

Present Scenario of Nepalese Carpet Industry

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INTRODUCTION

The story of growth of the carpet industry is one of the most remarkable success story in the annals of South Asian business. It is a story of private enterprise: of people responding creatively and energetically to economic opportunity to build together this phenomenal market niche. The art of weaving carpet is almost as old as civilization. The pile-carpet dates back to more than 2000 years and may have been used in Tibet for at least from the last 900 years.

The carpet weaving was introduced in Nepal in 1960 under Swiss Aid Programme through aegis of Swiss Red Cross to re-habilitate the Tibetan refugees. After three decades this carpet weaving is transformed into multi-billion export business from virtually zero in 1960. The Tibetan carpet was an art de object till late seventies. Only those people interested in Tibetan art, culture and heritage bought these carpets or it was a collector's item for scholars and for students to study.

Major break through and change took place in late seventies when creative importers were able to blend Tibetan weave with West European design, and then this art de object transformed into commercial product. The product was then commercially viable and industrially feasible with enormous growth potential turned into a reality today.

The need to increase export earning and employment has become all the more prominent, as highlighted in the approach paper to the Eighth five Year Plan. The government policy of the trade liberalization will necessitate increased amount of foreign exchange to overcome the ensuing deficit in trade balance as a consequence of import liberalization. If liberalization is continued by continuous recourse to foreign borrowing, then the liberalization episode will come to an end fairly soon under the pressure of mounting debt service obligation and balance of payment crisis. So, whether liberalization could be carried on successfully or not depends on export earning increase sufficiently over intermediate to long-run time horizon. An examination of export prospect of different items, shows that only carpet has a better prospect. Though handicraft is also emerging as one of the promising export item, it does not hold the same prospect as carpet. The prospect of garment is rather uncertain, as its export has been quite erratic. From employment view point also carpet industry has a great potential of generating significant employment opportunities to the semi-skilled as well as unskilled labour force because of industry's labour intensive operation.

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PRESENT STATE OF CARPET INDUSTRY

Largest Foreign Exchange Earning Sector

It is the biggest foreign exchange earner. It has earned over 3 billion NRs in 4 months of the current fiscal year 1992/93. It has also played an important role and have given significant contribution in enhancing the foreign exchange reserve from 14 billion NRs to 23 billion NRs. It is a piece of history that we have such abundant foreign exchange reserve that the Dollar is falling against Nepalese Rupee and 2 percent fall recorded in one singular month, after the announcement of full convertibility in current account earning. Sixty percent of the total foreign exchange earning of the overseas export comes from carpet. It has taken over tourism industry in foreign exchange earning since last fiscal year (1991/92).

Table 1
Carpet Export From Nepal

Fiscal Year	Export in sq. mt.	Total Value in, Thousand NRs.
1971/72	NA	1703
1972/73	10458	2497
1973/74	13065	3752
1974/75	18577	7853
1975/76	19784	9276
1976/77	47473	27906
1977/78	26530	23944
1978/79	53279	45819
1979/80	66775	55367
1980/81	79623	65590
1981/82	98740	83929
1982/83	150622	137756
1983/84	262862	265350
1984/85	227199	249361
1985/86	329518	376414
1986/87	465296	627535
1987/88	802100	1211785
1988/89	913582	1589191
1989/90	1125000	2290000
1990/91	1628000	3700000
1991/92	2371000	7130000
1992/93*	980000	3057000

*First four months.

Source : Trade Promotion Centre, Kathmandu.

Single Biggest Employer

Carpet industry in Nepal is the single biggest employer employing over 300000 people, i.e. employing more people than all the industrial districts of Nepal put

together. It employs more people than HMG and is the only industry which helped to absorb excess labour from agriculture helping to remove unemployment, underemployment and disguised unemployment. It employs mostly people from remote hills and people living in subsistence level and before they employed in carpet industry they were below absolute poverty line with per capita income of less than sixtyfive US\$. This industry is greatly responsible for nearly eradicating bonded labour from Nepal totally.

Scent of Nepalese Originality

Carpet industry could be pride of nation because it is our own industry. We created it; like Morita of Sony created Walkman - mobile music. As mentioned earlier it was a market niche. When Nepalese carpet started marketing, it did not disturb the market of traditional carpets, carpet types like Heriz, Tabriz, Diozan, Bidraj, Kasan, Sulatbad, Schrbaff, Kasgan, Ardabil, Mira, Moud, Kashmir Ghoum, Naini, Isfahan, Sohagi, Yaze, Sarak, Joshegan, Shiraz, Kirman, Khorasan. It is not a overflow business industry like garments which is operated by marketing skills and product quality more by bilateral diplomatic relation. We look towards India for everything but India looks towards Nepal and copies so far carpet is concerned. In Europe, it is often said Tibetan carpet is bought for its colour and idea. Nepalese carpet, weaved and blended with the Tibetan art alongwith West European design, working closely with International Wool Secretariate for the future colour forecast, has been able to satisfy the trend and demand of customers in Europe.

Product Characteristic

Raw Wool

The use of Tibetan wool is a special product character. So Carpet industry in Nepal should make every endeavour to ensure that maximum Tibetan wool is used to maintain product identity or about fifty-fifty ratio is maintained. It is said that colder the climate better the wool and the Tibetan plateau, the roof of the world, is an excellent place, in the modulla of the Tibetan wool produces Air Filled Cell that has excellent resilience and lustre. The Tibetan wool is the best for carpet. One can easily visualize the quality of Tibetan wool if both Tibetan and other wool are seen at unscoured stage. The NewZealand wool is scoured and wool fibres are opened by a machine similar to carding machine before export. Therefore, NewZealand wool, has better colour after transformation stage. Its sheep breed produces all white wool which is not possible for Tibetan sheep. The sheep breeds like Romney, Perrandale and Copworth are the product of years of research by *Wool Research Organisation NewZealand (WRONZ)*.

The equal blend of Tibetan and NewZealand wool would give us the advantages of minimum residual grease content, vegetable matter content, resilience and whiteness of $Y-2=4$ with value of $Y=$ being 60.

Further, to answer the question of over production, the production of carpet should be done with 128 5/7 type of wool instead of 4/6. This 128 5/7 type wool is

full fleeced wool which is not available throughout the year and the required quantity is also not available throughout the year. This, if implemented would guarantee of even better quality and would control current problem of over production to some extent.

Carding and Hand Spinning of Woollen Yarn

Carding hides all the sins of carpet. It was a bad decision of the HMG to permit the use of huge carding machine to replace hand carding which led to mass production. So earlier few lobbied against carding machine, but then they were lone crusaders but now there are many who think on similar line but it is too late. The other lobby was more powerful, so carding machine has come to stay. If carding machines were not introduced, there would have not been mass production and possibility of recycling of cut piece wool would have been of remote possibility.

Design

It would not be wrong to say that Nepalese carpet is European carpet, made in Nepal. It is made to suit European taste and decor. The design of Nepalese carpet is quite different from traditional carpets like Persian, Afgani, Bhokara. Our carpet is designed to suit the textile fashion currently in Europe, particularly in reference to curtain and sofa and other dominating interior decors.

The constant reinforcement of new idea, innovative concept and colour help to keep the market buoyant for the Nepalese carpet. However, the level of innovation and quantity of production are not in balance. The production has increased dramatically but not the innovation.

The present design, and colour are not suited to the American buyers. Trying to market our design and colour to Americans would be like trying to sell cheese to Chinese. Hence, it would be a thoughtful and productive step to invite American designers to tell us and show us the American style, their liking and preference, possible product development and use. Inviting an American designer will be an excellent and fruitful idea.

Serious steps should be taken to balance production and innovation. Otherwise all the productions would start to look alike and then only price might become a deciding factor, which could be a signal of the beginning of the end of premium product. It is an open secret that huge machine spinning plants are operating during the night to produce yarn. If the government does not act on these illegal operators, our main product identification of hand spun character would be gone, and we shall ruin the foundation that took us years to build, then our carpet would look like any other carpet of the Far East, vanishing our product mark, product identification, product feature, and product character.

Market Character

The entrepreneurs responding to spurt in international demand have brought the industry to the present level of achievement, and the quest to further enhance the growth should be continued. The main character of good marketing is to ensure good production and good supply and good rate in the international market. However, it is understood that a great deal of new comers in the business are offering low price using machine spun yarn, short wool, even recycled wool. However at present emerging number of producers and exporters do seem to (concern with) quality and price of carpet. Some importers and exporters agree with that there is over marketing in Germany.

Table 2,3,4,5, and 6 show the international market share of Nepalese carpet and its position in international comparision.

Table 2
Carpet Export From Nepal by Destination

(In thousand Sq.m.)

Country/Year	1985/86	1986/87	1987/88	1988/89	1989/90
Germany	51.0	40.1	50.4	53.5	57.8
UK	25.1	25.3	18.8	14.4	9.9
Switzerland	17.3	25.3	21.6	18.7	17.8
France	1.4	1.1	0.9	1.0	0.7
Belgium	1.2	4.2	4.4	5.6	6.5
Netherland	0.4	0.7	1.0	1.3	2.4
USA	2.6	2.4	2.2	4.0	3.5
Total	99.0	99.1	99.3	98.5	98.4

Source : Trade Promotion Centre, Kathmandu.

Table 3
Export to Germany from Nepal
(Handknotted Carpet)

(in thousand Sq.m.)

Year	quantity
1976	4747
1978	5260
1980	5561
1982	5076
1984	5378
1986	5614
1988	8001
1989	8041
1990	7766

Source : European Economic Council Secretariate, Brussels.

Table 4
International Comparison of Carpet
Import of Germany

(percentage share of total carpet imports)

Country/year	1988	1989	1990	1992
Iran	15.1	15.0	14.6	-
India	29.2	31.9	30.8	-
Nepal	6.6	9.2	12.6	22
China	7.9	9.0	10.9	-
Morocco	20.2	18.8	15.2	-

Source : Same as of Table 3.

Table 5
Percentage Share of Carpet Export to Europe
(Country Comparison 1990)

Country	In thousand Sq.m	Percentage
Morocco	1165	17
Iran	150	3
Pakistan	48	7
India	1839	27
Nepal	1104	16
China	2058	30
Total	6832	100

Source : Same as of Table 3.

Table 6
Carpet Export to Europe from Nepal
(350 knots per m. 1990)

Country	In thousand Sq.m.	Percentage
Benelux	102	9.2
Germany	868	78.6
Spain	15	1.3
France	14	1.3
Italy	0.6	0.0
Netherland	26	2.3
UK	78	7.0
Total	1104	100.00

Source : Same as of Table 3.

Need of Exploring New Markets

At present 90 percent of the carpet goes to EEC markets and the concentration is in three countries, Benelux Germany and UK, export to USA is negligible. If these market cease to exist there shall be a severe set back to carpet industry and great shock to the national economy leading to foreign exchange shortage and massive unemployment. However, given the present situation it is not possible immediately to switch export to other markets; exploration of new markets is an important issue that require seriousness. Possible marketing of our carpet to USA, Canada, Australia should be explored which is in inoperative at present, and export to EEC should be taxed to provide incentive subsidy to organise and participate in trade fair to develop new market.

Product Life Cycle

The product life cycle can be of a very important issue comprising: the product launch, the growth, the boom, then recession and fall. Many product in the market had early product cycle or went into recession because they did not keep eye on possible competition. One appropriate example can be of the video industry and video parlours which are facing difficulties because they did not envisage the possible market of satellite TV in the same way as news paper did not think of TV. In the similar way there will be also serious threat to Nepalese Tibetan carpet. There are companies trying with African carpet, and dense hand tufted carpet from Chine and flat woven from Spain. We have to be aware of all developments to keep the product life cycle engine moving.

Anti Pollution Norms

There should be a clarity of of thought about pollution. When it is associated with carpet pollution carries different meaning and some time hand washing is also pollution if there, over phospate is used.

Mr. Jindel of Thermax at a seminar held on 19th May on Air and Water pollution at Hotel Kathmandu, said human being disposes 50 grams of pollutant everyday. Think of the situation when one million inhabitant of the Kathmandu valley disposes effluent everyday. No industry in the word today is able to make industrial water effluent safe for drinking yet it must be treated to that extent that the fishes and plants don't die. The chemicals used in carpet industry are : Acetic Acid, Chlorine, and Caustic Soda.

Since, all these chemicals are used in household also; as acetic acid is used in vinegar and its more concentrated use is performed in salad and cooking; it is difficult to distinguish whether water is polluted by carpet industry or household units. Similarly chlorine, used by water and sewage department to treat water as bacteria free, caustic soda, widely used in making of household soap, pollute water more, while carpet industry uses the powder of sulphuric acid with proportional mix up of chlorine for washing, pollutes water less. Sulphuric acid if used in neutralized form with proportionate use of chlorine and caustic soda, there will not be a situation that is so alarming and preparedness for wartime emergency of pollution.

However, if washing at ridiculously low price of US\$ 2.00 per square meter without using neutralizing chemicals proportionately is continued, then the environment concern is grave. As most of the chemicals can be easily neutralized through proportionate use there is possibility of making carpet more economically and environment friendly. But the agony of the story is: hardly carpet people know about the industrial chemistry so the effluent is directly discharged into river system without knowing that acetic acid can be neutralized by lime treatment in effluent water tank.

It is not difficult to meet the pollution standards if set. However, at present a certificate by German Agency for Technical Co-operation certifying that this is pollution free establishment is helping to a unit establishment in Kathmandu for export purpose. For ISI standard for liquid effluents and inland surface water see ISI standard, annexed.

Floor Price

Trade Promotion Centre which holds the secretariate of valuation committee has never explained the purpose of floor price explicitly. What is floor price and its rational or the objective, it is not yet clear to the industry, whether:

- It is an instrument to control quality, or
- It is an instrument to control leakage of foreign exchange, or
- It is a necessary check and balance instrument of quality and price.

If valuation committee does not answer these questions, it could become a tool of bureaucratic machinery to suit their requirement; lobbying platform of bureaucratic thinking at the expense of industry itself.

Now, with the inception of Carpet and Wool Development Council, these issues would be seriously attended and the council will take step based on H.M.G. Commercial Policy para 4, 8, gradually to eliminate the requirement of floor price.

Child Labour

Nepal is a very populous country. We have no shortage of labour. Not even 2 percent of our population is engaged in Industrial activities and disguised unemployment prevalence to the tune of more than 5 million. So, carpet industry can easily do without child labour. Our carpet is not so much knot oriented that we need nimble fingers. Nepalese carpet commands demand by the innovative design, colour and new idea not by the density of knots. Child labour may play significant role in making high quality in high knotting Persian carpet but it is totally a myth in the case of Tibetan carpet.

The Labour Act 2049 B.S. strictly prohibits the use of child labour. Perhaps the basis of this act's enactment is the demand of many trade unions and the government has now the legislation passed, so the government should send random cross check inspection squad. Any factory employing child labour should be totally closed down. There should be no mercy; compassionate understanding, for illegal activities.

However, if the child works for his father or mother then it is difficult to say it is child labour. In view of Indian experience, as Swamy Agnivesh and his campaign against child exploitation in carpet weaving has been negated by the children of Bihar, we have to take measures so that Indian scene is not repeated here. We have to hunt for every positive avenues to ensure continuing success of carpet industry.

Recently in close acquaintance and link with Department of Labour, a labour overview committee has been formed in Carpet Association and the committee has randomly inspected few selected factories. Association is launching soon awareness drive urging the factories not to use child labour making them aware of standing within legal framework.

Moreover, Supporting Nepalese Tibetan Carpets Association (SNTC), which is only one body outside Nepal, in Germany, solely devoted to save and promote Nepalese carpet, takes it as a matter of serious concern. In Nepal child labour is a socio-economic problem. Due to less earning of parent, child is accompanied with them thus having more wages to parents, uplifting their household living. So SNTC is very serious, they are on verge drawing serious plans for child labour elimination programme like celebrating a day of the Carpet Children to mark the awareness of child labour abuse in carpet industry before it could produce multi dimensional impact. We have to save the children and our industry, hence concerned parties should work cohesively, seriously, actively on this ever emerging issue before it takes its toll of the glittering carpet industry.

CONCLUSION

- There should be clear cut trade-fair-policy, subsidized trade fair show should be organized in region where Tibetan carpet has gain enough exposure and momentum. Side by side in new market area; and in new country subsidized trade show is the demand of the time.
- Contract system & wages linked with productivity is the foundation of carpet's success story. This should continue and should not be prohibited by minimum wage fixation act, to make carpet industry flexible and market responsive. One can enhance or lower the production according to the requirement of the market.
- Pollution norm and standard should be set immediately. Those units not meeting the standard should be closed down.
- The carpet industry can do without child labour. So immediate step should be taken to stop factories using child labour.

The carpet industry had a good time and a bad time in the past. Now global market is fast changing, so it is very difficult to work in isolation. Before, the government never took this industry seriously because there was a lack of joint approach from exporter and importer. As the carpet development council has been formed, it is time to have an united joint approach to enrich the mutual interest of carpet exporter and importer so that new concept, innovative market idea can be fostered and the industry may move towards higher segment of the market.

ANNEXE

Effluent Characteristics	Tolerance limit for effluents discharged into	
	inland surface water	marine coastal areas
TSS. mg/l	100	100
Particle size of TSS. (11)	850	-
(floatable)	-	1000
(settleable)	-	850
TDS/mg/l	2100	-
Temperature "C"	40	45
pH	55.90	55.90
BOD mg/l	30	100
COD mg/l	250	250
Oils & Grease mg/l	10	20
Ammoniacal nitrogen (as N) mg/l	50	50
Phosphates (as P) mg/l	5	5
Sulphides (as S) mg/l	2.0	-
Fluorides (as F) mg/l	2.0	15
Cyanides (as CN) mg/l	0.2	0.2
Lead (as Pb) mg/l	0.1	1.0
Selenium (as Se) mg/l	0.05	0.05
Zinc (as Zn) mg/l	5	15
Copper (as Cu) mg/l	3.0	3.0
Nickel (as Ni) mg/l	2.0	5.0
Cadmium (as Cd) mg/l	2.0	2.0
Chromium (as Cr) mg/l	0.1	1.0
Mercury (as Hg) mg/l	0.01	0.01
Arsenic (as As) mg/l	0.2	0.2
Phenolic compounds mg/l	1.0	5.0
Residual chlorine (as Cl) mg/l	1	1
TKN mg/l	100	100

Adopted from Indian Standard Industry Manual.

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BOOK REVIEW

Zivetz, Laurie (1992), *Private Enterprise and the State in Modern Nepal*, Oxford University Press Madras, pp. 248 including index + xi, Price IRS 250.00.

Owning and managing very few industries, Nepal has many dimensional impacts of its culture and society in industrialization process. Industrialization involves changes in culture: in ways of behaviour, belief, human interaction and attitude towards technology. But none of these factors alone or in tandem; is enough to catalyze or sustain the process of industrialization with the key human element: the entrepreneur. The entrepreneur, who is at the forefront of making the process possible, is the individual who is able to recognize an opportunity; is able to translate that vision into an operational enterprise; and is able to withstand sundry obstacles inherent in the environment. Entrepreneur, who makes the process of industrialization possible vis a vis policy change process of the state in this respect, is the core theme of the book under review which has six chapters dealing at length about: The Determinants of Entrepreneurship; Entrepreneurship in Nepal; Entrepreneurial Communities; Private Enterprise and Public Sector; The Entrepreneur and the Enterprise; and Looking Back, Looking Forward: Some Concluding Observations with impressionable illustration through maps, figures, plates and tables.

Comparative history of public enterprise in South Asian Countries specially Bangladesh, India, Nepal, Pakistan and Sri Lanka shows that Nepal's tiny but diversified entrepreneurial community; the village tailor to the large scale industrialist; suffered significantly in industrialization process due to scarce supply of essential raw materials, imported commodities, lack of export facilities and market outlets and dependence on Indian skilled labour. Therefore, Nepalese enterprise could not flourish and still does not find a more productive and accepted place in national development.

Compared to Pakistan which is mostly arid, Bangladesh which is plain, Sri Lanka being equatorial and India being vast and varied, Nepal is mostly mountainous, hence development of entrepreneurship here is constrained geographically, but as diversity is also noticeable in the case of state policy, so ideological, political and economic consideration too are expected to leave their mark on the economic operation in the country. In Indian case, British took over India from Muslims, so with decline of Muslim mobility began with the decline of courts (rulers). Non-cooperation of Muslims with new ruler, consolidation and growth of Non-Muslim upper class who were active in finance, trade led to the emergence of new entrepreneurial class. Pakistan had no large entrepreneurial class except those who migrated from India, so government allowed a policy of laissez-faire to take shape but also articulated a policy of active entrepreneurial support through production. Bangladesh, as a part of Pakistan, was subjected to the same type of policy as was emunciated from the growth of the private entrepreneurship in Pakistan. Sri Lanka, like India experienced the emergence of indigenous upper class entrepreneurs when Britisher transferred power to small upper class elite. So here also colonial capital with indigenous upper class entrepreneurs dominated the scene.

In Nepal dominant group of entrepreneurs was, and still, is a coalition of feudal and bourgeois group which have been supported by foreign interests. Because of this, and inspite of marginal expansion of the public sector into productive activities, private enterprise had has been playing a supportive role to the state enterprise, henceforth, here the sinews of entrepreneurship were transformed into the traders and merchants who turned into entrepreneurs. This is substantiated by author when she puts it as : "The long distance trader has the advantage not only of exposure to new ideas and technologies but also of a longer term prospective on investment and its likely returns".

The introduction of technology too, in Nepal, ushered in by industrial entrepreneurs, involved corresponding changes in distribution and control of resources loosing the hold of traditional elites. Elites attempted to rationalize their status by shunning manual labour with which technology is associated. By suggesting that technology and manual labour are somehow degrading or of low status, the traditional elite used its cultural leverage to impede industrial entrepreneurship. This is what depicted by Zivetz when she says, ".....industrial entrepreneurs tend to be culturally isolated while prospering economically". Thus, like in almost all other South Asian countries, in Nepal also, the risk involved in economic endeavor has strong cultural as well as economic dimension.

Dealing on the entrepreneurship in Nepal, the author presents the entrepreneurial portrait of Brahmin, Newar, Sherpa, Tibetan, Marwari Thakali, Gurung and Managis and Chhetris and concludes : "Most of them exhibit and pronounced sense of community identity derived from internal cohesiveness, equipped with a background in trade, having inbuilt sense of the accumulation of wealth and placed no obvious barriers in the path of female entrepreneurship." This remark is true in the light that Nepal's entrepreneurial communities are socially marginal and fall (except Brahmins, Chhetris and Newars) outside the political and cultural mainstream which is reinforced by the fact that control over resources has traditionally been exerted by chhetris, Newars and Brahmins. Each community has been able to advance itself building links with ruling circles, and the author opines that Newars build link in the form of bridge between political and commercial concerns and with the result of this unique position they were able to gain access to political power and the Marwaris through the establishment of joint ventures, while the presence of foreign partners has helped the Sherpas to build such alliances. The Tibetans got opportunity to develop carpet industry because ruling elite valued the source of foreign exchange, the Thakalis through the path of cultural assimilation and Managis through the contraband trade. Brahmins and Chhetris, as they already have had access to power, resources and prestige as centre stage players, business had has become for these communities an extension on political control delinked to some extent from risk-taking and innovation.

Dealing on the private enterprise and the public sector, author cites a proverb widely uttered in India and Nepal : an elephant has two sets of teeth - the long beautiful ones on the outside, which are for show, and the sharp ones, hidden inside, which are for chewing. The analysis in this chapter exactly represents this picture: public sector trying to control and hold back to private enterprise thinking the pie being so small, if too big share is given nothing will be left for public sector.

At last, the author, an expatriate researcher who has herself owned and managed an industry in Nepal, is very critical, even harsh, in her concluding remarks. For the Nepali entrepreneur, individual rights, productive efficiency connote different meaning and perceived differently from a western point of view. So in the start the author marvelled at the relative calm of the many local entrepreneurs who had faced more serious, even survival - threatening obstacles. But in the course of time she has been able to see that her frustrations arose in large measure from her own unreal expectation: what she had assumed to be her due- from government, workers and producers alike - was a perception derived largely from an ethnocentric view of reality. Yet she is very harsh when she remarks: "..... bureaucracy has grown markedly in the recent periodhow government salaries have combined with opportunities for material gain based on position to breed corruption. Simultaneously, there has been a growing availability of extra capital, whether from foreign aid or from business, as a result, corruption has escalated to the point where, for donors, business people and bureaucrats alike, it is an expected, accepted way of life. a part of the cost of doing business in the country black market appears to function as an economy unto itself, and as a conduit which siphons entrepreneurial talent and resources away from industry.....".

Any way, the book presents a laudable accounts of private enterprise and the state in modern Nepal, inspite of the fact that assumptions and observations, which are circumscribed by time and space which have been the noted problem with social science research, the author did commendable job to depict the picture resembling the reality, specially when she herself spent several years being a part of population in this country as an owner-manager of an industry, managed to separate herself while inquiring into the phenomenon of entrepreneurship in Nepal.

For researchers in particular and people in general, those who are interested in industrialization process of Nepal, the book is worth reading.

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