

नेपाल उद्योग वाणिज्य महासंघ कोशी प्रदेश  
कोशी प्रदेशका उद्योग वाणिज्य संघहरुको क्षमता अभिवृद्धि र  
संस्थागत सबलीकरण  
कार्यशाला गोष्ठी, विराटनगर, कोशी प्रदेश  
असोज १८ र १९, २०८०

# राष्ट्रको समग्र विकासमा निजी क्षेत्रको भूमिका: नीतिगत पक्ष

स्रोत व्यक्ति : डा. जगदीशचन्द्र पोखरेल  
पूर्व उपाध्यक्ष, राष्ट्रिय योजना आयोग



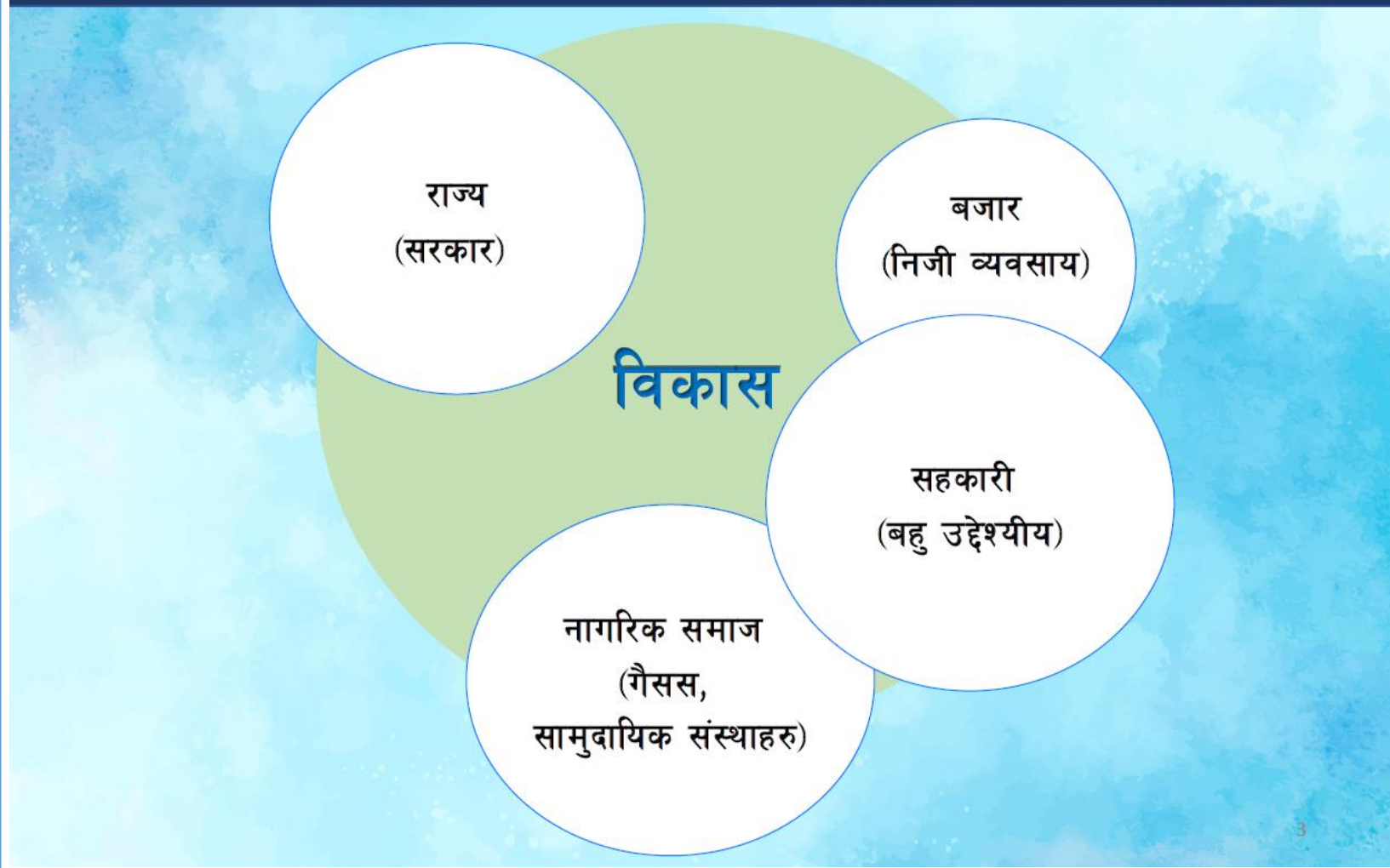
नेपाल शहरी तथा क्षेत्रीय अध्ययन प्रतिष्ठान (निअर्स)

# राष्ट्रीय विकासका प्रमुख ३ पक्ष

कुनै पनि लोकतान्त्रिक राज्य व्यवस्था र बजारमा आधारित अर्थव्यवस्था राष्ट्रको विकास निम्न ३ पक्षबीचको सहयोग र सुमधुर सम्बन्धबाट मात्र सम्भव हुन्छ

१. राज्य
२. बजार (निजी व्यापार, व्यवसाय)
३. नागरिक समाज (व्यक्ति, समुदाय)

## प्रदेशको विकासका लागि प्रमुख सरोकारवालाहरू



- कोशी प्रदेशको पहिलो पञ्चवर्षीय योजना  
“निजी क्षेत्रले सरकारको एक महत्वपूर्ण साझेदारका रूपमा सरकारबाट सिर्जित व्यावसायिक वातावरण र उपलब्ध प्रोत्साहनको उपयोग गर्दै नवीनतम सोच र प्रविधि सहितको लगानी वृद्धि गरी आय र रोजगार बढाउने तथा प्रतिस्पर्धाको माध्यमबाट दक्षता तथा उत्पादकत्व बृद्धि गरी समान आर्थिक वृद्धिको वाहकको भूमिका निर्वाह गर्नेछ । कृषि, औद्योगिक एवं सेवाक्षेत्रसँग अन्तरसम्बन्ध बढाउँदै आर्थिक रुपान्तरणमा महत्वपूर्ण भूमिका खेल्नेछ ।”
- कोशी प्रदेशको दोस्रो पंचवर्षीय योजना  
तर्जुमा हुने क्रममा रहेको

- **पन्ध्रौं योजना**

निजी क्षेत्रले समग्र विकास प्रक्रियामा अहम् भूमिका खेल्नेछ । निजी क्षेत्रले प्रतिस्पर्धात्मक क्षमता अभिवृद्धि गर्दै सार्वजनिक निजी साभेदारी अवधारणा अनुरूप न्यायोचित् बाँडफाँड गरी विकास निर्माण कार्य संचालन गर्नेछ ।

- **सोह्रौं योजनाको आधारपत्र**

योजना कार्यान्वयनमा सबै तह र पक्ष (सरकारी, निजी, सहकारी, गैरसरकारी, विकास साभेदार, तथा अन्य) सरोकारवाला निकाय बीचको अन्तर्सम्बन्ध र कार्यात्मक क्षमतालाई मजबूत तुल्याउने

- द एशिया फाउण्डेशनको सहयोगमा विभिन्न ४ वटा संस्थाहरुको समूह विगत २ वर्षदेखि कोशी प्रदेशमा कार्यरत छ
- लगानी परिचालनका लागि प्रयास जारी छ
- नीतिगत तथा कानूनी व्यवधानको पहिचान गरी त्यसलाई हटाउने प्रयास जारी छ
- प्रदेश लगानी प्राधिकरण र प्रदेश योजना आयोगसँग सहकार्य भइरहेको छ
- कोशी प्रदेश सरकारका मन्त्रालय र निकायसँग सम्वाद र सहकार्य हुँदैछ



प्राविधिक सहयोग समूहको कार्यक्षेत्र

- प्रदेश सरकार
- प्रदेश योजना आयोग
- प्रादेशिक लगानी प्राधिकरण
- नेपाल इन्टरमोडल यातायात विकास समिति
- एकीकृत जाँच चौकी
- सार्वजनिक निजी सहकारी साभेदारी तथा लगानी प्राधिकरण ऐन, २०७६
- सञ्जाल निर्माण, साभेदारी तथा निरन्तर अन्तर्क्रिया



# लगानीमा प्रभाव पार्ने प्रमुख नीति

- विदेशी लगानी नीति, २०७१
- वाणिज्य नीति, २०७२
- औद्योगिक नीति, २०६७
- कृषि व्यवसाय प्रवर्द्धन नीति, २०६३
- राष्ट्रिय सहकारी नीति, २०६९
- विदेशी लगानी तथा प्रविधि हस्तान्तरण ऐन, २०७५
- सहकारी ऐन, २०७४
- औद्योगिक व्यवसाय ऐन, २०७६
- प्रदेशको सार्वजनिक निजी सहकारी साभेदारी तथा लगानी प्राधिकरण ऐन, २०७६

# समग्र विकासमा प्रभाव पार्ने प्रमुख नीतिगत व्यवस्थाहरु

- वैदेशिक लगानी तथा प्रविधि हस्तान्तरण ऐन
- सार्वजनिक निजी साभेदारी नीति
- प्रदेश सरकार तथा लगानी बोर्ड नेपालबीच आयोजना छनौटमा सहकार्य
- मुख्य मन्त्री युवा व्यवसायी विकास कोष
- सार्वजनिक निजी साभेदारी कार्यक्रम कार्यान्वयन नियमावली
- एक जिल्ला एक उत्पादनको बजेट नीति

# निजीक्षेत्रले जानकारीमा राख्नुपर्ने कुरा

- आफ्नो अनुभव ,दक्षता, क्षमता, सम्भावना र अवसर
- सीमितता, अवरोध र कमजोरी
- भौगोलिक अवस्थितिको फाइदा (देशभित्र र वाहिर)
- संघीय प्रणालीबाट सिर्जित अवसर

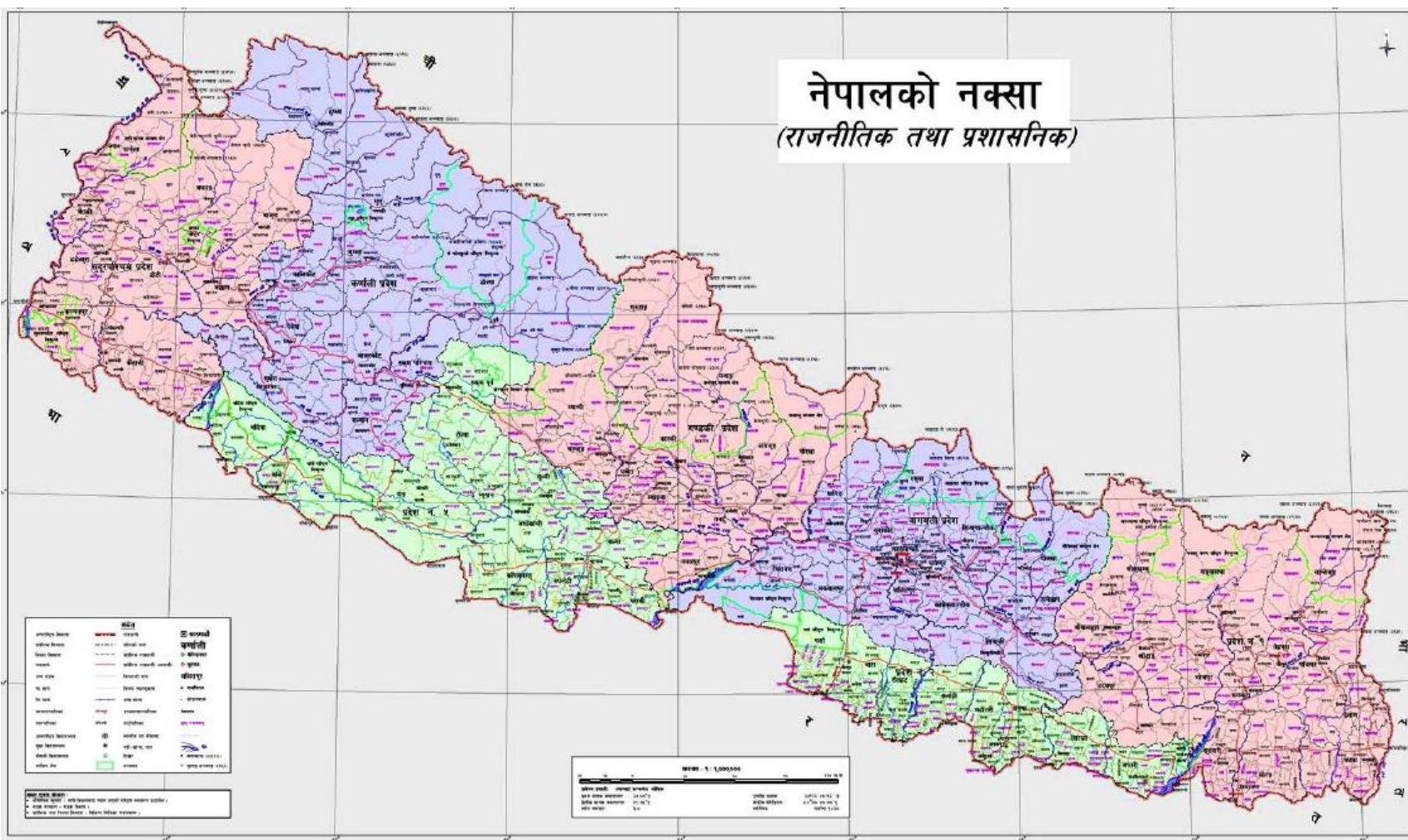
# कोशी प्रदेशमा उपलब्ध तुलनात्मक अवसरहरू

- चार छिमेकी मुलुकहरूसँग सामिप्य
- यातायात विकास
- हवाईमार्ग तथा समुद्री बन्दरगाह
- विकास हुँदै गरेको आन्तरिक सडक तथा संचार सञ्जाल
- प्रदेशका विशिष्ट उत्पादनहरूको माग भन्दा कम आपूर्ति
- विशिष्ट उत्पादन तथा स्थापित ब्राण्ड

# कोशी प्रदेशमा उपलब्ध तुलनात्मक अवसरहरू

- साँस्कृतिक निकटता र ऐतिहासिक सामिप्य
- पर्यावरणीय विविधताका कारण उपलब्ध अवसरहरू
- औद्योगीकरणको अगुवा
- क्षेत्रगत औद्योगिक पूर्वाधार (औद्योगिक कोरिडर)
- उन्नतिका सम्भाव्य अवसरहरू (कृषि, उद्योग, पर्यटन, शिक्षा र स्वास्थ्य केन्द्र)

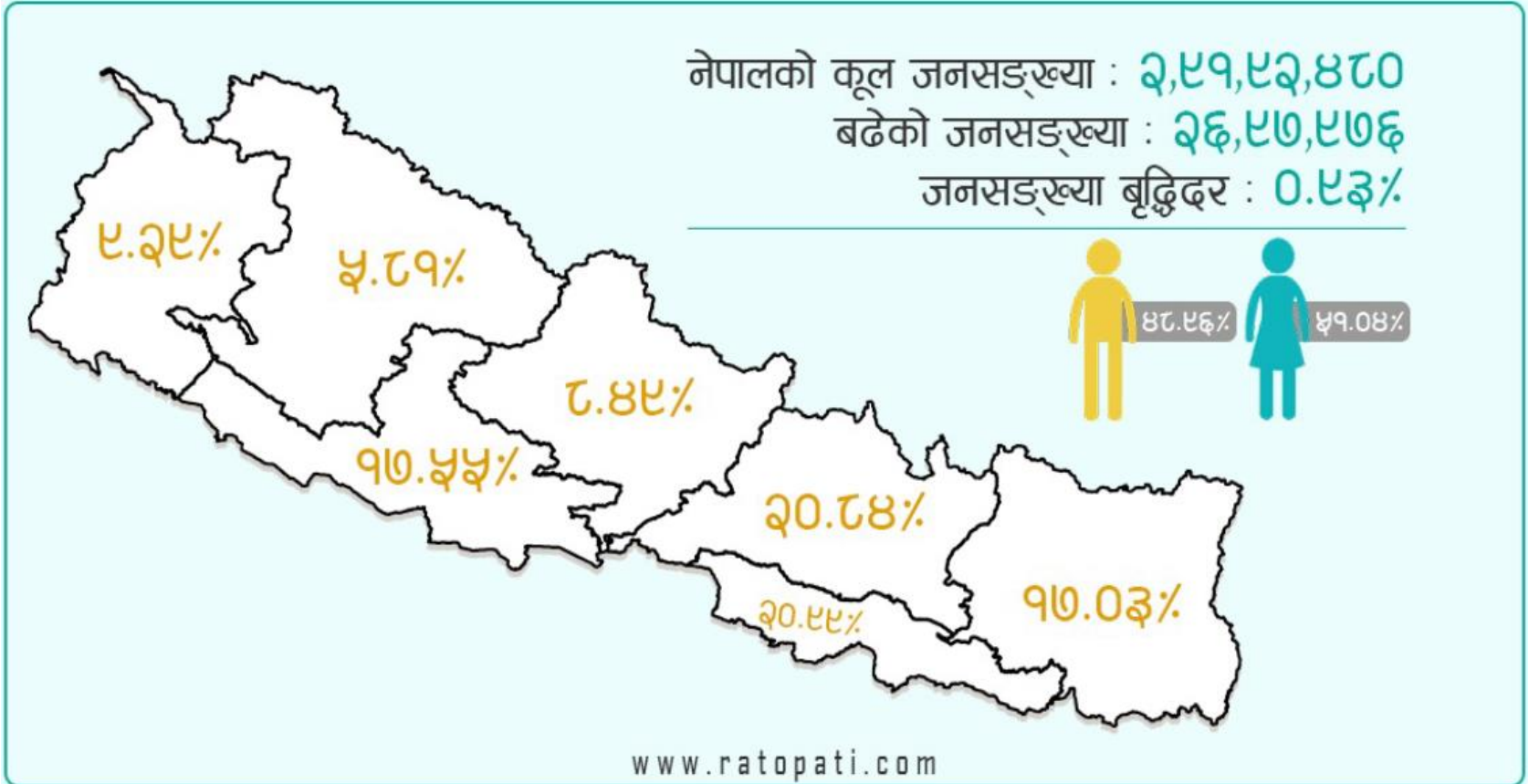
# नेपालको नक्सा (राजनीतिक तथा प्रशासनिक)



१. राजधानी काठमाडौं  
 २. सबैभन्दा ठुलो सहर पोखरा  
 ३. सबैभन्दा लामो नदी कोशी

नक्सा संख्या: १/१०००,०००  
 तयार पार्ने: नेपाल सरकार, काठमाडौं  
 प्रथम संस्करण: २०७२  
 दोस्रो संस्करण: २०७३  
 त्रिभुवन विश्वविद्यालय, काठमाडौं

# राष्ट्रिय जनसंख्याको प्रतिशत





# कोशी प्रदेशको क्षेत्रीय अवस्थिति







# छिमेकी मुलुकहरुसँगको सम्पर्क प्रणाली







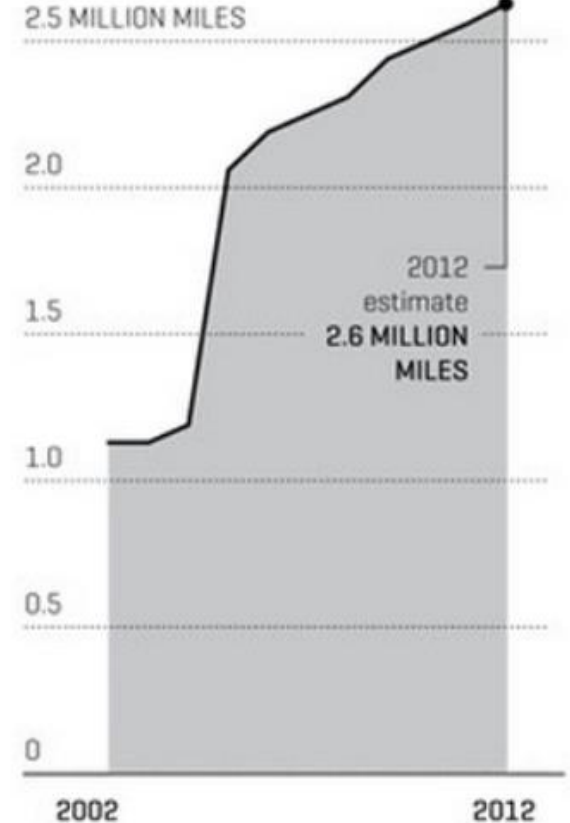
# छिमेकी मुलुकहरुसँगको सामिप्य र सम्भावना (चीन)

## NATIONAL HIGHWAYS

- COMPLETED OR UNDER CONSTRUCTION
- ⋯ PLANNED



## MILEAGE OF ROADS IN CHINA

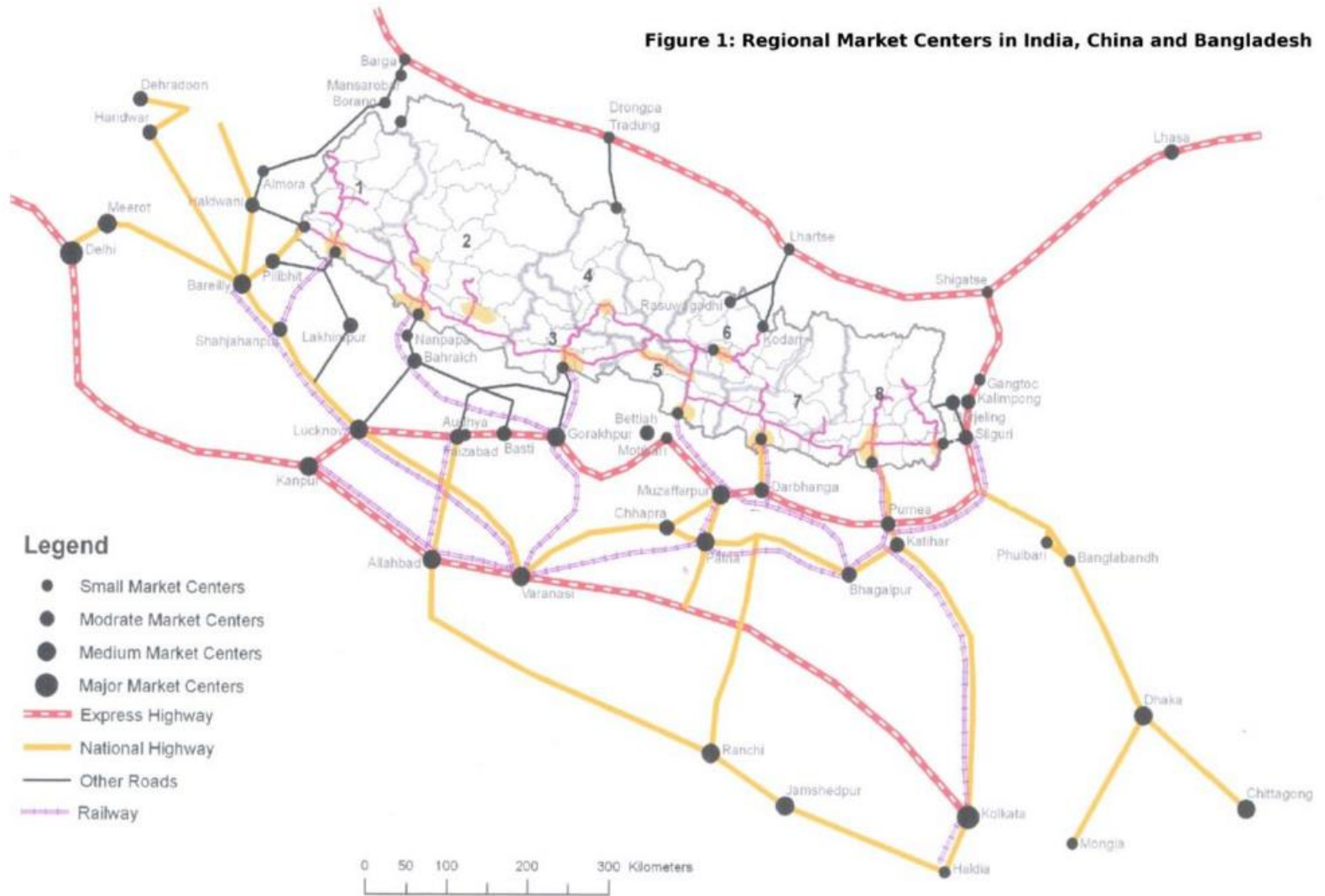


GRAPHICS: NICOLAS RAPP

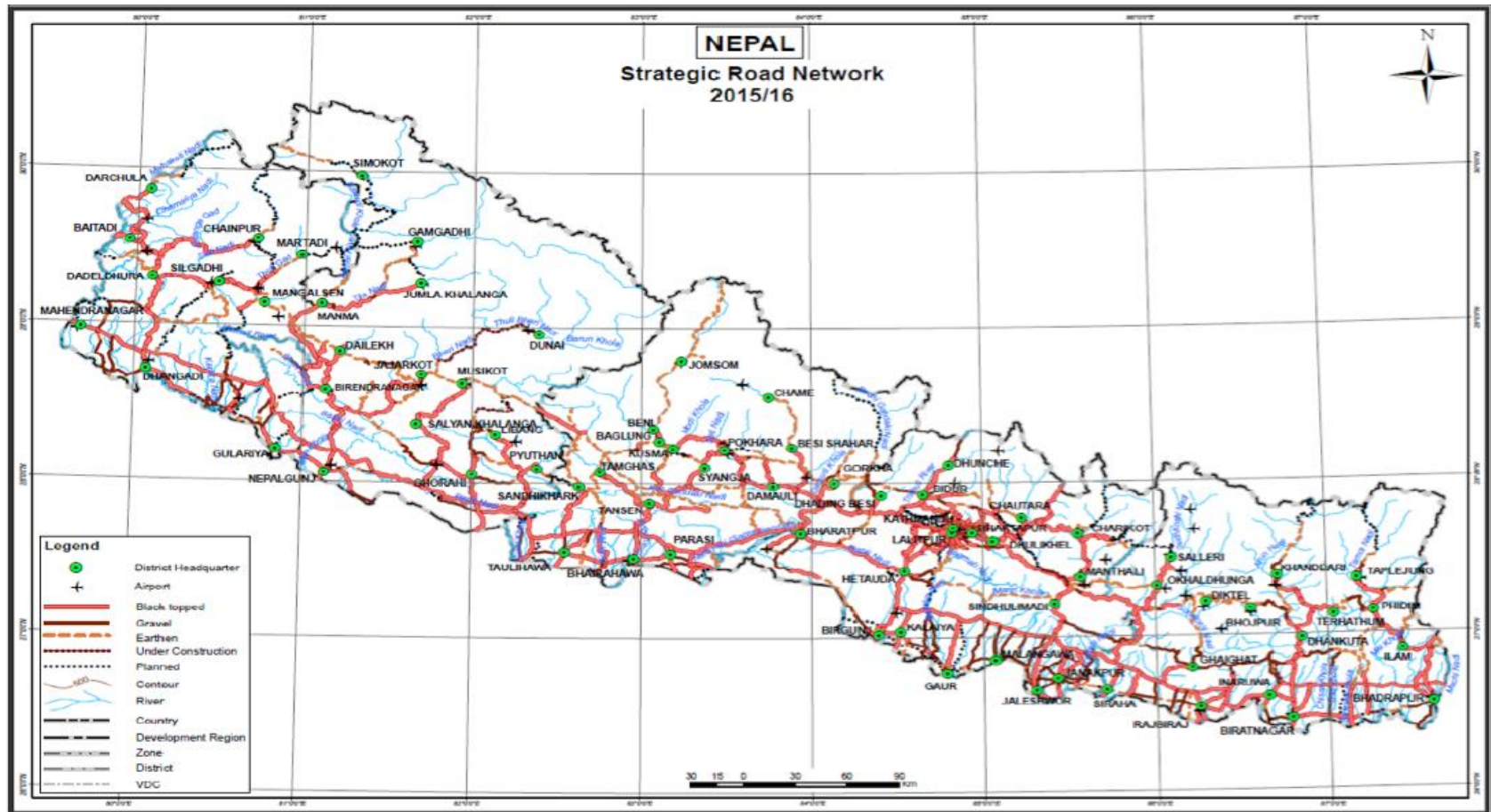


# छिमेकी मुलुकहरुसँगको सामिप्य र सम्भावना (भुटान र बंगलादेश)





# कोशी प्रदेशको आन्तरिक सामिप्य र सम्भावना





# भावी मार्गचित्र

- राज्य, निजी क्षेत्र, नागरिक समाज, सहकारी तथा सामुदायिक संस्थाबीच सहकार्य गर्ने सामूहिक रणनीति
- क्षेत्रीय सरोकारवालाहरुको केन्द्रीकृत र बढ्दो संलग्नता
- लगानी मैत्री वातावरण निर्माणका लागि नीतिहरुको आवधिक समीक्षा
- नीति तथा कार्यक्रमहरुमा सुधारका लागि निरन्तर अध्ययन विश्लेषण
- क्षेत्राधिकारमा विद्यमान द्वैधता र अन्तर्विरोधी कानूनी व्यवस्था परिमार्जनमा सक्रियता
- प्रदेश सरकारका मन्त्रालयहरु, प्रदेश योजना आयोग तथा प्रदेश लगानी प्राधिकरणबीच कार्यगत सम्बन्ध विस्तार
- योजना तथा कार्यक्रमहरु प्रभावकारी रुपमा कार्यान्वयन गर्ने अवसरको रुपमा दोश्रो पञ्चवर्षीय योजना अवधिको सदुपयोग

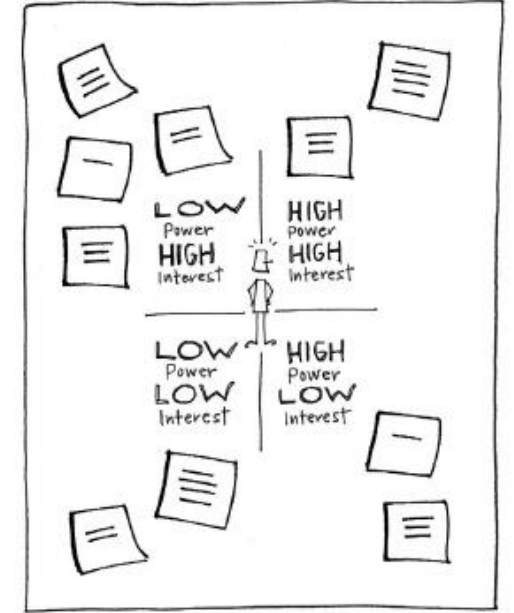
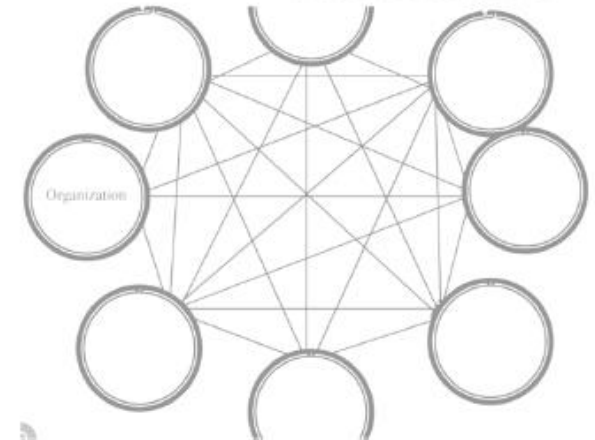


Image source: Internet





# क्षेत्रगत अध्ययन तथा अनुसन्धान

- उद्योग वाणिज्य महासंघ आफैले कोशी प्रदेशमा उपलब्ध आर्थिक अवसर, प्रचलित नीति, कानूनबारे अध्ययन तथा अनुसन्धान गर्नुपर्दछ ।
- हाम्रो समूहले कोशी प्रदेशमा विगत २ वर्ष देखि गरिरहेको अध्ययनबाट निम्न सवालहरु पत्ता लगाएको छ :

## १. वाणिज्यक्षेत्र

- भ्रूणभटिलो निकासी प्रक्रिया
- अपर्याप्त अन्तरप्रदेश तथा आन्तरिक परिवहन सञ्जाल
- अनिवार्य क्वारेन्टाइनका कारण भारत सीमामा नेपालबाट गएका गाडी रोकिने लामो अवधि

## २. सेवाक्षेत्र (बैंकिङ, पर्यटन, स्वास्थ्य, शिक्षा)

- लीजमा सञ्चालित कृषि संस्थामा बैंकले लगानी गर्न नसक्ने अवस्था
- पर्यटन पूर्वाधार प्राथमिकतामा नपर्नु
- मुख्य स्रोत मुलुकका पर्यटकहरुलाई आकर्षित गर्ने रणनीतिको अभाव

## ३. कृषिक्षेत्र

- कृषि बजारकने द्रहरुको अभाव तथा पहुँच
- कृषि कर्जा तथा वीमा दावी प्रकृया भण्भटिलो

## ४. औद्योगिकक्षेत्र

- नयाँ औद्योगिक क्षेत्रहरुको स्थापना नहुनु
- उद्योग दर्ता र नवीकरणको भण्भटिलो प्रक्रिया
- छिमेकी मुलुकहरुको तुलनामा कमजोर प्रतिस्पर्धात्मक क्षमता

## धन्यवाद



राज्य र निजीक्षेत्रबीच सहकार्यको  
शुभकामना

# Billing and Taxation System in Nepal

Resource Person: Abhijit Roy



**Nepal Institute for Urban and Regional Studies**

# Sources of Income as per Income Tax, Act 2058:

- Income from Employment
- Income from Business
- Income from Investment
- Windfall gains (such as prize money, lottery, etc.)



## आय विवरणका प्रकारहरू

डे-०१	डे-०२	डे-०३	डे-०४
<ul style="list-style-type: none"> <li>• नेपालमा स्रोत भएको व्यवसायबाट मात्र प्राप्त आय भएको,</li> <li>• वार्षिक आय तिन लाखसम्म र कारोवार ३० लाखसम्म भएको,</li> <li>• औषधि उपचार खर्च तथा कर कट्टी दावी नगरेको ।</li> </ul>	<ul style="list-style-type: none"> <li>• नेपालमा स्रोत भएको व्यवसायबाट मात्र प्राप्त आय भएको,</li> <li>• वार्षिक आय दश लाखसम्म र कारोवार ३० लाख देखि १ करोडसम्म भएको,</li> <li>• परामर्श सेवा वापतको आय नभएको ।</li> <li>• पौष र असार गरी २ किस्तामा अनुमानित कर बुझाउनुपर्ने ।</li> </ul>	<ul style="list-style-type: none"> <li>• प्रा.लि./साझेदारी फर्म/पब्लिक लि./संघ संस्था/जे.भि./ लगायत सबै निकायहरूले ।</li> <li>• वार्षिक कारोवार ३० लाख सम्म भएतापनि आय तिन लाखभन्दा बढी भएको ।</li> <li>• वार्षिक कारोवार ३० लाख देखि १ करोड सम्म भएतापनि आय दश लाखभन्दा बढी भएको ।</li> <li>• ले.प. गराउनै पर्ने ।</li> <li>• पौष (40%), चैत्र (30%) र असार (30%) गरी तिन किस्तामा बुझाउने ।</li> </ul>	<ul style="list-style-type: none"> <li>• वार्षिक रोजगारीबाट प्राप्त आय रु.४० लाखभन्दा धेरै भएका वा एकभन्दा बढी स्थानमा रोजगारी भएका व्यक्तिले ।</li> </ul>

# CHANGES IN INCOME TAX SLAB RATE (SCHEDULE I)

Existing (FY. 2079.80)		Revised (FY. 2080.81)	
Limit	Rate	Limit	Rate
Up to Rs.500,000	1%	Up to Rs.500,000	1% *
More than Rs.500,000 up to 700,000	10%	More than Rs.500,000 up to 700,000	10%
More than Rs.700,000 up to 10,00,000	20%	More than Rs.700,000 up to 10,00,000	20%
More than Rs.10,00,000 up to 20,00,000	30%	More than Rs.10,00,000 up to 20,00,000	30%
In excess of Rs.20,00,000	36%	More than Rs.20,00,000 up to 50,00,000	36%
No provision		In excess of Rs.50,00,000	39%





# CHANGES IN INCOME TAX SLAB RATE (SCHEDULE I)

- For Resident Natural Persons Opting for Couple Assessment

Existing (FY. 2079.80)		Revised (FY. 2080.81)	
Limit	Rate	Limit	Rate
Up to Rs.600,000	1%	Up to Rs.600,000	1%*
More than Rs.600,000 up to 800,000	10%	More than Rs.600,000 up to 800,000	10%
More than Rs.800,000 up to 11,00,000	20%	More than Rs.800,000 up to 11,00,000	20%
More than Rs.11,00,000 up to 20,00,000	30%	More than Rs.11,00,000 up to Rs.20,00,000	30%
More than Rs.20,00,000	36%	More than Rs.20,00,000 up to 50,00,000	36%
No provision		In excess of Rs.50,00,000	39%

*\*This is the Social Security Tax to be deposited in a separate revenue account (11211) provided for this purpose. However, taxpayers registered as a sole proprietorship or on pension income or on income from a contribution-based pension fund or natural persons contributing to the Social Security fund shall not attract Social Security tax i.e.,1%.*

Note: In the case of female having only income from employment, rebate of 10% on applicable tax shall be provided.



**Special provision for small taxpayers - resident natural person**

- i. **Presumptive taxpayer:** The small taxpayer (resident natural person) having business taxable income and business transactions not exceeding **Rs 300,000** and **Rs 3 million** respectively during the income year and who meets other criteria of the presumptive taxpayer shall pay presumptive tax as mentioned in Note 2 below.
- ii. **Transaction based taxpayer:** Similarly, the small taxpayer (resident natural person) who are required to pay tax based on the business turnover and having business taxable income and business turnover not exceeding **Rs 1 million** and **Rs 10 million** respectively during the income year and who meets other criteria of the transaction-based taxpayer shall pay tax on the basis of turnover as below in addition to the tax computed as per Note 2 below. :

#	Natural person engaged in	FY 2023-24		FY 2022-23	
		Turnover exceeding Rs 3 million and up to Rs 5 million	Turnover exceeding Rs 5 million and up to Rs 10 million	Turnover exceeding Rs 3 million and up to Rs 5 million	Turnover exceeding Rs 5 million and up to Rs 10 million
a.	Gas, cigarette business doing transactions with 3% margin or commission	No change	No change	0.25%	0.30%
b.	Other persons except those involved in the business as above (a)	No change	No change	1%	0.80%
c.	A person engaged in service business except for the doctor, engineer, auditor, player, actor or consultant.	No change	No change	2%	2%

## Conditions for Transaction Based Tax :

- a) Person is a resident natural person.
- b) Person having only Nepal source business income.
- c) Has not claimed a medical tax credit under section 51 and advance tax credit under section 93.
- d) Having taxable business income not exceeding **Rs 300,000** and business turnover not exceeding **Rs 3 million**.

## Conditions for Transaction Based Tax :

- a) Person is a resident natural person.
- b) Person having only Nepal source business income.
- c) Having business turnover exceeding **Rs 3 million and upto Rs 10 million** and having **taxable business income up to less than Rs 1 million**.
- d) Not having income from consultancy or specialized services such as those provided by a doctor, engineer, auditor, lawyer, player, actor or consultant.

**Note 2: For turnover up to Rs 3 million (Presumptive Taxpayer)**

Particulars	FY 2023-24	FY 2022-23
Metropolitan, Sub-Metropolitan	No change	Rs 7,500*
Urban Municipality	No change	Rs 4,000*
Rural Municipality	No change	Rs 2,500*

# Advance Tax Deposit (Date & Amount) :

## *Advance tax to the normal taxpayer*

	Particulars	Installment Amount
a.	Up to Poush end	40% of the estimated tax
b.	Up to Chaitra end	70% of the estimated tax
c.	By Ashad End	100% of the estimated tax*

*\* Amount to be paid under each installment is 90% of the amount of estimate or revised estimate payable as the installment of tax for each installment period for the year reduced by the amount of each installment paid by the person for an income year.*

*Note: It is not required to pay advance tax if the tax payable is less than Rs 7,500.*

## *Advance tax to the taxpayer based on turnover*

	Particulars	Installment Amount
a.	Up to Poush end	Tax at the rate specified on the actual transaction up to the 20 <sup>th</sup> of Poush.
b.	Up to Ashad end	The remaining amount of tax is calculated at the rate specified on the estimated transaction amount at Ashad end based on the actual transaction up to the 20 <sup>th</sup> of Ashad.

# Tax Rates Applicable to Entities

निकायको लागि लागू हुने करको दर (आय वर्ष २०८०/८१ को लागि)

क्र.सं.	अनुसूची / दफा	व्यवसाय/निकायको विवरण/आयको अवस्था	करको दर
१.	अनुसूची-१ दफा २ को उपदफा (१)	सामान्य व्यवसाय गर्ने निकाय।	२५ प्रतिशत
२.	अनुसूची-१ दफा २ को उपदफा (२)	वैङ्ग, वित्तीय संस्था, सामान्य बीमा व्यवसाय, वित्तीय कारोबार गर्ने निकाय वा दूर सञ्चार र इन्टरनेट सेवा, मुद्रा हस्तान्तरण (मनि ट्रान्सफर), पुँजी बजार व्यवसाय, धितोपत्र व्यवसाय, मर्चेन्ट बैंकिङ्ग व्यवसाय, कमोडिटी फ्युचर मार्केट, धितोपत्र र कमोडिटी दलाल व्यवसाय, चुरोट, विँडी, सिगार, खानेसूति, खैनी, गुट्खा, पान मसला, मदिरा र वियरको कारोबार गर्ने वा नेपाल पेट्रोलियम ऐन, २०४० बमोजिम पेट्रोलियम कार्य गर्ने निकाय।	३० प्रतिशत
३.	अनुसूची-१ दफा २ को उपदफा (३)	सहकारी ऐन, २०७४ बमोजिम दर्ता भएको सहकारी संस्थाले कर छुट हुने कारोबार बाहेकको कारोबार गरेमा देहाय बमोजिमका दरले कर लाग्ने:- <ul style="list-style-type: none"> <li>- नगरपालिका क्षेत्रभित्र सञ्चालन भएकोमा,</li> <li>- उपमहानगरपालिका क्षेत्रभित्र सञ्चालन भएकोमा,</li> <li>- महानगरपालिका क्षेत्रभित्र सञ्चालन भएकोमा,</li> </ul> तर बचत तथा ऋणको कारोबार गर्ने सहकारी संस्थाको हकमा देहायको दरले कर लाग्नेछ:- <ul style="list-style-type: none"> <li>- नगरपालिका क्षेत्रभित्र सञ्चालन भएकोमा,</li> <li>- उपमहानगरपालिका क्षेत्रभित्र सञ्चालन भएकोमा,</li> <li>- महानगरपालिका क्षेत्रभित्र सञ्चालन भएकोमा,</li> </ul>	५ प्रतिशत ७ प्रतिशत १० प्रतिशत  १० प्रतिशत १५ प्रतिशत २० प्रतिशत
४.	अनुसूची-१ दफा २ को उपदफा (३ख)	सार्वजनिक गुठी अन्तर्गत दर्ता भई सञ्चालित विद्यालय, महाविद्यालयको करयोग्य आयमा,	२० प्रतिशत

# Waiver and Relief Packages in Tax

**MEDIA HOUSE:** Twenty - five percent of concession on applicable Tax rate shall be provided to the media house business for the financial year 2079/80.

## **INCOME FROM TRANSACTIONS OF SECURITIES AND REAL STATE (LAND AND BUILDING) ON A REGULAR BASIS:**

A Natural person engaged in the regular business of securities, land, or real estate, who has not yet submitted business income details or filed tax returns for the financial years 2076-77 to 2078-79, will be eligible for a waiver of the remaining 50% of tax, and interest. To qualify for this waiver, the individual must declare the business income and pay 50% of the amount as per the Income Tax Act, 2058 end of Chaitra, 2080.

## **EDUCATION CONSULTANCY AND FOREIGN EMPLOYMENT AGENCY:**

A person engaged in the foreign employment or Education Consultancy Services business, who has failed to declare their actual domestic or foreign income or pay the correct amount of tax in previous years, will be eligible for a waiver of fees and interest. This waiver will be granted if the outstanding tax is paid along with the necessary declaration by the end of Chaitra, 2080.

**EYE HOSPITAL:** Interest, penalty, fees, and additional fees shall be waived to the eye hospital whether registered or not under VAT Act 2052, transact vatable transactions from the financial year 2076-77 to 14<sup>th</sup> Jestha 2080, failed to collect and pay VAT, if they pay five percent of such Transactions as vat by the end of Ashoj 2080. Further, the same provision shall be applicable for the cases pending administrative review if they withdraw and pay tax as above.



# Waiver and Relief Packages in Tax

**HIRE PURCHASE BUSINESS:** Interest, fees, additional fees and penalties shall be waived to the person who engaged in the hire purchase business and failed to collect and pay VAT on such transactions on time if they pay the equivalent of 2% of the transaction amount from the financial year 2074-75 to the financial year 2077-78 by the end of Mangsir 2080.

**CONSTRUCTION BUSINESS:** Additional fees, penalties and Interest shall be waived to the person who is engaged in the construction business and failed to file a VAT return, and pay tax on such transactions till Chaitra 2079 if they pay VAT and fifty percent of applicable interest by the end of Poush 2080.

**TRANSPORTATION BUSINESS:** Interest, fees, penalties and additional fees shall be waived to the person who engaged in the transportation business and failed to collect and pay VAT on the transaction for the period which attracts VAT, if they pay five percent of the vatable transaction of such period by the end of Poush 2080. The same provisions shall apply to pending cases under administrative review if it is withdrawn and taxes are paid as described above.

**HERBAL INDUSTRIES:** Interest, penalty, fees and additional fees shall be waived to the herbal industries whether registered or not under VAT Act 2052, transact vatable from financial year 2071-72 to 14<sup>th</sup> Jestha 2080, failed to collect and pay VAT, if they pay five percent if such transaction as vat by the end of Poush 2080. The same provisions shall apply to pending cases under administrative review if it is withdrawn and taxes are paid as described above.

# Tax Concession & Rebates

Section	Old Provision	New Provision
10(Da)	Amounts earned as per its objectives by the Educational Institute established with the objective of not earning and distributing profit on the basis of an agreement with the government with the Government of Nepal or concerned entity of the Government of Nepal.	Amounts earned as per its objectives by the Educational Institute established with the objective of not earning and distributing profit on the basis of an agreement with the government with the Government of Nepal <del>or concerned entity of the Government of Nepal.</del>
11(1)	100 % rebate on applicable taxes on Income derived from agriculture business, vegetables dehydration business and cold storage business by the registered by the registered firm, company, partnership, and organized institutions.	50 % rebate on applicable taxes on Income derived from agriculture business, vegetables dehydration business and cold storage business by the registered by the registered firm, company, partnership, and organized institutions.
11(2kha)(ga)	<p>Exemptions shall be provided as below on tax to be imposed on the income of special industry that operated fully throughout the year in any income year.</p> <p>Ka) By one-third of tax if the tax had been imposed at the rate of 30% on the income of a resident natural person.</p> <p>Kha) By 20% on tax exemption on the income of the entity.</p> <p>Ga) If a person who has availed facility pursuant to clause ka) and Kha) is also found to have any other tax exemption facility under this section under this section, the person shall get such additional tax exemption facility as well.</p>	<p>Exemptions shall be provided as below on tax to be imposed on the income of special industry that operated fully throughout the year in any income year.</p> <p>Ka) By one-third of tax if the tax had been imposed at the rate of 30% on the income of a resident natural person.</p> <p>Kha) By 20% on tax exemption on the income of the entity.</p> <p><del>Ga) If a person who has availed facility pursuant to clause ka) and Kha) is also found to have any other tax exemption facility under this section under this section, the person shall get such additional tax exemption facility as well.</del></p>



<p>11(3Nga)(Ga)</p>	<p>Tax exemption on income earned from export in any income year from a source in Nepal is as follows:          Ka) If tax is chargeable at the rate of twenty percent on the income of a resident natural person, twenty-five percent of that tax and if thirty percent is taxable, fifty percent of that tax.          Kha) Twenty percent of tax leviable on the income of an entity.          Ga) an additional fifty percent of the tax on income earned from the export of goods produced in Nepal after deduction of the exemption under clause(ka) or (kha).</p>	<p>Tax exemption on income earned from export in any income year from a source in Nepal is as follows:          Ka) If tax is chargeable at the rate of twenty percent on the income of a resident natural person, twenty-five percent of that tax and if thirty percent is taxable, fifty percent of that tax.          Kha) Twenty percent of tax leviable on the income of an entity.          Ga) 50% of tax on income earned to foreign currency by exporting services based on information technology such as business process outsourcing, software programming, and cloud computing up to FY 2084/85</p>
<p>Schedule I Sec.1 4Ka</p>	<p>Notwithstanding anything contained in this section, one percent tax shall be levied on the income of the resident natural person who is not involved in business and earns income pursuant to sections 95 (6kha), (6Ga), (6Gha). (Income earned from foreign country for Software charges, consultancy and Social Network)</p>	<p>Notwithstanding anything contained in this section five percent tax shall be levied on the income of the resident natural person who is not involved in business and earns income pursuant to sections 95 (6kha), (6Ga), (6Gha) (Income earned from foreign country for Software charges, consultancy and Social Network)</p>

## Tax Deducted at Source (TDS) / श्रोतमा कर-कटौती :

S.N.	Particulars	TDS Rate (%)
1	Interest income of Entity have source in Nepal	15
2	Natural Resource, Royalty, Service Charge, Sales Bonus/Commission	15
3	Meeting fee, Part time teaching, Paper checking, Question paper preparation	15
4	Service charge paid against VAT bill or Service rendered from VAT exempt resident entity	1.5
5	Rental payments to resident person	10
6	Vehicle rental charges paid to VAT registered person	1.5
7	Transportation charges payments	2.5
	However, if such person provided VAT bill	1.5
8	Dividend paid by resident person	5
9	Windfall gains	25
10	Amount paid in excess of 50,000 against contract	1.5
11	Gain from listed shares which are held for more than 365 days by resident Natural Person	5
12	Gain from listed shares which are held for 365 days or less by resident Natural Person	7.5

S.N.	Particulars	TDS Rate (%)
13	Gain from listed shares by Resident Entity	10
14	Gain from Unlisted shares by Resident Natural Person	10
15	Gain from Unlisted shares by Resident Entity	15
16	Resident E-commerce operator shall collect advance tax at the rate of One percent while making payment to the persons selling goods or services via their platform.	1
17	<p>The tax shall be withheld at the customs point of the rate of five percent for any such ox, buffalo, goat, sheep, or mountain goat under Chapter 1 of the custom classification, live, fresh, and frozen fish under Chapter 3, such fresh flowers under chapter 6, such fresh vegetables, potato, onion, dry vegetables, garlic baby corn under Chapter 7 and such fresh fruits under Chapter 8 and two and half percent for such meat under Chapter 2, such milk products, egg, honey under Chapter 4, such barley, millet, sorghum (Junelo), rice, beaten rice under Chapter 10, such refined wheat flour, wheat flour under chapter 11, such herbal medicines, sugarcane under Chapter 12 and such vegetation products under Chapter 14 as are imported for business purpose.</p> <p>However, 1.5% shall be withheld on import of vatable goods.</p>	<p>5</p> <p>1.5</p>

# Value Added Tax & Billing :

Value Added Tax shall be levied on following:

- Transaction of Goods & Services with the country
- Import of Goods & Services
- Export of Goods & Services outside Nepal (Zero Rate)

Note: No VAT will be levied for goods and services listed in Annexure 1 of Value Added Tax Act. Additionally, VAT paid on purchase shall not be allowed for credit (nor refund) to those persons dealing in VAT exempt goods & Services.

## मु. अ. कर निर्धारण तथा असुली :

(रिभर्स भ्याट दफा ८)

२९ (२) नेपाल बाहिरको कुनै व्यक्तिबाट सेवा प्राप्त गर्ने दर्ता भएको वा दर्ता नभएको व्यक्तिले यो ऐन र यो ऐन अन्तर्गत बनेको नियम बमोजिम कर लाग्ने मूल्यमा भुक्तानीका बखत वा सेवा प्राप्त भएको बखतमध्ये जुन पहिले हुन्छ सो समयमा कर निर्धारण र असुल उपर गर्नु पर्नेछ ।

३० (२क) दर्ता नभएको कुनै व्यक्तिबाट ढुवानी साधन भाडामा लिने वा ढुवानी सेवा प्राप्त गर्ने दर्ता भएको वा दर्ता नभएको व्यक्तिले यो ऐन र यो ऐन अन्तर्गत बनेको नियम बमोजिम कर लाग्ने मूल्यमा भुक्तानीका बखत वा सेवा प्राप्त भएको बखतमध्ये जुन पहिले हुन्छ सो समयमा कर निर्धारण र असुल उपर गर्नु पर्नेछ ।

३१ (३) व्यावसायिक प्रयोजनको लागि निर्माण गरिने पचास लाख रुपैयाँभन्दा बढीको भवन वा अपार्टमेन्ट वा सपिड कम्प्लेक्स वा विभागले तोकेका यस्तै प्रकारका अन्य संरचना दर्ता नभएको व्यक्तिबाट निर्माण गराएको भए तापनि त्यस्तो निर्माण दर्ता भएको व्यक्तिबाट गराए सरह मानी कर दाखिला गर्नु पर्नेछ । त्यसरी दाखिला नगरेमा सो संरचनाको स्वामित्व रहेका व्यक्तिबाट कर निर्धारण गरी असुल उपर गरिनेछ ।

**स्पष्टीकरण:** यस उपदफाको प्रयोजनको लागि “व्यावसायिक प्रयोजन” भन्नाले भवन, अपार्टमेन्ट, सपिड कम्प्लेक्स वा विभागले तोकेका अन्य यस्तै संरचना निर्माण गरी विक्री गर्ने एवं त्यस्ता संरचना चालू वा स्थायी सम्पत्तिको रूपमा लेखाङ्कन गरी आय आर्जनमा उपयोग गर्ने कार्य सम्झनु पर्छ ।

## विद्युतीय माध्यमबाट बीजक (e-Billing) जारी गर्ने सम्बन्धी आन्तरिक राजस्व विभागको जरुरी सूचना

सूचना प्रकाशन मिति: २०७९/०८/०७

विद्युतीय माध्यमबाट अनिवार्य रुपमा बीजक जारी गर्ने सम्बन्धमा विगतमा जारी भएका सूचनाहरूका अतिरिक्त देहायका करदाताहरूले आन्तरिक राजस्व विभागले तोकेको मापदण्ड, शर्त र प्रक्रियाको अधिनमा रही मिति २०७९/१०/०१ देखि लागू हुने गरी अनिवार्य रुपमा विद्युतीय माध्यम(ई-विलिङ्ग वा कम्प्युटर विलिङ्ग)बाट बीजक जारी गर्ने गरी मूल्य अभिवृद्धि कर ऐन, २०५२ को दफा १४क. को उपदफा (२) तथा आयकर ऐन, २०५८ को दफा ८१ को उपदफा (४) बमोजिम तोकिएकोले सम्बन्धित सरोकारवाला सबैमा यो सूचना जारी गरिएको छ।

अनिवार्य रुपमा विद्युतीय विजक जारी गर्ने गरी तोकिएका थप करदाताहरू:

- (क) मदिरा ,वियर,वाईन,स्प्रिट उत्पादन गर्ने सबै प्रतिष्ठानहरू ,
- (ख) चुरोट उत्पादन गर्ने सबै प्रतिष्ठानहरू ,
- (ग) गुट्खा उद्योगहरू,
- (घ) आ.ब.२०७८/७९ मा वार्षिक ५ करोड रुपैयाँभन्दा बढिको कारोवार गर्ने सुर्तिजन्य उद्योगहरू ।

अनिवार्य रुपमा विद्युतीय विजक जारी गर्ने सम्बन्धमा यस विभागको मिति २०७९/०२/२० गतेको सूचनामा उल्लिखित देहायका करदाताहरूले अनिवार्य रुपमा विद्युतीय विजक जारी गर्नुपर्ने प्रावधान निरन्तर रुपमा रहेको छ:



मिति २०७९/०४/०१ देखि लागू हुने गरी तोकिएका थप करदाताहरु:

- (क) आ.व. २०७७/७८ वा २०७८/७९ को मूल्य अभिवृद्धि कर तथा आय विवरण मध्ये कुनै एक आ.व.को कारोबार रकम रु.१० करोड भन्दा बढीको जुनसुकै वस्तु तथा सेवाको कारोबार गरेका करदाताहरु  
(तर कारोबारको प्रकृति अनुसार उपभोक्ता/ग्राहकलाई प्रत्यक्ष रुपमा विजक जारी नगर्ने बैंक/वित्तीय संस्था जस्ता निकायको कारोबारको हकमा यो व्यवस्था लागू नहुने)
- (ख) बक्स अफिस प्रणालीमा आवद्ध भएका सम्पूर्ण सिनेमा हलहरु(काठमाडौं उपत्यका बाहिरका समेत)

मिति २०७५/११/२९ देखि लागू हुने गरी तोकिएका करदाताहरु:

- (क) वार्षिक रु.५ करोड भन्दा बढीको होटल, रेष्टुरेण्ट तथा चमेना गृह र इण्टरनेट सेवा प्रदायक(ISP)को कारोबार गरेका करदाताहरु
- (ख) वार्षिक रु.१० करोड भन्दा बढीको कारोबार गरेका डिपार्टमेन्टल स्टोर, मार्ट र फ्लोरिङ्ग तथा फर्निचिडको कारोबार गरेका करदाताहरु
- (ग) बक्स अफिस प्रणालीमा आवद्ध काठमाडौं उपत्यका भित्रको सिनेमा हलहरु

यस सूचनामा तोकिएका कारोबार गर्ने बाहेकका जुनसुकै करदाताले अनुमति लिई स्वेच्छिक रुपमा विद्युतीय विजक जारी गर्न सक्नेछ। तर यस भन्दा अगाडि नै अनुमति लिई विद्युतीय विजक जारी गरिरहेका करदाताहरुले पुनः अनुमति लिनु पर्ने छैन। विद्युतीय माध्यमबाट बीजक जारी गर्ने व्यक्तिले विभागमा सूचीकरण गरिएका विद्युतीय उपकरण तथा सफ्टवेयरहरु मात्र प्रयोग गर्नु पर्नेछ।

## मूल्य अभिवृद्धि करको विवरण मासिक बुझाउनु पर्ने सम्बन्धी जरुरी सूचना

मूल्य अभिवृद्धि कर नियमावली, २०५३ को नियम २६ मा संशोधन भई साविकमा रहेको ईटा उद्योग, होटल, पर्यटन तथा चलचित्र घरले चाहेमा विवरण पेश गर्ने अवधि चौमासिक कायम गर्न सक्नेछ भन्ने व्यवस्था खारेज भएको छ। संशोधित व्यवस्था अनुसार मूल्य अभिवृद्धि करमा दर्ता भएका वार्षिक एक करोड रुपैयाँ भन्दा बढीको कारोवार भएका ईटा उद्योग, होटल, पर्यटन तथा चलचित्र घरले २०८० साउनदेखि मासिक रुपमा मूल्य अभिवृद्धि करको विवरण दाखिला गर्नु हुन यो सूचना प्रकाशित गरिएको छ। साथै हाल द्वैमासिक अवधिमा मूल्य अभिवृद्धि कर विवरण दाखिला गर्ने सुविधा नरहेकोले वार्षिक एक करोड रुपैयाँ भन्दा बढीको कारोवार भएका करदाताले मासिक रुपमा नै विवरण दाखिला गर्नु पर्ने समेत सूचित गरिएको छ। थप जानकारीको लागि आफू दर्ता रहेको कार्यालयमा सम्पर्क राख्नु हुन जानकारी गराइन्छ।

## मूल्य अभिवृद्धि करको चौमासिक विवरण दाखिला गर्ने सम्बन्धी जरुरी सूचना

वार्षिक एक करोड रुपैयाँसम्मको मूल्य अभिवृद्धि कर लाग्ने कारोवार गर्ने करदाताले चार चार महिनामा विवरण पेश गर्न पाउने गरी कर सहभागिता लागत र समय घटाई साना करदातालाई सुविधा दिन मूल्य अभिवृद्धि कर नियमावली, २०५३ को नियम २६ बमोजिम आ.व. २०७९/८० (सम्बत् २०७९ साउनदेखि २०८० असारसम्म)को मूल्य अभिवृद्धि कर विवरण दाखिला गरी वार्षिक एक करोड रुपैयाँसम्मको कारोवार भएका करदाताहरूको कर अवधि २०८० साउनदेखि मासिकबाट चौमासिक कायम गरिएको छ।

## आन्तरिक राजस्व विभाग

### ढुवानी सेवामा लागने मूल्य अभिवृद्धि कर सम्बन्धमा अत्यन्त जरुरी सूचना

आर्थिक ऐन, २०८० ले मूल्य अभिवृद्धि कर ऐन, २०५२ को अनुसूची-१ लाई संशोधन गरी ढुवानी साधनको भाडा तथा ढुवानी सेवामा मूल्य अभिवृद्धि कर लागने कानूनी व्यवस्था गरेको छ। ढुवानी सेवा प्रदायकले ढुवानी सेवा प्रदान गर्दाको बखत वस्तु तथा सेवाको बीजक अनिवार्य रूपमा साथमा राख्नु पर्दछ। ढुवानी साधनको साथमा वस्तु तथा सेवाको बीजक नरहने गरेको गुनासाहरु आइरहेको सन्दर्भमा विभागको ध्यानाकर्षण भएको छ। आन्तरिक राजस्व कार्यालय वा करदाता सेवा कार्यालयहरुबाट खटिई आउने टोलीले कानूनको परिपालना भएको नपाइएमा प्रचलित कानून बमोजिम कारवाही हुने हुँदा मूल्य अभिवृद्धि कर लागने कारोबारको सीमा नाघेका व्यक्तिले समयमै मूल्य अभिवृद्धि करमा दर्ता भएर कानून बमोजिम कारोबार सञ्चालन गर्नु हुन सम्बन्धित सबैको जानकारीको लागि यो सूचना प्रकाशित गरिएको छ।

प्राकृतिक व्यक्ति बाहेक व्यवसाय सञ्चालन गरेका करदाताले आर्थिक वर्ष २०७७।७८ को आय विवरण पेश गर्ने क्रममा मालपोत कार्यालयमा जग्गा तथा घर जग्गा निःसर्ग वापत १.५ प्रतिशतका दरले तिरेको पुँजीगत लाभकर अनुसूची १० मा नदेखिएको भन्ने विषयमा करदाताबाट प्राप्त भएको गुनासो प्रति विभागको ध्यानाकर्षण भएको छ।

मालपोत कार्यालयमा आन्तरिक राजस्व कार्यालयको कोड नम्बर राखि बुझाएको पुँजीगत लाभ करको राजस्व भौचरमा करदाताको स्थायी लेखा नम्बर र राजस्व शीर्षक फरक (जस्तै: शीर्षक नम्बर १११२५ उल्लेख गर्नुपर्नेमा ११११३ उल्लेख गरेको) उल्लेख गरेको कारण अनुसूची १० मा उक्त कर रकम नदेखिएको हुन सक्ने भएकोले आफ्नो स्थायी लेखा नम्बर र उक्त राजस्व शीर्षक नम्बर यकिन गरी संशोधन गर्नुपर्ने देखिएमा कर बुझाएको सम्बन्धित आन्तरिक राजस्व कार्यालयमा निवेदन दिएर समयमै भौचर संशोधन गराउनु हुन सम्बन्धित सबै करदाताहरूलाई जानकारी गराइन्छ।

साथै मालपोत कार्यालयमा नगदी रसिदमार्फत बुझाएको वा मालपोत कार्यालयको कोड नम्बर राखि बैङ्कमा बुझाएको पुँजीगत लाभकरको हकमा करदाता स्वयंले अनुसूची १० मा दावी गर्न सक्ने व्यवस्था गरिएको छ। पुँजीगत लाभकर दावी गर्ने सम्बन्धी प्रकृया निम्नानुसार रहेको छ। यसरी करदाताले अनुसूची १० मा दावी गरेको हकमा आफु दर्ता भएको आन्तरिक राजस्व कार्यालयबाट रुजु गराउनु पर्नेछ। कार्यालयबाट रुजु भएपछि मात्र उक्त कर अनुसूची १० मा आउने छ। त्यसपछि मात्र आय विवरण पेश गर्नु हुन जानकारी गराइन्छ।





नेपाल सरकार  
उद्योग, वाणिज्य तथा आपूर्ति मन्त्रालयको  
सूचना

नेपाल सरकारले खण्ड ५७, सङ्ख्या ७, मिति २०६४।०२।१४ को नेपाल राजपत्र भाग ५ मा सूचना प्रकाशन गरी तोकिएको कम्पनी ऐन, २०६३ को दफा ५ बमोजिम प्राइभेट लिमिटेड कम्पनी तथा पब्लिक लिमिटेड कम्पनी संस्थापना गर्दा, दर्ता भैसकेको कम्पनीले पूँजी वृद्धि गर्दा, दफा ५६ को उपदफा (१) को खण्ड (क) र (ख) बमोजिमको कार्य गर्दा, दफा १५४ को उपदफा (२) र (३) बमोजिम विदेशी

कम्पनीले शाखा कार्यालय तथा सम्पर्क कार्यालय दर्ता गर्दा तथा दफा १६६ बमोजिम मुनाफा वितरण नगर्ने गरी कम्पनी संस्थापना गर्दा लाग्ने शुल्क तथा दस्तुर आर्थिक ऐन, २०८० को दफा १८ को उपदफा (१) बमोजिम चालु आर्थिक वर्ष २०८०/८१ को लागि पूर्ण छुट दिने निर्णय गरेकोले यो सूचना प्रकाशन गरिएको छ ।

# Things to remember for Companies :

**After 3 months of New Company Registration:** 3 Monthly Report along with Auditor appointment (Appointment of BoD/Share call and Share allocation/Address)

**Yearly Report (after Audit Report):** Within Poush End of every next financial year – Board Minute/AGM/Section 51/Audit Report

**Change of Board Members :** Within 15 days – Section 92 by newly appointed director

and within 7 days of receipt of Section 92, company has to file in Company Registrar -Board Minute/Section 92

***Note:*** All filing has to be done through online, no manual filing.



# **Negotiation Skills for Advocacy with Public Entities for Promoting Investment Opportunities**



**Nepal Institute for Urban and Regional Studies**

# Negotiation STYLES

## WHAT IS NEGOTIATION?

- Negotiation is method by which people settle differences.
- It is a process by which compromise or agreement is reached while avoiding argument and dispute.
- In any disagreement, individuals understandably aim to achieve the best possible outcome for their position (or perhaps an organization they represent).
- However, the principles of fairness, seeking mutual benefit and maintaining a relationship are the keys to a successful.

# Negotiation STYLES

## WHAT ARE KEY STYLES

- COMPETING
- ACCOMMODATING
- AVOIDING
- COMPROMISING
- COLLABORATIVE

# Negotiation STYLES

## COMPETING

- Negotiators that exhibit this style are assertive, self-confident, and focused on the deal and results.
- These individuals tend to pursue their own concerns, sometimes at the expense of others.
- On the assertive vs. cooperative scale, this style is higher in assertiveness and lower in cooperativeness.
- Using the substance vs. relationship axes, competing negotiators tend to be more focused on the substance than the relationship.

# Negotiation STYLES

## AVOIDING

- Negotiators that exhibit this style are generally less assertive.
- They prefer to avoid stepping into or creating tension.
- They stay neutral, objective or removed from the situation or leave responsibility to their counterpart.
- The individual does not immediately pursue their own interests or those of the other person and there is an element of self-sacrifice in this mode.
- This style is low in assertiveness and in cooperativeness, and not focused on either the substance of the agreement or the relationship.

# Negotiation STYLES

## ACCOMMODATING

- Negotiators that exhibit this style focus on maintaining relationships with the other party.
- They tend to smooth over tensions, minimize differences, and are most concerned with maintaining a good rapport and satisfying the needs of the other party.
- This style is lower in assertiveness and higher in cooperativeness.
- These negotiators tend to emphasize the relationship as more important than the substance of the agreement.



# Negotiation STYLES

## COMPROMISING

- Negotiators that exhibit this style often split the difference exchange concession, and seek a quick middle-ground solution, which tends to end in moderate satisfaction of both parties' needs.
- This style is intermediate in assertiveness and cooperativeness and more focused on creating a decent agreement relatively efficiently while maintaining some relationship.

# Negotiation STYLES

## COLLABORATIVE

- Negotiators that exhibit this style are often and communicative.
- They focus on finding novel and creative solutions that fully satisfy the concerns of all parties, and suggest many ideas for consideration before deciding.
- This style is high in assertiveness and in cooperativeness, promoting both the relationship and the substance of the agreement at hand as very important.

# Negotiation STYLES

## THE BIG QUESTION

- Which of the following negotiation styles is the best?
- The on word answer is "SITUATION"
- What kind of solution we are looking for?
- How much time we have for negotiation?



# स्थानीय व्यवसायिक वातावरण (Local Business Environment)

Bishnu Prasad Kafle

# सन्दर्भ.....

- राजनीतिक परिवर्तन र सङ्घीय शासन प्रणाली
- तीन तहका सरकार र भूमिका
- सरकार, नीजि क्षेत्र, नागरिक समाज सम्बन्धका आयाम र गतिशीलता
- साझा सामाजिक संस्था र विश्वास
- पछिल्ला परिवेश र व्यवसायिक वातावरण
- संस्थागत र कार्यक्षेत्र विस्तार र क्षमता अभिवृद्धि

# सार्वजनिक चासो र अपेक्षाका क्षेत्र (Public expectation)

- वृहत सार्वजनिक आवद्धता (Collaborate in public interest –government., civil society, trade unions, community and formal/information institution)
- लगानी प्रवर्धन र व्यवसायिक वातावरण (Investment promotion- platforms, environment)
- बजार प्रणाली र अर्थतन्त्र प्रवर्धन (Market ecosystem- local economy, national economy, employment)



# उद्योग वाणिज्य महासंघ, वस्तुगत र जिल्ला/स्थानीय संघहरू: भूमिका र अवसर

- सार्वजनिक सम्बाद (Policy dialogues- **evidence based** inputs for reform process, public private consultation)
- सुधारका लागि वकालत र पैरवीका लागि नेतृत्व (Advocacy and lobbying for reform, policy influence, implementation)
- सञ्जाल र सम्बन्ध विस्तार (Networking- internal/external)
- आदानप्रादनको प्लेटफर्म (Knowledge sharing platform)

# क्षमता विकास (Competency development)

- सदस्यहरूलाई सेवा र संरक्षण (Services to members- business development services e.g. tax, legal compliance, license, business plan, A2F, administrative processing)
- सदस्यहरूको क्षमता विकास र प्रोत्साहन (Capacity building of members- incentive for continuous attachment- entrepreneurship, innovation, start up, expansion, etc.)
- आन्तरिक क्षमता सुदृढीकरण (Internal capacity strengthening- **Secretariat, resource generation, mobilisation**)
- सार्वजनिक सम्बन्ध र संचार (Public relation and communication)





**धन्यवाद**

# Growth Program For Micro, Small, Medium Enterprises

Resource Person: Binaya Kumar Maharjan



**Nepal Institute for Urban and Regional Studies**

# Growth Program For Micro, Small, Medium Enterprises

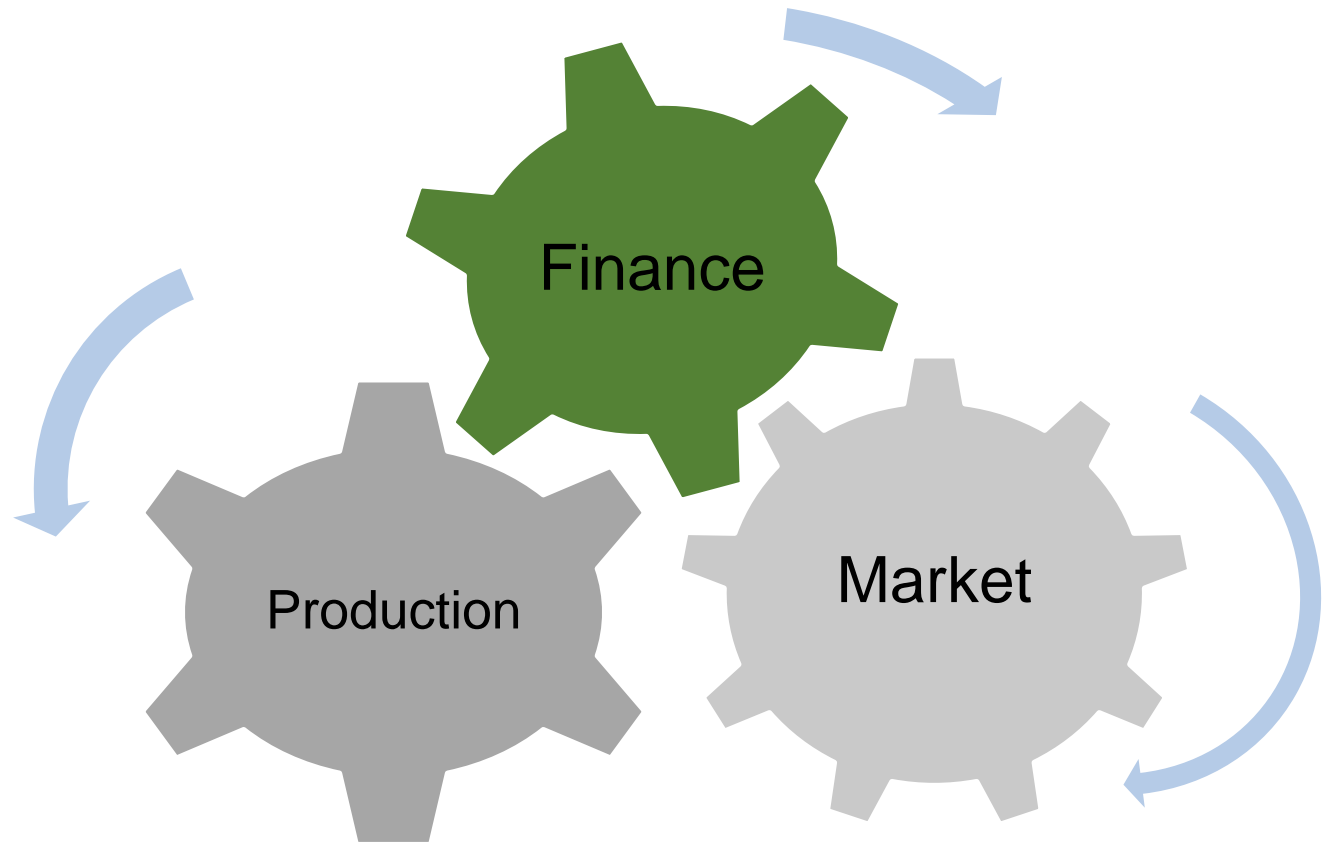
# **Performance of a Business is Generally Understood in Terms of Two Major Parameters**

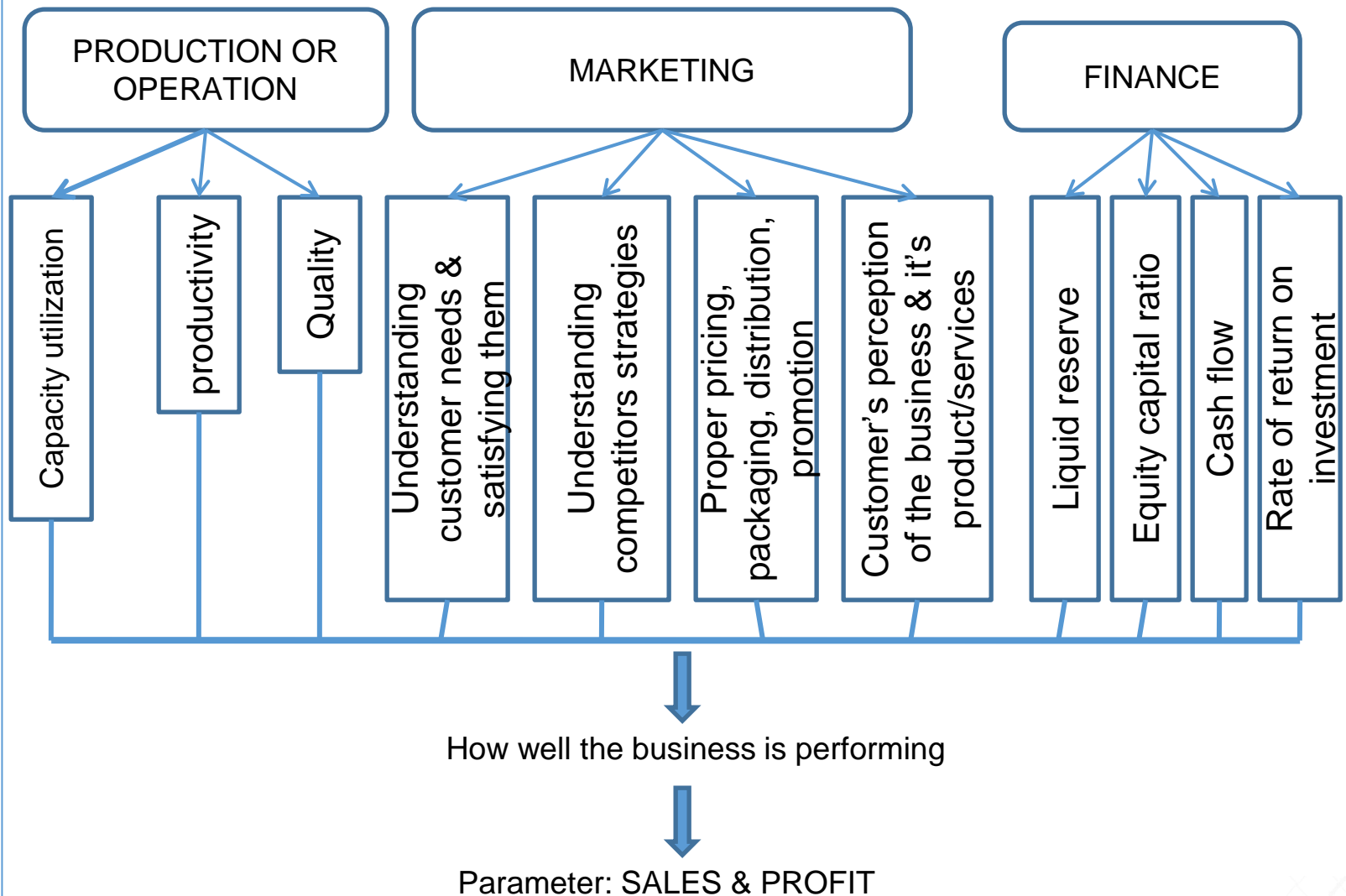
- **SALES**

- **PROFIT**



# PERFORMANCE BASE OF A BUSINESS

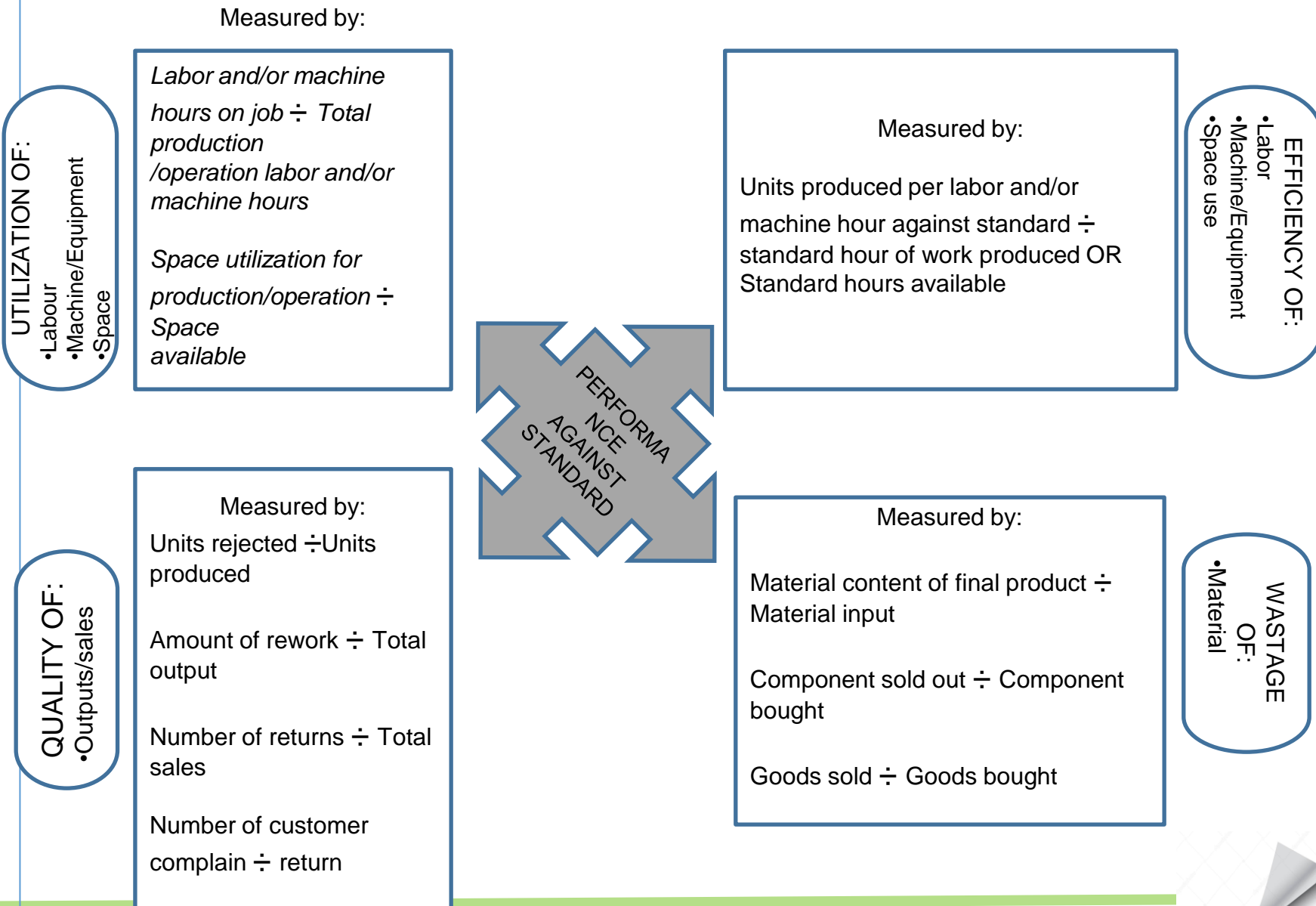




# PRODUCTION OR OPERATION BASE

**HOW WELL A BUSINESS IS  
PRODUCING THE GOODS OR  
SERVICE?**

# A BASIC PRODUCTION/OPERATION ANALYSIS FRAMEWORK



## Some Illustrative questions: that an entrepreneurs needs to answer

S.No.	Question	Response
1	How many workers you employ?	
2	How many working days they put in during a given month (allowing for holidays)?	
3	How many hours of this are actually utilized for production/operation	
4	How many hours your machine can work in a given day?	
5	How many hours they actually work?	
6	Do you have standard time and cost for each job you do?	
7	What is the actual time taken to work on a given job?	
8	Do you have parameters to define the quality of your product?	
9	How do these parameyers match with customers point of quality?	
10	Do you know what cutomers looks for in your product from quality angle?	

11	What does quality mean?	
12	Do you have a measure of quality?	
13	How do you measure the quality of your products?	
14	What systems you have to ensure that your products that goes to the customers is of acceptable quality?	
15	Do you check quality of raw materials? If so, how?	
16	Do you have systems of addressing to customers complains?	
17	How often your customers have been complaining now a days?	
18	Has the frequent/number of complaints increased or decreased compared to what they were last year or an year earlier?	
19	If nature and extent of complaints from customers have reached a disturbing level, what could be the reasons?	
20	Why is it that you can't achieve desired quality level?	
21	Do you know what is the wastage level in your production or operation process?	



22	How does it compare with the wastage level normal to your kind of businesses?	
23	Apart from the very nature of production activities where wastage is inevitable?	
24	What are the reasons in your opinion for the wastage beyond avoidable limits?	

## Probable Problem Area

Labor Related	Machine Related	Materials Related	Space Related	Product Related
Mismatch in skill	Obsolete machine	Poor quality/mis-match in raw material quality	Improper factory layout	Poor quality
Absence of or improper reward system	No plans for repair and maintenance	Improper handling	Inadequate working/storage space	Improper production plan leading to excessive inventory or shortage
Improper working conditions	No system for or delay in preventive maintenance	Improper inventory control leading to shortage/over stocking	Spare space unutilized	
Low morale	Frequent break down			
Absenteeism				
Lack of mobility (production/operation to other dept.)				
Inadequate size of the work force				
No/improper training				
Erratic supply of power				
Non availability of spare parts				
Line imbalance				

# Production Performance Enhancement Plan (PPEP)

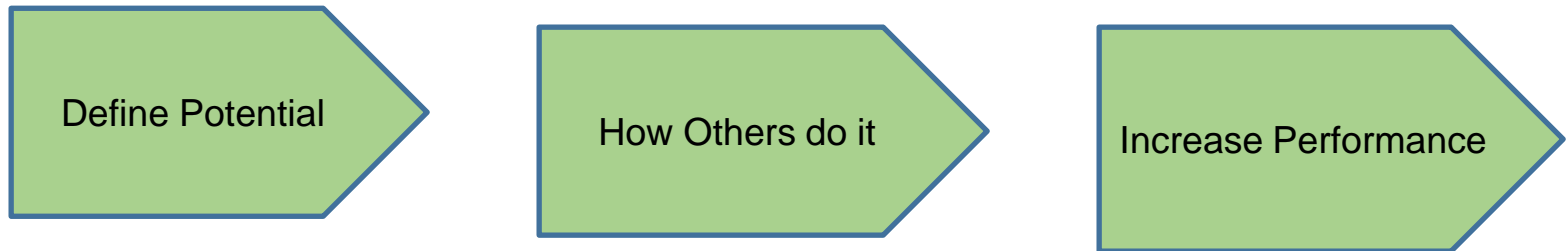
Serial No.	Action	Responsible Person	Accomplishment Date

# MARKET BASE

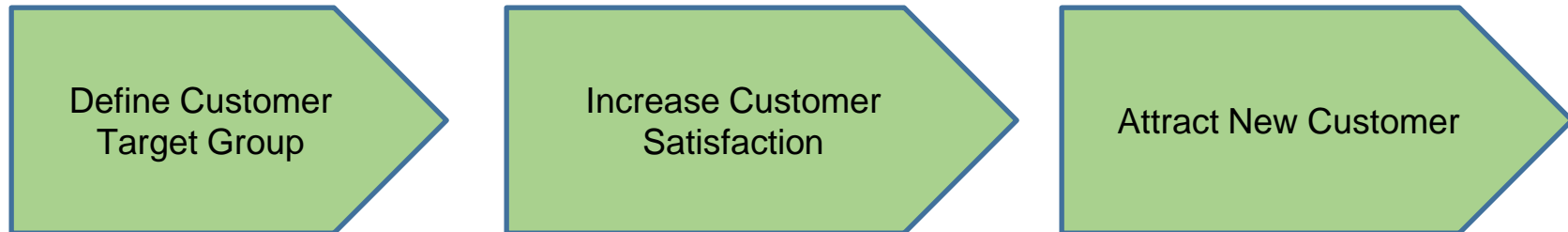
**HOW WELL A BUSINESS IS DOING  
FROM MARKETING ANGLE?**

# Marketing of products or services

Successful marketing of products and services requires:



# Successful Customer Management





# Successful Customer Management

- Attracting the right customer target group
- Increasing customer satisfaction
- Attracting new customers

# Attracting the Right Customer Target Group

Questions	Yes	No
Do you know enough about your target customer (age, customer habits, income structure, etc.)?		
When the needs of your customers change, do you know about it?		
Do you know competitors' products and services that could replace your own?		
Do you consistently monitor the buying behavior of customers?		
Do you know which customers have a good impression of you and which don't?		
Do you know which customers bring you the greatest benefit?		
Do you have a customer file/data? And do you keep this up date?		
Do your customers differ by type?		

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**RESPONSE**

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How has your customer group (number, structure) developed in recent years?

What sales do you expect from this customer group in the coming years?

With which customers do you attain your greatest financial success?

Which customers react best to your advertising?

Which customers do you find easiest to contact?

What is your percentage of regular customers?

# Understanding Customer Needs & Satisfying Them

## CUSTOMER NEEDS

- Who are your Customer
- What do you think are the needs of the customers?
- Is there any needs that you cannot satisfy?
- Do speak to your customers to understand their needs?
- What are those needs of your customers that you are now satisfying?

## COMPETITORS

- Who are your competitors?
- What are their strength & weakness?
- What is their market program?
- What are those elements in their market program that you envy?

## PRICING, DISTRIBUTION, PROMOTION

- Can you distinguish fixed cost and variable cost?
- How do you determine sales price?
- How do you distribute your product?
- How many sales outlets do you have?
- How do you promote your product or service?

## CUSTOMER'S PERCEPTION OF YOUR PRODUCT

- How does your customer perceive your brand or company image?
- Have you ever received customer feedback on your product?
- What have they most complained about?

# How can you satisfy your customers?

## If you deliver PRODUCTS

- Different design
- Better quality
- Better materials
- More fashionable colour
- Greater reliability
- Better environmental record
- Attractive packaging
- Improved functionality
- Greater ease of use

## If you deliver SERVICES

- Pre-sales customer service
- Post-sales customer service
- Package deal offers
- Greater punctuality
- More all round services
- Customer training
- Customer hotlines
- Greater flexibility & attention to customer wishes
- Emailing
- Rapid response to customer complaints

## Marketing Performance Enhancement Plan (MPEP)

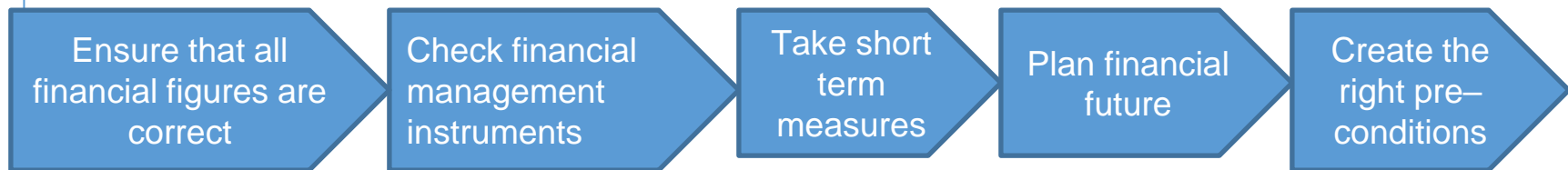
Serial No.	Action	Responsible Person	Accomplishment Date

# FINANCE BASE

## **HOW WELL A BUSINESS IS DOING FROM FINANCE ANGLE?**



# Getting a Grip on Finance



# Making sure that financial figures are correct

Indicators related to the financial stability of the enterprise:

- The **liquid reserve** tells how long will be able to pay bills with the financial means available.
- The **equity capital ratio** informs whether in relation to balance sheet total is enough equity capital or too many debts.

- Indicators related to company's income
- **Cash flow** is the portion of turnover and available for paying tax, making withdrawals, relieving debt, and making investments.
  - The **rate of return on investment**, the relationship between profit and turnover.

# How to calculate financial indicators

1. Liquid reserve: *bank deposits + Cash on hand+ savings*
2. Equity capital ratio: 
$$\frac{\text{equity capital} \times 100}{\text{total capital}}$$
3. Cash flow: 
$$[(S_n - GP) + OH/Td] \times Tar = \text{cash needed}$$
4. Rate of Return on Investment:  
$$\frac{\text{Earning before tax} \times 100}{\text{Sales}}$$

## Meaning of cash flow variables:

*$S_n$  = new sales in next period,  $GP$  = gross profit in percentage,  $OH$  = additional overhead in next period,  $T_d$  = time frame of sales forecast in days,  $T_{ar}$  = average collection period for account receivables in days,*

# FINANCIAL INDICATOR

Area		Good	←—————→			Poor
Liquidity	Liquid Reserve	>3 months	>2 months	>1 months	Less than 2 weeks	Less than 1 week
		Own/Outside	Equity Capital Ratio	>30%	>20%	>10%
Profitability	Cash flow	>20%	>10%	>5%	Less than 5%	Negative
		Rate of Return on Investment	>20%	>15%	>10%	Less than 5%

# Significance of Financial Indicators

- **Liquid Reserve:**

Liquidity is the life blood of enterprise. It is utmost importance to day to day operation. The liquid reserve determines whether or not the enterprise can pay its bills.

- **Equity Capital:**

Equity capital is the difference between the assets and debts of the enterprise. Equity capital secures the future of the enterprise. Therefore, equity capital is resources as a strategic success factor for growth and business success.

- **Cash Flow:**

Cash flow is an indicator denotes the profits earned from the business of the respective period. Since expenditures directly associated with payments are already subtracted, these are the profits that can be used towards realizing entrepreneurial goals- investment, debt payments, and profit taking.



## Rate of Return on Investment:

The Rate of Return on Investment tells how much profit is generated from the business. This is profit margin in percentage. Higher the percentage greater the growth opportunity.

# Managing your financial future

Area	Question	Response
Liquidity	In future will you strictly separate your private and your business accounts?	
	What do you think you will earn next year?	
	In three years?	
	In five years?	
Discussions with banks, suppliers, etc. for liquidity facility	Do you want to expand your liquid reserves (e.g. by way of savings, negotiating overdraft facility with your bank, or by retaining earnings) so that you can take opportunities and avoid unpleasant surprise?	
	Do you regularly talk with your bank or another advisor regularly about your financial situation?	
	Do you take advantage of suppliers' credits?	

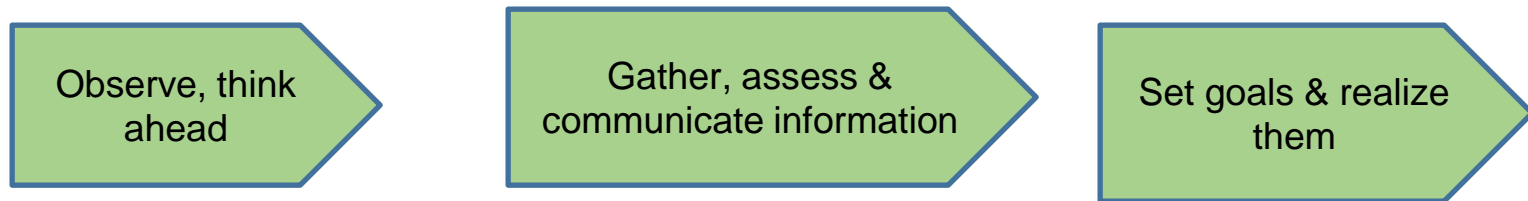
Capital supply from outside	Are you taking advantage of available public funding (soft loans, etc.)	
	Are there additional ways for you to obtain equity capital (e.g. involving partners)?	
	Is leasing of machine/equipments an option available to you?	
Profitability	Do you regularly make estimates of earnings and profitability?	
	Have you committed your assets/capital in the best possible way?	
	Do you have further ideas on how you can cut certain operating costs?	

## Financial Performance Enhancement Plan (FPEP)

Serial No.	Action	Responsible Person	Accomplishment Date

# Building a Successful Future

1. Observing and Thinking Ahead
2. Gathering and Communicating Information
3. Realizing Your Goals



# Which capabilities and talents can you use to see opportunities better by observing and thinking ahead?

<input type="checkbox"/> More efficient time management	<input type="checkbox"/> Motivation to lead
<input type="checkbox"/> More efficient organization	<input type="checkbox"/> Work ethic
<input type="checkbox"/> Abilities to set priority	<input type="checkbox"/> Conscientiousness
<input type="checkbox"/> Use of constructive criticism as a learning tool	<input type="checkbox"/> Flexibility
<input type="checkbox"/> More streamlined working methods	<input type="checkbox"/> Pro-activeness
<input type="checkbox"/> Willing to take risks	<input type="checkbox"/> Resistance to stress
<input type="checkbox"/> Openness to new things	<input type="checkbox"/> Self-confidence
<input type="checkbox"/> Promotion of creativity	<input type="checkbox"/> Others
<input type="checkbox"/> Realistic self assessment	
<input type="checkbox"/> Eagerness to make contact with others	
<input type="checkbox"/> Vocational orientation	
<input type="checkbox"/> Motivation to compete	
<input type="checkbox"/> Motivation to create	

## Which of the following information sources and media have you tapped in order to recognize new developments?

<input type="checkbox"/> Own enterprise	<input type="checkbox"/> Internal accounting
<input type="checkbox"/> Business partners	<input type="checkbox"/> Newspapers
<input type="checkbox"/> Family/friends	<input type="checkbox"/> Economic journals
<input type="checkbox"/> Customers	<input type="checkbox"/> Trade journals and other publications
<input type="checkbox"/> Competitors	<input type="checkbox"/> Personal or business network
<input type="checkbox"/> Banks	<input type="checkbox"/> Database, internet
<input type="checkbox"/> Lawyers	<input type="checkbox"/> Social media
<input type="checkbox"/> Associations	<input type="checkbox"/> Personal sources, e.g. meetings with experts, visit to trade fairs, conventions and seminars, staff meetings
<input type="checkbox"/> Chambers	<input type="checkbox"/> Others
<input type="checkbox"/> Patents offices	
<input type="checkbox"/> Government agencies	
<input type="checkbox"/> Universities and research institutes	



What are my personal and professional objectives? What do I personally want to attain in my life?

PERSONAL GOALS?

- 1.
- 2.
- 3.
- 4.
- 5.

PROFESSIONAL GOAL?

- 1.
- 2.
- 3.
- 4.
- 5.

# Discovering New Strategies by Thinking in Context

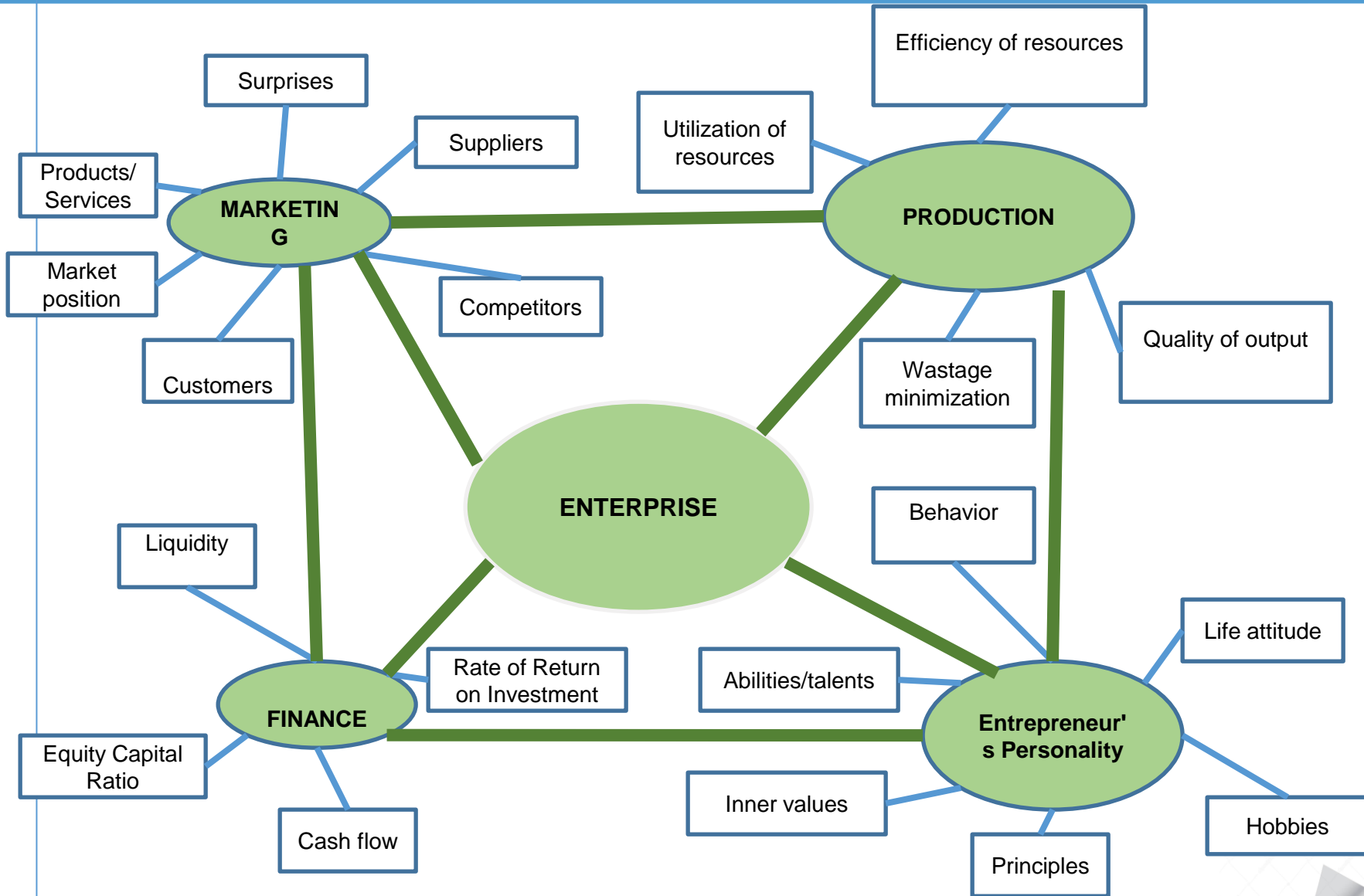
Analyze your own perspectives with regards to the four entrepreneurial measures

1. Managing Finances
2. Improving Marketing Performance
3. Improving Production
4. Building the future

Evaluation: √= I have it under control, ?= I don't know yet, X= I have a problem and need to act  
Early Diagnosis Matrix

<b>Entrepreneurial Activity</b>	<b>Future</b>	<b>Productivity</b>	<b>Customers</b>	<b>Finances</b>
Building the Future	<input type="checkbox"/> Realizing Goals	<input type="checkbox"/> Offer new, improved product	<input type="checkbox"/> Attract new customers	<input type="checkbox"/> Build financial reserves
Improving Competitiveness	<input type="checkbox"/> Lower profit margin	<input type="checkbox"/> Increasing Output	<input type="checkbox"/> Increase customer benefit	<input type="checkbox"/> Offer cheaper products/services
Satisfying Customers	<input type="checkbox"/> Increase number of customers	<input type="checkbox"/> Tailor offers to customer needs	<input type="checkbox"/> Reinforcing market position	<input type="checkbox"/> Offer customer credit
Managing Finances	<input type="checkbox"/> Avoid financial surprise	<input type="checkbox"/> Save costs	<input type="checkbox"/> Improve collection of receivables	<input type="checkbox"/> Securing liquidity

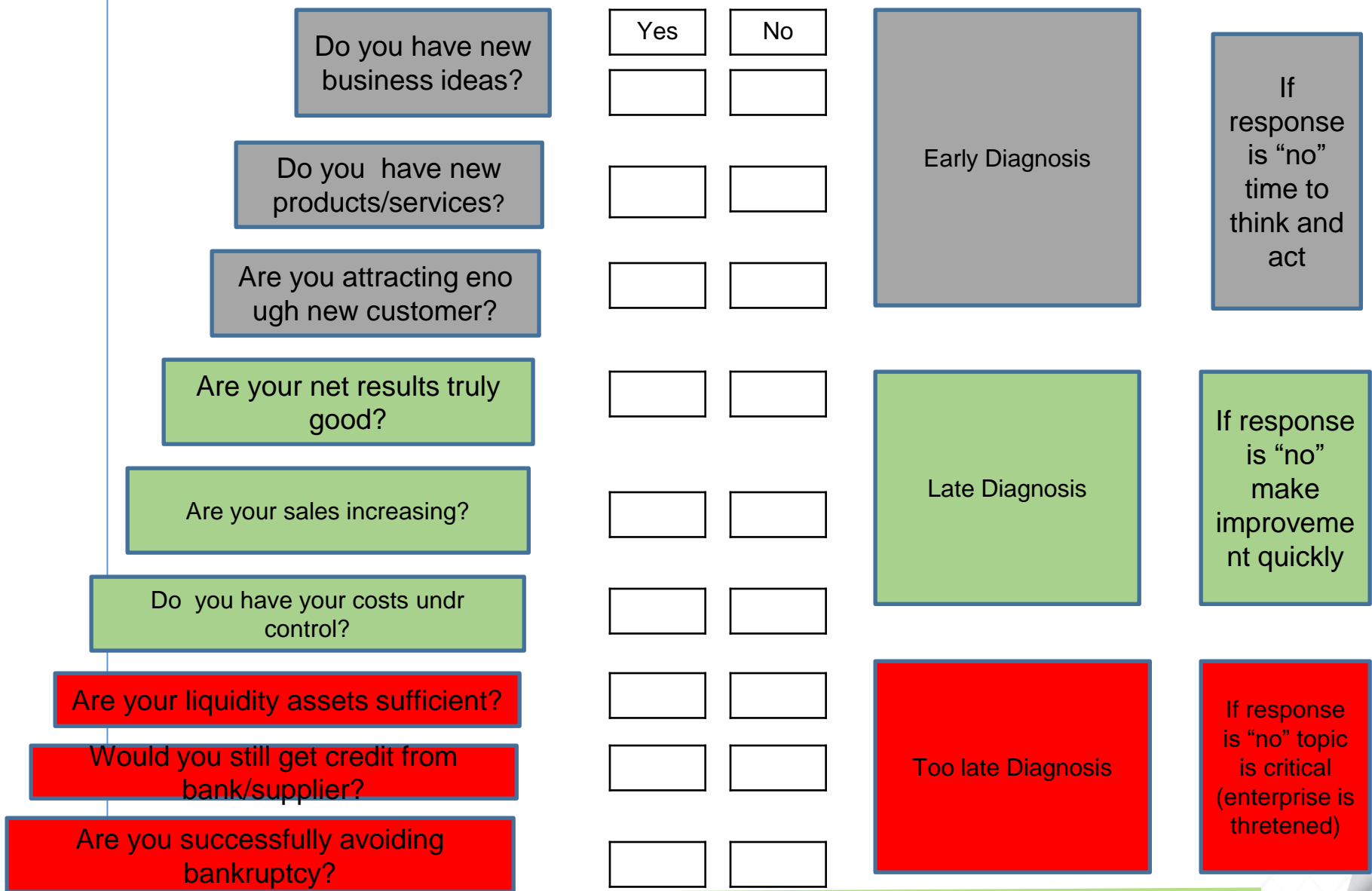
Grey Boxes= Main Purpose, Pink Boxes= Avoidance of weaknesses, Red Boxes= Opportunities resulting from the combination of two activities



# Answer the following questions

Question	Yes	No
Do you use this relationship for an active exchange of opinion, and thereby for early diagnosis of opportunities?		
Does this relationship offer you important information about yourself, your abilities, talents, and environments?		
Does this relationship offer you important information about how your enterprise is viewed from the outside?		
Does this relationship feel right? If not, what do you need to change?		
Do you get high quality and truthful advice from this contact partners? If not, what do you need to change?		
Is there still untapped potential in this relationship?		
Do you need a new contact partner?		

# The Early Diagnosis Stairway



# Discovering New Opportunities

Managing **Finances**

Create financial reserves and capacities

Boosting **Performance**

Always strive to outdo yourself

Satisfying **Customers**

Ensure that your customers are satisfied

Building the **Future**

Set realistic goal for yourself, and develop new business for future