jofkf/ Psls[/ofgllt-@!) nf0{.gkfn Jofkf/ klt:kwl{ lfdtf cWbog, @)} \$l sf]kl/dfh[/ofglltsf ; kdf lng ; lsG5 . gkfn]v:sBf]lgof[Jofkf/sf] ; Gbedf ; fj hlgS ePsf]k|t't gkfn Jofkf/ Psls[/ofgllt-@!) , gkfn]Jofkf/ lj sf; / vf; u/L lgof[k] 4Gsf nflu dx[Ej kOf{xg]lj Zj f; ul/Psf]5 . k|t't /ofgllts kltj hgn] gkfn]Jofkf/ klt:kwl{ lfdtf lj sf; sf]nflu pkof\l kfyldstf qmd lgwf{Of ug{f cnfj f o; sf]lj sf; sf nflu cy{Gqdf Jofkf/sf lj leGg ; xof\l lfq;x ; E sf]cGt/-; DaGw; d]nf0{ klxrfg u/\$f]5 . o; sf ; fy)k|t't cWbogn]gkfn]Jofkf/nf0{lj Zj cy{Gq; E cfa4 ub} axklflo Jofkf/ kOfnlaf6 s; /L kmfObf lng ; lsG5, eGg]af/df Jofj xfl/s / ; fGble\$; emfj ; dG\$]5 . o; /ofgllts kltj hgn]gkfn]thgfids nfe ePsf !(j 6f j :t' tyf ; j fhGo lfq;x nf0{kfyldstfdf /Vb}tl j :t' tyf ; j fx{sf]lj sf; / lgof[af6 pNn\vo nfe xfl; n ug{ Sg]; Defj gf cWofPsf]5 . klxrfg ul/Psf !(j 6f dVo lgof[off]o j :t' tyf ; j fx{dWb] cnFL, cbj f, dx, d; /\$f]bf, lrof, rfprfp / cf]lw Pj +; f/oQm th u/L & j 6f j :t's[if-vfB lfq; E ; DalGwt 5g\ xft]sfuh, rfElsf uxgf, kmfd tyf l:6n, klZdgg / pmghGo pTkfbgx? u/L % j 6f j :tx ; qm^6 tyf cfBflus lfq; Da4 /x\$ 5g\ afE & j 6f lfq; j f Jofkf/ E ; Da4 5g\ ; j f Jofkf/ cGtu[klxrfg ul/Psf lfqdf koGg, >d ; Rgf tyf klj lw, :j f:Yo ; j f, lzIff, OlgHlgol/E / hnlj Bt /x\$ 5g\ kltj hgn]ol j :t' tyf ; j nf0{lgof[kfyldstfs]; Rldf /fvl lgof[a9fpg 5\$5\$}sfo{fhgf (Action Matrix) ; d] ; emfPsf]5 . ; \$f cnfj f klxrfg ul/Psf pNnlvt k]o\$ j :t' tyf ; j fx{sf]nflu ; Deflj t !) j 6f dVo ahf/x ; d] pQm kltj hgn]klxrfg u/\$f]5 .

cfufdl # blv % j if\$]cj lwnf0{nllft u/L th[ul/Psf]o; /ofglltnf0{; kmrtfk] \$ sfoff] ogdf ptfG{; sDf o; af6 gkfn]lgof[Jofkf/sf lfqdf b'ufdl ; sf/flds pknIaw xfl; n e0{cy{Gqdf Jofkf/ lfq]sf]of\ubfgnf0{uxlsn]agfpg d2t klG]ck]ff lng ; lsG5 . o; af6 dh\$sn]lnPsf]lgof[dVl cfly\$ j [4sf]nlo xfl; n ug{/ ; dfj zl cfly\$ lj sf; u/L ul/jL lgj f/Ofdf ; 3fp k\ofpg 7f] ; xof\l klG]lj Zj f; lnOPsf]5 . k|t't /ofglltsf]; km sfoff] ogsf nflu ; /sf/L, lghl lfq tyf lj sf; ; femf/x? (Development Partners) alr ; eQm/ /rgfids ; xsfo{ck]lft 5 .



Keynote Speech by the Rt. Hon'ble Prime Minister at NTIS-2010, Launching Programme

24 June 2010

Kathmandu

**Hon'ble Commerce Minister, Mr. Rajendra Mahto,
EIF and UNDP representatives,
Distinguished participants,
Friends from media,
Ladies and gentlemen,**

Let me first thank all of you for your valued presence and providing me this opportunity to share my thought on this very important issue of trade and development. We all know that the flow of goods, services and ideas across the countries is an unavoidable phenomenon in the present globalized world. And that globalization has opened enormous opportunities for us. It has been realized as a boon in many countries, however, for least developed countries (LDCs) like our, the benefits of globalization and international trade are yet to be fully realized.

LDCs are largely unable to tap the opportunities of international trade in their growth process. The challenges faced by LDCs are, indeed, manifold. Weak supply capacities, infrastructural deficiencies and knowledge gap are a few to mention. The problems are more intensified for landlocked LDCs like Nepal. Lack of territorial access to the sea, remoteness and isolation from world markets, dependence on neighbors for transit services, long customs and administrative delays coupled with cumbersome procedures which all add up to high trade transaction costs that significantly erode our competitiveness.

The Government of Nepal is a proponent of *free but fair trade* and *trade that promotes inclusive growth*. In this regard, to mainstream our economy with global trading system, we joined WTO and two regional trading arrangements, namely, SAFTA and BIMSTEC in 2004. Joining of WTO and regional trading arrangements clearly reflects our commitment for economic reform and liberalization.

We pinned high hopes on WTO membership and it was expected that the membership would enhance our efficiency and result in the expansion of trade, leading to a higher level of growth and quality of life. However, the post accession period is not much satisfactory for us. But, we

should not blame external factors in our poor performance as the conflict we faced and associated internal factors were more responsible for it.

However, with the historic political changes triggered by the People's Movement in 2006 has ushered our country into a new paradigm of political, social and economic landscapes. In this backdrop, the country has aspired a justifiable peace-dividend of the ongoing peace process to the common people. Achieving inclusive economic growth has remained the priority agenda in the development paradigm of Nepal which could be achieved through the development of export sector to a larger extent.

Nepal, with a variety of agro-climatic conditions, rich natural resources, and ancient cultural heritage, possesses huge export potentials of goods and services. These export potentials should be optimally harnessed for increasing the welfare of the people. Yet, due to low priority to export sector and weak linkages of trade with other sectors, Nepal's economic liberalization and accession to the WTO and regional trading blocs has largely remained under-utilized.

Now, this is high time to accord due priority to export business for achieving inclusive economic growth. The Government is committed to pursue pragmatic and outward looking policies that will provide impetus for advancing the trade development agenda. Mainstreaming of trade into the national development program is a key concern and requires a strong coordination mechanism. I understand that Nepal Trade Integration Strategy (NTIS) 2010 provides such a framework for trade development. The Government of Nepal is committed to align the recommended actions of NTIS into national development plans encompassing various sectoral policies and programs.

We look forward to the support and active engagement of our development partners in the promotion of Nepal's trade sector. I believe that such a collaborated effort will help us in building a 'New Nepal' that envisions shared prosperity and well being of all Nepalese citizens.

Thank you.

Chairman's Remarks by Hon'ble Minister Mr Rajendra Mahto at the Launching Ceremony of Nepal Trade Integration Strategy

24th June 2010, Kathmandu, Nepal

**Rt. Hon'ble Prime Minister,
Representative of Royal Government of Cambodia,
Chief Secretary of Government of Nepal,
Senior Representatives from EIF and UNDP,
Distinguished participants,
Media colleagues,
Ladies and gentlemen,**

I am delighted today to share with you that Ministry of Commerce and Supplies; Government of Nepal has been able to bring out Nepal Trade Integration Strategy (NTIS) 2010 as the final outcome of a continuous work done by our national team with the support of our development partners. This strategic document launched today by the Rt. Hon'ble Prime Minister will form a guideline to align the national trade policies in line with the need of harnessing potentials from the openness of trade and economy. I would like to congratulate the team that put its relentless effort in preparation of the document.

NTIS 2010 is the updated version of Diagnostic Trade Integration Study 2004 that offers us a fresh strategy on trade. This is happening at a time when Nepal is passing through a substantial political transformation to the federal republic from the unitary and monarchical system. The economic objective of the transformation is to achieve a broad based economic growth with sustained and inclusive socio-economic benefits to the reach of common people. Inclusive growth is a pre-condition, which can stem from inclusive export-led growth and 'NTIS' charts out a plan to this direction.

With the launching of the NTIS, the moot question is about its effective implementation. The challenge for the government is to make necessary arrangements and a strong coordination mechanism for effective participation of multiple agencies. They can be domestic as well as external agencies. I am confident that the level of commitment expressed by various stakeholders would certainly help us in achieving the goal set by the strategy paper. Here I feel it appropriate refer the example of Cambodia as they are successfully implementing the trade integration strategy in their country through adopting the sector wide approach. Nepal being a land

locked country has its unique challenges and I hope we can overcome the difficulties pursuing a coherence policy and increased collaboration among the stakeholders on issues of trade and transit.

Along with the launching of NTIS 2010, trade will be mainstreamed into Nepal's national development strategies and will also be reflected in the second three year interim plan. Furthermore, production sectors and sub-sectors will be oriented to export promotion as indicated by NTIS 2010. In regard to resource mobilization and implementation of suggested action matrix, Ministry of Commerce and Supplies will act as the lead agency. In the process of implementation, we would like to request our development partners to extend their support with greater volume of Aid for Trade and trade related technical assistances in order to complement the government initiatives.

Before I conclude, please accept my sincere acknowledgement for your presence in this august ceremony. Specially, my deep gratitude goes to Rt. Hon'ble Prime Minister for your kind presence, launching of NTIS and words of commitment for the implementation of strategic plan. On behalf of Government of Nepal, I would like to thank Secretary Pan Sorasak as our special guest from Government of Cambodia. Finally, I would like to thank all those institutions and individuals including my ministerial staffs, who directly and indirectly contributed in organizing this important event.

Thank you .

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; bP Psls[; Argf; DaGwl Plzof:t/lo Ifqlo sfozfndf uf]7L
(Enhanced Integrated Framework Asian Regional Workshop-June
21-23, Kathmandu)

Gf[kfn ; /sf/ ; bP Psls[; Argfsf]; lrj fno (EIF Secretariat), hg[ef / ; eQm /fi6x 3lo
lj sf; sfo[ndsf]; eQm cfof[hgdf @]^& ciff9 & b]v (ut] Dd sf7df08f[; bP Psls[
; Argf; DaGwl Plzof:t/lo Ifqlo sfozfndf uf]7L (EIF Asian Regional Workshop) ; DkGg
ul/of]. pQm Ifqlo sfozfndf]pb3f6g /fli6e of[hgf cfof]usf dfgglo pkf]wlf >l hublZrGb
kfy/]hn]ug[Psf]lyof]. pQmsfo[ndf g]kfn nufot Plzof dxfbzsf ckmu]g: tfg, aurnfbz,
e6fg, sDaf]8of, nfcf] , dfn]bE; / odg ; lxtsf cNklj sl; t dh5x[sf]; xeflutf /x3f]
lyof]. ; f]sfo[ddf g]kfn ; /sf/sf dVo ; lrj >l dfwj k} fb l3ld/] j fl0fHo tyf cfk]t[
dGqfnosf ; lrj >l k?iffQd cf[em, sDaf]8ofsf j l/i7 j fl0fHo ; lrj kfg ; f]f; fs, EIF
; lrj fno hg[efsl sfo[/ lgbz s 8f]f]yl 6lj f] UNDP g]kfn sf cfj f; lo k]t]glw /f] 6[kf0k/
nufot g]kfn ; /sf/ / lj leG ; xeful dh5sf j l/i7 clwsf/Lx[sf]; xeflutf /x3f]lyof].
sfozfndf WTO, ITC, UNCTAD, UNDP, UNIDO, UNOPS, WB, ADB nufotsf axklflo
; :yf tyf sxl bft]gsfo[sf]; d] ; xeflutf /x3f]lyof].

tlg lbg; Dd ; -rflnt pQmsfo[ddf ; xeful ; a)dh5x[af6 cf-cf^gf b]zdf EIF ; DaGwdf
ePsf ultlj lw[sf]af/]lj leG sfo[kqx[k]t't ul/Psf lyP eg]lj leG lj 1x[af/f o;
klqmfndf{cem a9l k[efj sf/L agfpg cfufdl lbgdf ckfpg ; lsg]/ofgltsf af/] ; d]t
dx]j kof{sfo[kqx[k]t't ePsf lyP . sfozfndf lj z]fu/L cNklj sl; t /fi6x[sf]Jofkf/
Ifqnf0{ ; bP agf0{cfly\$ j [4 tyf lbu]lj sf; sf]df]wda6 s; /l cfd hgtsf]; d]4nf0{
clej [4 ug{; lsg5 eG]lj ifodf cgej tyf lj rf/x[cfbg kbfg ul/Psf]lyof]. sfozfndf
; bP Psls[; Argf (EIF) dfknt Jofkf/sf]nflu kbfg ul/g]; xof]u (ART) nf0{s; /l
k[efj sf/L tl/sfn]kl/rfng ug]leG]lj ifodf ; d]t uxg 5nkmn ul/Psf]lyof].

ITC, WB, WTO, IMF, UNCTAD / UNDP ; d]tsf ^ j6f dVo Ph]; lx[Dffknt Ps
Multilateral Trust Fund sf]:yfkf u/l lj Zj sf ; a)cNklj sl; t b]zx[sf]Jofkf/Ifqnf0{
; xof]u ug]p2]on]; g\ ((& b]v cufl8 a9f0Psf]o; sfo[ddf g]kfn]z?b]v g); xeflutf
hgfp]cf]Psf]5 . o; c]tu[; g@))\$ Sf]Nepal Trade and Competitiveness Study (NTIS)
; DkGg ug{ENTReC kl/of[hgf dfknt Jofkf/nf0{; xof]u k]ofpg]sfo[dx[; -rfng ug{tyf
lj leG pks/of tyf k]lj lws ; xof]ux[k]t't ug{; xof]u pknAw ePsf]5 . o; sf clt]Qmev]q
g]kfn sf]Jofkf/ Ifqsf]; :yfut lfdtf ; bP]S/of; DaGwl Tier- 1 (NECTRADE) kl/of[hgf
; j]ls[e0{sfof] og Rf/ofdf /x3f]5 . xfn g]kfn Plzofnl cNklj sl; t /fi6x[sf]tkm]f6 EIF
af]h[efdf af]b{; b:osf]kdf ; d]t /x3f]5 . o; sfo[ndsf]; kmn / k[efj sf/L sfof]j ogaf6
cfufdl lbgdf g]kfnnf0{Jofkf/ lfdtf clej [4 dfknt /fli6e lj sf; df Jofkf/ Ifqnf0{dhk]fxls/of
ub]ul/al lgj f/ofsf]/fli6e nlo xfl; n ug{dx]j kof{of]ubfg kl]g]ck]ff In0Psf]5 .



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**EIF Monitoring and Evaluation Working Meeting
June 25 and 27, 2010**

Enhanced Integrated Framework (EIF) cgtu{ gkfnf ; #flnt sfo{ndx;sf]nflu cgludg tyf dNoflg kQffnl (M&E) tof/ ug]p27on]^& c; f/ !! / !# ut]sf7df08f0f EIF Working Meeting sf]cfof]hgf ul/of]. pQma7sdf j fl0fHo tyf cfl't{dGqfnosf lj leG clws; ; lxt cG ; /f;f/j fnf dGqfno÷lgsfosf **WTO Focal Point** x;sf]; xeflutf /x;f] lyof]. EIF sf cgt/fk60 k/fdz]ftf Mrs. Sheelagh O'Reilly n]cgludg dNoflg; DaGwl ; du]lj ifodf ; xefulx;nf0{k]z]lfof lbgEpsf]lyof]. o; sfo{mdaf6 gkfnf]EIF sfo{mdsf] nflu cgludg tyf dNoflgsf]kl/Des vsf tof/ ug]dxGj kOf{; xof] ku;f]5 .

dGqfno ultlj lw-^

**Regional Workshop on Trade Facilitation Negotiations
June 29th to 1st July 2010, Kathmandu**

j fl0fHo tyf cfl't{dGqfno /Agency for International Trade Information and Cooperation (AITIC) sf]; eQmcfof]hgfdf @)^& cfff9 !% b]v !& ut] Dd sf7df08f0f lj Zj Jofkf/ ; #7g cgtu{sf]Jofkf/ ; xhls/of jftf{l] ifos lfglo sfo{fnf uf]7Lsf]cfof]hgf ul/of]. pQm sfo{fnfdf gkfn nufot cknu]g; tfg, aEnfbz, >nlf, kls: tfg, eBfg, sDaf]Bof / nfcf] ; d];sf ; /sf/L kltlgw;sf]; xeflutf /x;f]lyof]. sfo{fnfdf j fl0fHo tyf cfl't{dGqfnosf ; lrj >l k?iffQd cfm]n]pb;f6g dgtJo lbgEpsf]lyof]eg] AITIC hG]fsl **Deputy Executive Director** ufoql sftn]; du]sfo{mdsf]af/df k;fz kfgEpsf]lyof]. pQmsfo{mdf **UNCTAD, WCO, UNESCAP** nufotsf ; :yfsf lj z]f1x;af6 lj leG lj ifodf sfo{kq k]tt ul/Psf lyP . sfo{fnfdf ; eQm/fHo cd]/sf, aunfbz, kls: tfgsf lj z]f1af6 lj leG sfo{kq k]tt ul/Psf lyP . ; f]sfo{fnfdf gkfn ; /sf/sf ; lrj >l /fdrGbdfg l; *, hG]fsl:yt gkfnf]:yf0{gof]sf goj :yfol kltlgw>l /lj e\$/f0{eG; f/ lj efusf lgbz;s >l Zofd bxfn tyf gkfn pBf] j fl0fHo dx; ; 3sf >l cf/=lj = /f]gof/af6 ; d]; lj leG sfo{kq; k]tt ePsf lyP . pQm sfo{fnfdf lj leG lj z]f1x;n]lj Zj Jofkf/ ; #7g cgtu{ ePsf]Jofkf/ ; xhls/of jftf]af/df lj :tf/df k;fz kfgEpsf]lyof]. uf]7Ldf pkl:yt ; xefulx;n]gkfnufotsf cNk lj sl; t tyf ekl/j]6t dhssf ; d:ofx;sf]lj Zn]f0f ub; ; f]; DaGwdf cfufdl lbgdf clVtof/ ug]k]0fglltx;sf]af/df uxg ; em] k]tt ugEpsf]lyof].

