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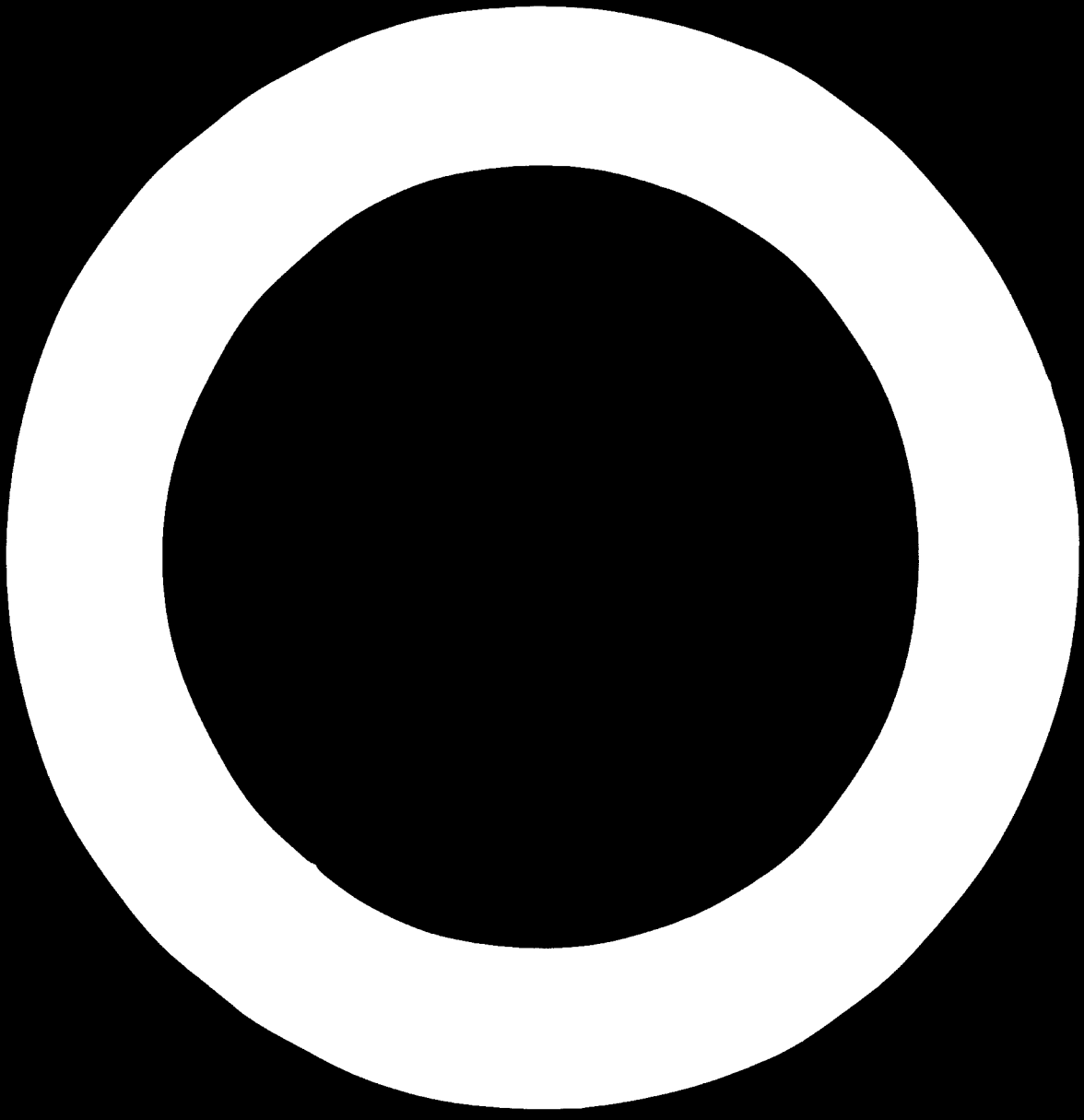


CONTENTS.

SUPPLEMENTS

1. Summary of Report.

1.1 The Birgunj factory is provided with modern high-efficiency equipments. The main products are: single-bottom plough, cultivators and harrows, intended for draught by animals and other various hand-tools. The designed capacity of the factory is 1000 ton metal wares per year.

1.2 The factory has not reached its designed capacity. Its maximum productivity remained 20-250 metal wares per year.

1.3 The factory could not reach its capacity due to the following principal causes, which may be divided into two groups: internal, depending on the activity of the factory; external, not depending on its activity.

1.3.1 Internal Causes:

- Lack of plans of production and realization based on the study of market.
- The absence of a plan of providing the factory with materials and completing parts.
- Insufficient preparation of the production: the lack of the design and technological documents for new items; the necessary production tooling has not been made, the necessary measuring and cutting instrument has not been prepared.
- There is no quality control of the production.
- Before starting the production of new items the economic analyse has not been done.
- There are no regular analyses of the productive-financial and economic activity of the factory based on the results of daily, monthly, quarterly and annualy work of the enterprise. Because of so the absence of such analyses necessary measures had not been taken to obviate difficulties and shortcomings.

- The [illegible] and [illegible] of the [illegible] is [illegible] of [illegible], [illegible] not [illegible] defined.
- The [illegible] system [illegible] of payment [illegible] only [illegible] and [illegible] for quantity and [illegible] proved to be not effective as it [illegible] stimulate the growth of the productivity and [illegible] the improvement of the economic figures of the work of the enterprise.

1.3.2 External Causes:

- The purchasing capacity of farmers is low. A big group of farmers is not in a position to purchase agricultural implements, for example iron hoe, even they get the credit from government.
- In the country's market there are low quality goods produced by cottage enterprises of India, which are sold at extremely low prices and which naturally low the price of analogous product of the factory.
- Agricultural Marketing Corporation should have work as an agency distributing products of the factory in Nepal, but has not organised the study of demand and market, and necessary advertisement and does not take the responsibility for realisation of goods.

1.4 On the basis of the study of the country's market, the plan of production for 1972/73, on total amount Rs 2[illegible].54.200 and for 1973/74 on total amount Rs 34.48.300 and the plan for realisation of products in the year 1972/73 on total amount Rs 25.55.900 have been worked out. The requirements of the factory in materials and completing parts for year 1972/73 are also estimated.

1.5 To avoid paying double prices it is necessary to purchase immediately materials and completing parts at international market.

1.6 Constructor's documents for main products is completed. Technical personnel of the factory were trained in the rules of the preparation of technical documents.

It is necessary to [illegible]

9.7 The [illegible]

9.8 The [illegible]

9.9 To allot necessary number of skilled [illegible] equipment [illegible] and for repairing technological [illegible]

9.10 Quality control must be done [illegible] The responsibility for the organization [illegible] must lay on the head of the technical [illegible] wise control are to be exercised [illegible]

9.11 It is necessary before the beginning of new production determine the nomenclature and the amount of articles and according to estimated calculation fix the commercial cost and selling price.

9.12 It is necessary to introduce the progressive system of wage payment, similar to that of Jute [illegible]

9.13 Few ploughs, which are of great necessity for development of the agriculture of Nepal, and few hand tube well which are in demand in the market, but which turn out to be unprofitable for the factory due to low prices in the [illegible] market, government subsidy is required, as it is done India.

9.14 In order to raise the possibility of realizing the [illegible] of the factory Agricultural Marketing Corps should be instructed to carry out calculation of demand, to study market and to place on this basis, in due time, [illegible] on goods pointing out their quantities and the period of the delivery, so that they could be included in the [illegible] plan. A. M. C. should take the responsibility for their realization.

If the said proposal cannot be adopted due to one or other reason, it should be recommended to factory

to [illegible] 1 a [illegible] [illegible] for realization on its pre[illegible] in vast [illegible] of the country.

1.15 Efforts should be made by the Department of Agricultural Extension to influence the farmers to use the progressive implements actively taking part in field demonstrations and through advertisements.

1.16 Considering the importance given by His Majesty's Govt. for the development of agriculture as a leading sector in the country's economy, and considering, practically, the lack of purchasing capacity of a big mass of farmers, it will be advisabled, as the first step, to distribute ploughs among farmers having farm plots of 1.5 ha or less, free of cost, or on special credits basis from Agricultural Development Funds, as it was practised when the fertilizers were first introduced.

1.17 It is advisable to have supplementary 4 units of equipment, which are most expediented for the Birgunj factory.

1.18 It is necessary to give to the factory staff practical training at agricultural machinery plants abroad.

1.19 Possible U.N. Assistance for a project to give training, to promote and assist national and export marketing, to develop and test agricultural machinery will require approximately 48 man/months of U.N. experts.

At the r[illegible] of [illegible] Go[illegible] arrived on [illegible] April, 1972.

Project: Assistance to [illegible] machinery and impl[illegible]ments ([illegible])

The UNIDO Expert was [illegible]:

1. Coll[illegible] of information.
2. Visit to [illegible] with Nepal Gov[illegible]
3. Elaborate of production [illegible], [illegible] equipment and or[illegible], [illegible] for the Birganj Factory.

Note: In spite of the recommendation [illegible] request by the Residential repr[illegible] of H. M. Government of Nepal [illegible] of the visit to India no decision was [illegible] the question.

The Agricultural Tools Factory in Birganj was [illegible] with the help of the USSR in 19[illegible] for the production of [illegible] agricultural implements and hand-instruments.

The factory is provided with modern high-efficiency equipments. In view of the objects of production to which it was oriented by the Nepalese side, its main equipments are [illegible] and press machines.

Metal-cutting equipments were [illegible] manufacturing [illegible], for repair works and other auxiliary purposes.

The factory has at its disposal a foundry, thermal [illegible], galvanic coating section, painting, assembling and woodwork sections.

The main products of the factory are: single-bottom [illegible], cultivators and harrows, intended for pulling by animals and other various hand-tools. The designed capacity of the factory is 10[illegible] ton metal wares per year.

For [illegible] the factory [illegible] passed the [illegible]. [illegible] remained [illegible] metres [illegible] per year (Appendix No. 1.) The production [illegible] of [illegible]-1972, were [illegible] the [illegible] at the production capacity of the factory.

The following tables summarise the present position of the factory.

Table 2.1 [illegible]

No	Year	Value (Rs)	Percentage [illegible]
1	1968/1969	1,25,544,38	-
2	1969/1970	4,25,[illegible]	337.8
3	1970/1971	5,[illegible]	12[illegible].2
4	1971/1972	7,68,[illegible]	[illegible].6

Table 2.2 Stock Position

Item	At beginning of 1971-1972 (Rs)	At the end of 1971-1972 (Rs)
Finished goods	[illegible]	[illegible]

Table 2.3 Financial Position

Item	At beginning of 1971-1972 (Rs)	At the end of 1971-1972 (Rs)
Current liabilities	[illegible]	[illegible]
Current Assets	[illegible]	[illegible]

[redacted]

[illegible] of [illegible]. [illegible] the [illegible] of [illegible] be [illegible] [illegible].

3.1.3. No plan [illegible] the factory [illegible] [illegible], the [illegible] of [illegible] and [illegible] of [illegible] a [illegible] there [illegible] time.

3.1.4 Lack of [illegible] the [illegible] in the [illegible] of [illegible] and [illegible] products in a most [illegible] period in the [illegible] of the [illegible].

3.1.5. The [illegible] of [illegible] products and finished products is [illegible].

3.1.6. Preparation [illegible] for [illegible] is not [illegible]. [illegible] for the new products are not prepared. The [illegible] and fixtures, dies, measuring tools, and [illegible], [illegible] also not been prepared.

3.1.7 There is no [illegible] the [illegible] necessary [illegible] and [illegible] of machines in order to keep them in [illegible] condition.

3.1.8 There is no quality control of [illegible] operations and of finished products.

3.1.9 No [illegible] before [illegible] up the new products, and as a result [illegible] and this is the cause of [illegible] of the [illegible].

3.1.10 No monthly, quarter and annual [illegible] on production, finance and [illegible] of the factory. As a result no [illegible] is done to remedy the difficulties.

[illegible]

3.9.6. The [illegible] of the process, as now [illegible] desired.

3.9.7. The [illegible]

3.9.8. [illegible]

3.4 [illegible]

3.4.1. It is [illegible] that the factory [illegible] the application of [illegible] [illegible] the factory [illegible] by [illegible] to [illegible]

The above mentioned [illegible] may be [illegible] as follows:

[illegible]

[illegible]

Table 3.4.1 [illegible]

(In Rupees [illegible] of [illegible])

[illegible]

[illegible]

Land in Hectares	Percentage
Less than 1	4.02%
1 - 2.5	40.40%
2.5 - 5.1	26.66%
5.1 - 10.20	19.23%
10.20 - 20.4	4.08%
20.4 - 51.0	0.5%
51.0 - 102.0	0.02%
	100.00 (Approx.)

75% of farmers are owners and 25% tenant farmers.

Land reforms

The present land reform programme was started 9 years back with 3 phases. The first phase covered 16 districts, 2nd phase 25 and 3rd phase 36 districts. The following are the high lights of land reform acts:

Table 3.2.2 Land Ceilings

The following are the ceiling on land holdings:

Area	Type	Land Ceiling
Hills	Owner cultivated	4 hects
	Tenant cultivated	1 hect
Valley	Owner cultivated	2 1/2 hects.
	Tenant cultivated	1/2 hects.
Plains	Owner cultivated	10 hects.
	Tenant cultivated	3 hects.

Permanent tenancy rights have been conferred on tenant cultivators.

Ceiling on road in Valley is 50% of main crop only and in except
Valley 37.5% only of main crop in case of tenant cultivation.

Compulsory savings scheme has been introduced with following objectives:

a) Institutionalization of private agricultural credit.

b) Collection of compulsory savings which is a loan to

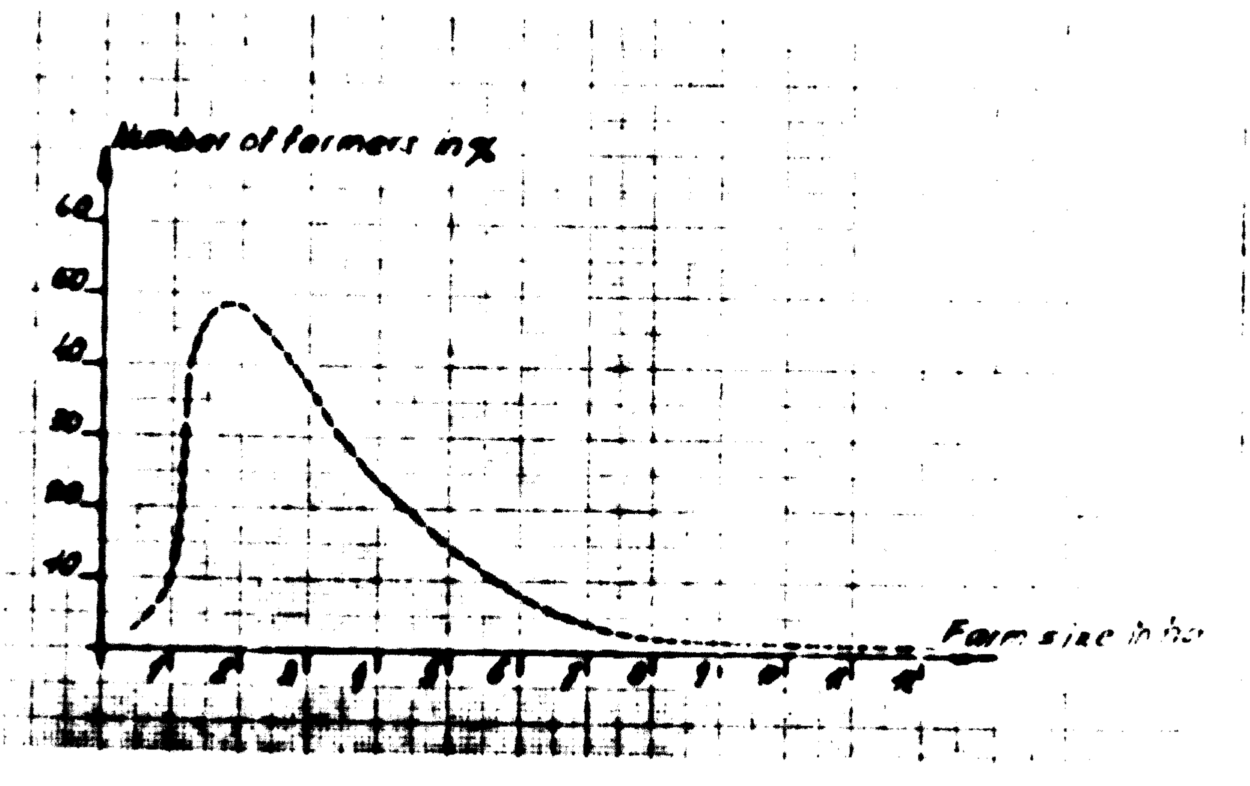
N. B Government at 5% interest to be paid back after 5 years.

This is to be 25 of the gross produce - (to be divided in the ratio 2:1 between land lord and farmer in case of tenant farmer) to be paid in cash or kind. The village ward committees which are 38,000 in number is to collect these savings and keep it intrust. So, far Rs. 100 million has been collected. The target is to collect Rs. 500 million to act as revolving fund.

However, implementation of land reform programme, practically, brought a very little change in land ceiling, because the landlords distributed a land among their relatives and in fact they remain the owner of their land.

Taking the advantage of the data collected on the distribution of plots in Jhapa district, and considering that they similar situation prevails throughout the whole Terai, it would be possible to make out the following picture:

Graph 3.2.1.



As seen from this graph half of the total number of farmers have average land plots at about 1.7 ha and less. If we consider the average yield of paddy in an ordinary land in 1.5 ton/ha and the second crop in 0.8 ton/ha, a farmer with his 1.7 ha of land can make, excluding his farm input expenses, 4000 kg. of paddy.

If we consider a family is consisting of 6 members, and the consumption of rice per family is 3.0 kg/day and considering the loss of rice is 30% in the process of milling, a farmers family requires 1,642.5 kg of paddy in one year.

Considering the production cost of paddy in one ha is Rs 8.90.26 *2) and price of paddy in the year 1972 is being Rs. 900 per ton the annual income of a farmers family after selling the remaining paddy is Rs. 593.33 or US $ 58.17.

If we consider the size of the plot of the average farmers in hilly areas are still small, then it would be clearly understood that a big group of farmers are not in a position to possess agricultural implements, for example ploughs, even they got the credit from government.

The situation becomes complicated that due to certain reasons, the people holding big or plots of land can only have the credit from the Bank, and the average farmer having smaller plots are compelled to take the loan from the money lenders, pays as much as 30% interest on loan.

Considering that it is practically impossible to extend the cultivated land holdings, the only solution is to improve the cultural practices of farming in order to increase the yield.

3.2.2 In the country's market there are low quality goods produced by cottage enterprises of India, which are sold at extremely low prices and which actually low the price of analogous product of the factory.

*2) "A case study on Impact of Tractor and Power Tiller", Research and planning Division, Agricultural Development Bank, Nepal September 1971.

As a result, several goods produced in the factory, which were envisaged in the project, particularly plough, which are of high quality being made of materials of high quality and on the basis of modern technology and with the use of highly productive equipments are found to be unprofitable because their production cost is higher than the market price.

At the same time, the plough is in great demand and it is a tool of mass-use and of extreme necessity for development of agriculture in Nepal.

In the main, due to the same reasons, at present, harrows and cultivators to be drawn by animals are not bought but the <u>draw by</u> use of these implements would have undoubtedly raised the culture of agricultural production.

3.2.3 Agricultural Marketing Corporation (Old name: Agricultural Supply Corp.) should have work as an agency distributing products of the factory in "sale on commercial basis. To fulfil this task the corporation must have organised the study of demand and the market, and necessary advertisement jointly with the factory and have good knowledge of potentiality of the factory and its products, must have placed, in due time, the orders before the factory for the production of one or other goods and must have taken the responsibility for their realisation.

In reality, the corporation does not carry out these tasks though receives commission on sold goods, even if these goods are sold directly by the factory.

4. Recommendations and their Realizations

4.1. Directed to Eliminate the Internal Causes.

4.1.1 On the basis of the study of the country's market, with due calculation of seasonal prevalence of demand, of technological equipments of the factory and of unsold products, the plans of production for 1972/1973, on total amount Rs. 23.54.200 (Suppl. No 2) and for 1973/1974 on total amount Rs. 31.48.000 (Suppl. No.3) and the plan for a realization of products in the year 1972/1973 on total amount Rs. 25.55.900 (Supply No. 4) have been worked out, and in order to realize the fulfilment of the production plan, the requirements of the factory in materials and completing parts for the year 1972/1973 are also estimated. To avoid the payment of double prices it is necessary to purchase immediately materials and completing parts in international market.

Note: Until the factory does not receive materials and completing parts against the order (5-6 months) it will have difficulties in fulfilment of the production target.

The production plan for 1972/1973 has been detailed in monthly and daily tasks. Plans for realization of products is drawn up as a whole and also for the various regions of the country with due consideration of local peculiarities and seasonal prevalend of demand.

As per the analysis, it is clear that every item of the plan, except ploughs pu-1-14 and pu-1-18 (which are in great demand in the market), hand pump and metric weights are economically acceptable to the factory, i.e. its cost of production will not exceed the selling price.

Daily tasks were introduced in all sections and owing to it labour productivity was raised. For instance, in section of mechanical treatment labour productivety was raised 3-7 times.

In connection with recommendation of Asian Development Bank and decisions of His Majesty's Government to Agricultural Development Bank of Nepal to purchase 500 tractors without attendant implements from foreign or aid during three years and taking into consideration the fleet of tractors (see Table 4.1.1) and need for for tractors with mounted-machines (cultivators, disk-harrow) and trailers as well as recommendation of Agricultural Development Bank to provide loans only for purchasing tractors with implements, produced by Agricultural Tools Factory the production plan of the factory envisages the production of new items like mounted-cultivators, mounted-disk-harrows and increasing of the production of trailers.

Table 4.1.1 - Tractor Population in Nepal

DO-NE	Tractors				
	MF-3	MF diesel	MF petrol	IH	DF-2
Mechi	-	8	8	-	-
Kosi	48	16	9	-	-
Sagarmatha	-	12	5	-	-
Janakpur	25	30	8	4	-
Narayani	130	94	10	91	6
Bagmati	-	6	3	4	-
Gandaki	-	2	3	-	-
Lumbini	67	39	8	13	4
Rapti	5	5	4	-	-
Bheri	90	11	6	-	-
Seti	20	5	2	-	-
Mahakali	5	-	-	-	-
Others	-	-	-	28	-
	390	190	68	60	10

Total 668

Besides that Oliver, Lena, Marshall, Emert etc. - 60-70
It is estimated that in addition about 150-200 tractors are out of commission.

It should be noted here that considering the composition of machine tools and the structure of there machines the production of the new goods will be realizable and profitable.

Calculation of production costs of a cultivator, disk-harrows and trailor shows that considering the market prices their production will give the factory the profit respectively 979,64 ; 1273,72 ; 2082,98 rupees for each article.

4.1.2. Constructor's documents for combined-cultivators, mounted-disk-harrows, plough PO-1.00, engine pump trailer etc, unification of paddy-threashers is completed.

In the process of work technical personel of the factory was trained and studed the rules of preperation of technic l documentation.

It is necessary to continue preparation of technical documents envisaged in the production plan of the factory.

4.1.3 The plan and programme for necessary demonstration and advertisment of the factory's products had been drawn up.

4.1.4 For the establishment of rights and duties of the officials of the factory the appropriate structure of (with the function duties) the management of the enterprise had been worked out. (Supplement No. 6)

4.1.5 It is necessary to fix the items to be produced and their quantities, fix to eight months before the beginning of the next fiscal year. It will allow to provide the factory with the opportunity to acquire the convertable currency and place the order for raw materials and completing parts so as to receive them at right time at price of international market.

4.1.6 On the basis of production planning, it is necessary to make material procurement planning.

4.1.7 Before the beginning of new fiscal year it is necessary to make the plan of sales , overall as well as district wise.

4.1.8. In mastering of new production it is necessary to provide time for production [illegible] technological preparation of necessary technical documentation, technological processes for manufacturing of jigs and fixtures, dies, measuring tools, and cutting tools.

4.1.9. To allot necessary number of skilled workers and auxiliary equipment for making and repairing the dies, jigs and fixtures and tools and for repairing technological equipment.

4.1.10 Quality control must be done at each operation of technological process and at the final last stage as well. The responsibility for the organisation of quality control to lay on the Head of the Technological Bureau. Operation wise control are to be exercised by the Concerned Foremans.

4.1.11 With the purpose to avoid the fixing of incorrect prices for new items, it's necessary before the beginning of their production to determine the nomenclature and the amount of purchased articles and according to enlarged calculation fix the commercial cost and selling price.

4.1.12 It is necessary to introduce the progressive system of wage payment, similar to that of Janakpur Cigarette Factory.

4.1.13 It is necessary to improve the ratio between workers engaged in production and administration.

4.1.14 Provision should be made to store the finished and semi-finished products.

4.2. <u>Directed to [illegible] to External Causes Requiring Decisions of Concerned Government Bodies.</u>

4.2.1 For the goods produced in the factory, which are of great necessity for development of the agriculture of Nepal, and for which there are demand in the market but which turn out unprofitable to the factory due the low prices in the local market (p. 3.2.2) government subsidy is required, as it is done in India.

By this way, increasement in production of these goods and raising the culture of agricultural production of Nepal will be practicable and possible.

The list of these types of goods with proposals about size of subsidy see below:

Table 4.2.1.

No	Description	Amount of subsidy required from the Govt. in Rs/piece
1	Plough FU - 1 - 18	15
2	Plough FU - 1 - 14	15
3	Hand Tube Well	7

It is necessary to fix the new price for the complete set of the Metric Weight - 500 Rs/ compl. (Old price - 335.3 Rs/compl.)

The complete set included:

0,5 kg - 9 pieces	10 kg - 3 pieces
1 kg - 9 pieces	20 kg - 2 pieces
2 kg - 8 pieces	50 kg - 1 piece
5 kg - 6 pieces	

4.2.2 In order to raise the possibility of realising the production of the Agricultural Tools Factory Agricultural Marketing Corporation should be instructed to carry out calculation of demand for agricultural machines and implements, to study the market, to work in permanent co-ordination

with the factory, and to place on this basis, in due time, the orders on goods pointing out their quantities and the period of the delivery, so that they could be included in the production plan. Agricultural Marketing Corporation should take the responsibility for their realization.

If the said proposal cannot be adopted due to one or other reason, it should be recommended that the factory should organise its own branches for realization of its products in various regions of the country. In this case, necessary expenses for organising the branches should be meet by government bodies and the factory should be freed from granting the commission to Agricultural Marketing Corporation.

4.2.3 Efforts should be made by the Department of Agricultural Extension to influence the farmers to use the progressive implements actively taking part in field demonstrations and through advertisments.

4.2.4 Considering the importance given by His Majesty's Govt. for the development of agriculture as a leading sector in the country's economy, and considering, practically, the lack of purchasing capacity of a big mass of farmers, it will be advisable, as the first step, to distribute ploughs among farmers having farm plots of 1.5 ha or less, free of cost, or on special credits basis from agricultural development funds, as it was practised when the fertilizers were first introduced. This step will help to improve the culture of farming and to improve the yield.

4.2.5 To enable the factory to purchase materials and completing parts in foreign markets. it is necessary to provide it with sufficient amount of convertible currency.

4.2.6 In order to give the factory more mobility and capability for quick reaction on the market demand and the same way to improve the quality of products, it is advisable to have the following additional machineries:

Table 4-2. [illegible]

No	Equipment	Type model	Quantity	Brief specifications	Approx. price (US $)
1	Screw-cutting lathe	163	1	Centre distance = 2800 mm, swing = 285 mm	7000
2	Gear-milling machine	5K32	1	dia. 800 mm, modules up to 10	18000
3	Internal grinding machine	3A229	1	grinding dia. 100 mm	10000
4	Cutting-off milling machine, semi-automatic	[illegible]	1	work dia. 200 mm, tool dia. 710 mm	[illegible]
5	Switch folding machine	[illegible]-75	1	work gauge 2.5 mm and 500 mm	6000
6	Single-operator motor-generator converter for arc welding	[illegible]-500-3	3		10000 - [illegible]
7	Roll-bending machine	three-rolled	1	work size 5x1800 mm	3000
8	Flanging machine		1	work size 4x1800 mm	8000

The suggested additional machineries, it is advisable to obtain from U.S.S.R. because all the machineries installed in the factory are U.S.S.R. products.

3. [illegible]

[illegible]

Table 3.1

No	Type of [illegible]	[illegible]
1	[illegible]	[illegible]
2	[illegible]	[illegible]
3	[illegible]	[illegible]
4	[illegible]	[illegible]
5	[illegible]	[illegible]

6. [illegible]
[illegible]

6. 1 [illegible]

(a) To give training to [illegible] in the [illegible] management of the production, organisation of the production and the technology, planning and accounting of the [illegible], sale and study of the market, repair and maintenance of the [illegible] equipment.

(b) To promote and [illegible] national [illegible] at an [illegible] of the production of agricultural machinery and implements.

(c) To develop and test agricultural machinery for the use of agriculture of Nepal.

7. [illegible]

Main parts of above mentioned recommendations were covered in mid-term report by the experts. Two copies of [illegible] were send to the Special Secretary, Ministry of Industry and Commerce, by letter [illegible] dated 1972 July [illegible].

The said recommendations were discussed at the meetings in the Ministry of Industry and Commerce from [illegible] to [illegible] August 1972. With the participation of [illegible] the Agricultural Development Bank, and Agricultural Marketing Corporation and [illegible], decisions were [illegible]

(a) The Agricultural Development Bank will extend the credit to the farmers for the purchase of [illegible] implements, produced by [illegible] Ltd., [illegible], [illegible] and cultivators.

(c) [illegible]

(d) [illegible]

(e) [illegible]

(f) [illegible]

Supplement No

[redacted]

S.N.	Item	[redacted]	[redacted]	[redacted]	[redacted]
1.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
2.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
3.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
4.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
5.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
6.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
7.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
8.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
9.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
10.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
11.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
12.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
13.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
14.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
15.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
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17.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
18.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
19.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
20.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
21.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
22.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
23.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
			[redacted]	[redacted]	[redacted]

[illegible] SALES [illegible] FY 1961/62

S.No	Particulars	Quantity	Amount	Remarks
1.	Plough	[illegible]	2[illegible],[illegible]00-00	
2.	Iron Rake	791	7,751-00	
3.	Pedal	1142	10,077-00	
4.	Kodalo	411	3,[illegible]80-00	
5.	Sickle	1276	3,170-00	
6.	Wrench 17 x 19	636	791-00	
7.	Ridger	12	1,14[illegible]-00	
8.	Paddy Thresher	5	1,700-00	
9.	Harrow Tooth Peg		680-00	
10.	Wooden Handle		410-00	
11.	[illegible] and Accessories		2,853-00	
12.	Repair and Others		5,835-00	
		Total Rs.	60,207-00	

PRODUCTION TARGET AND ACHIEVEMENT

FY (2026-2027) 1969-1970

S.No	Item	Target Nos	Achievement Nos	Achievement Value(Rs)	Achievement Weight (Kg)
1.	Plough	8000	7,968	3,13,091-80	71075.4
2.	Kodalo	-	3,980	31,561-80	3985.
3.	Pick	-	3,452	41,464-00	11682.
4.	Crowbar	-	690	10,676-00	4980.
5.	Kodal	7000	3,073	38,375-86	8047.9
6.	Rake	5000	3,399	38,210-80	6668.3
7.	Corn Sheller	2500	128	5,120-00	448.
8.	Sickle	-	141	352-50	18.33
9.	Khukuri	10000	1,500	30,000-00	1050.
10.	Khurpi	-	165	412-50	66.
11.	Hammer 12 lb	-	397	7,925-40	1963.5
12.	,, 8 lb	-	767	11,351-60	3068.
13.	,, 4 lb	-	34	251-60	68.
14.	Shovel	-	1,691	30,438-00	5411.2
15.	Paddy Thresher 1-man	300	190	64,037-50	7600.
16.	Petala Harrow	3000	25	1,750-00	525.
17.	Ridger Fixed	-	18	1,080-00	464.
18.	Wrench	10000	1,688	3,540-00	1181.6
19.	Cultivator(hilly type)	3000	107	3,210-00	428.
20.	Ridger	1506	99	9,405-00	2970.
21.	Chisel		135	1,350-00	270.
22.	Kodal Type Pick		109	981-00	436.
23.	Nut Bolt			70,000-00	10000.
24.	Repair			25,000-00	
	Total Production			7,34,323-56	[illegible]

ANNUAL SALES (FY 1969-1970)

No	Particulars	Quantity	Amount	Remarks
1.	Plough	1535	47,955-69	
2.	Iron Rake	764	7,626-65	
3.	Kudal	1364	10,709-42	
4.	Kodalo	677	4,932-42	
5.	Sickle	604	1,277-55	
6.	Wrench 17x19	750	1,117-80	
7.	Digger	20	1,812-50	
8.	Paddy Thresher 4-mm	180	61,284-13	
9.	Corn Sheller	51	2,052-00	
10.	Kudali	40	626-12	
11.	Shovel	986	16,668-00	
12.	Plough Share	851	2,938-40	
13.	Pick	3543	39,423-20	
14.	Crowbar	1295	20,177-40	
15.	Axe	88	61,010-00	
16.	Weight	1004	20,157-67	
17.	Element and Accessories		31,507-45	
18.	Wooden Handel		2,662-12	
19.	Miscellaneous		1,045-77	
20.	Repair and Orders		88,747-00	
		Total Rs.	4,25,140-00	

PRODUCTION TARGET AND ACHIEVEMENT

FY (2027-2028) 1970-1971

S. No	Item	Target Nos.	Achievement Nos	Achievement Value (Rs)	Achievement Weight (kg)
1.	Kodal		3722	32,464-63	8,262-84
2.	Kodalo		401	3,00[illegible]-00	360-20
3.	Paddy Thresher	500	154	49,140-00	6,930-00
4.	Plough		1041	44,427-20	8,[illegible]-00
5.	Ridger Fixed	200	315	22,125-00	8,190-00
6.	Khurpi		397	922-50	137-04
7.	Ridger Parts			10,400-00	
8.	Patela Harrow	30	50	[illegible],750-00	1,050-00
9.	Sickle		1240	3,100-00	173-60
10.	Khukuri	2000	305	[illegible],302-00	27[illegible]-50
11.	Shovel	5000	3633	67,563-50	11,625-60
12.	Corn Sheller		7	350-00	14-00
13.	Clamps		409	4,665-00	300-30
14.	Handle for Pick		1125	2,807-50	
15.	Pick	5000	1132	18,312-00	1,473-10
16.	Plough Share		1310	10,[illegible]0-00	3,240-60
17.	Kodali	1000	1022	25,634-50	3,277-00
18.	Wrench		11147	16,70[illegible]-00	7,002-9
19.	Chisel		101	1,212-00	171-5
20.	9-Tine Cultivator	50	1	3,000-00	140-00
21.	Mill Shoe		161	16,100-00	1,208-00
22.	Wheel Barrow		56	8,050-00	1,120-00
23.	Hand Pump	200	2	130-00	60-00
24.	Khukuri Cover		172	623-00	
25.	3-Tine Cultivator	100	47	4,155-00	812-63
26.	Handle for Shovel		465	2,[illegible]7-35	
27.	Hammer 12 lb		60	1,275-00	360-00
28.	" 8 lb		3	6[illegible]-00	12-00
29.	Wheat Thresher	20	23	30,000-00	2,900-00
30.	Shovel for 3-Tine Cultivator		325	1,9[illegible]6-00	24[illegible]-5
31.	Rake		1407	13,9[illegible]-60	2,[illegible]
32.	Shovel for Tractor Trailer		172	864-00	1[illegible]-[illegible]0
33.	3-Finger Hoe		547	2,805-00	656-4
34.	Handles		104	1,631-00	
35.	Crowbar		6	51-00	20-5
36.	Thresher Parts		1	2[illegible]0-00	
37.	Pumping Unit	20	1	100-00	70-00
38.	Die for Shovel		1	20,600-00	17[illegible]-00
39.	Irrigation Gate		11	20,000-00	6,950-00
40.	Battery Terminals			1,000-00	
41.	Trailer 3 Ton	50	1	2,800-00	770-00
42.	Repair Works			7,441-30	
	Total Production			4,66,0[illegible]-00	79,[illegible]-00

ANNUAL SALES (FY 1970-[illegible])

S.No	Particulars	Quantity	Amount	Rs.
1.	Plough	5976		
2.	Kodal	2930		
3.	Kudalo	2632		
4.	Iron Rake	2404		
5.	Shovel	1105		
6.	Pick	452		
7.	Kodali	593		
8.	Plough Share	609		
9.	Sickle	838		
10.	Wrench	3004		
11.	Paddy Thresher (1-mm)	246		
12.	Corn Sheller	64		
13.	Harrow Patela	54		
14.	Chisel	234		
15.	Power Wheat Thresher	3		
16.	Axe	25		
17.	Weight	40		
18.	Khukuri and Accessories	421		
19.	Wooden Handle	2683		
20.	Miscellaneous	637		

Total Amount Rs. 5,10,032-00

PRODUCTION TARGET AND ACHIEVEMENT
IN (2028-2029) 1971-197[illegible]

S.No	Item	Target Nos	Achievement Nos	Achievement Value (Rs)
1.	3 Tine Cultivator	1000	137	10,960-00
2.	Disc Harrow	75	1	4,900-00
3.	3 Ton Trailer	100	97	3,70,500-00
4.	9 Tine Cultivator	75	2	6,000-00
5.	Patela Harrow	60	15	1,125-00
6.	Paddy Thresher	1000	578	1,88,800-00
7.	Kodali	1000	627	13,005-00
8.	Kodalo	5000	-	-
9.	Plough	10000	986	20,370-00
10.	Pick	5000	390	7,020-00
11.	Shovel	10000	2762	58,422-00
12.	Khukuri	2000	1673	27,046-38
13.	Power Wheat Thresher	30	-	-
14.	Pumping Unit	20	-	-
15.	Hand Pump	2000	185	12,025-00
16.	Iron Rake	[illegible]	687	6,744-60
17.	Axe	[illegible]	1548	23,[illegible]-00
18.	Repair & Maintenance	-		2,18,150-99
		Total Production		9,6[illegible],[illegible]85-97

SALES

1971 - 1972

S.No.	Particulars	Quantity	Rs.
1.	Kodal, Kodali, Kodalo & Gamma	[illegible]	76,[illegible]
2.	Handle	1017	[illegible]
3.	Paddy Thresher	226	22,[illegible]
4.	Plough	3772	1,02,[illegible]
5.	Bench 17x19	[illegible]	3,[illegible]
6.	Spare	[illegible]	12,[illegible]
7.	Shovel	[illegible]5	[illegible]
8.	Wheel Barrow	47	6,[illegible]
9.	Patela Harrow	[illegible]	3,[illegible]
10.	Sickle	[illegible]	[illegible]
11.	Iron Rake	1[illegible]	1[illegible]
12.	Khurpi	1048	[illegible]
13.	Pick	236	4,[illegible]
14.	Hedger	59	[illegible]
15.	Axe	14[illegible]	21,12[illegible]
16.	3 Ton Tractor Trailer	[illegible]	[illegible]
17.	Hand Pump	109	12,[illegible]
18.	a. Kudal	1001	[illegible]
	b. Cover	510	2,[illegible]
	c. Hard Chaunk	23	25[illegible]
19.	3 Tine Cultivator	63	5,[illegible]
20.	Kannas	119	[illegible]
21.	Power Wheat Thresher	17	20,5[illegible]
22.	Engin Trolley	[illegible]	7,[illegible]
23.	Corn Sheller	[illegible]	1,[illegible]
24.	Other Miscellaneous		6,[illegible]
25.	Electrical Fittings		[illegible]
26.	Outside Order		77,[illegible]
27.	Miscellaneous		[illegible]
	Total Rs.		7,[illegible]

PRODUCTION TARGET FOR 1972-1973

S.No.	Particulars	[illegible] Target	Jul-Aug	Aug-Sep	Sep-Oct	Oct-Nov	Nov-Dec	Dec-Jan	Jan-Feb	Feb-Mar	Mar-Apr	Apr-May	May-Jun	Jun-Jul
1	Tractor [illegible] Harrow	74	-	8	-	-	19	-	-	23	-	-	24	-
2	Tractor Cultivator	120	18	-	-	30	-	-	36	-	-	36	-	-
3	Tractor Trailer 3 Ton Capacity	100			16			21			30			33
4	Pedal [illegible] Paddy Thresher													
	a. 1 man Operated	400	25	25								50	125	175
	b. 2 " "	160		40									60	60
5	[illegible] No 2	1050	85	85	85	85	85	85	90	90	90	90	90	90
6	[illegible]	300	25	25	25	25	25	25	25	25	25	25	25	25
7	[illegible]	1400	-	200	200	200	200	200	200	200				
8	[illegible] Tube Well	1500	105	105	105	115	115	115	130	130	130	150	150	150
9	Plough [illegible]	6000	750	750	750	750	750	750	750	750				
10	[illegible]	180		25	25	25	25	25	30	25				
11	[illegible]	85 units					20	20	20	15	10			
12	[illegible] Furniture	123	10	10	10	10	10	10	10	10	10	10	11	12
13	[illegible] Fittings	1,00,000	12500	12500	12500	12500	12500	12500	12500	12500				
14	[illegible] Weights													
	a. 0.5 Kg	500		50	50	50	50	50	50	50	50	50	50	50
	b. 1 "	550		50	50	50	50	50	50	50	50	50	50	50
	c. 2 "	495		45	45	45	45	45	45	45	45	45	45	45
	d. 5 "	385		35	35	35	35	35	35	35	35	35	35	35
	e. 10 "	176		16	16	16	16	16	16	16	16	16	16	16
	f. 20 "	110		10	10	10	10	10	10	10	10	10	10	10
	g. 50 "	66		6	6	6	6	6	6	6	6	6	6	6
	[illegible] Parts													
15	[illegible]	300	50	50	50	50	25	25	25	25				
16	[illegible]	250 units	50	50	50	50	25	25						
17	[illegible]	600	150	-	-	150	-	-	150	-	-	150	-	-
18	[illegible]	10				10								
19	[illegible]	1000			200	200	200	200	200					
20	" [illegible]	1000				200	200	200	200	200				

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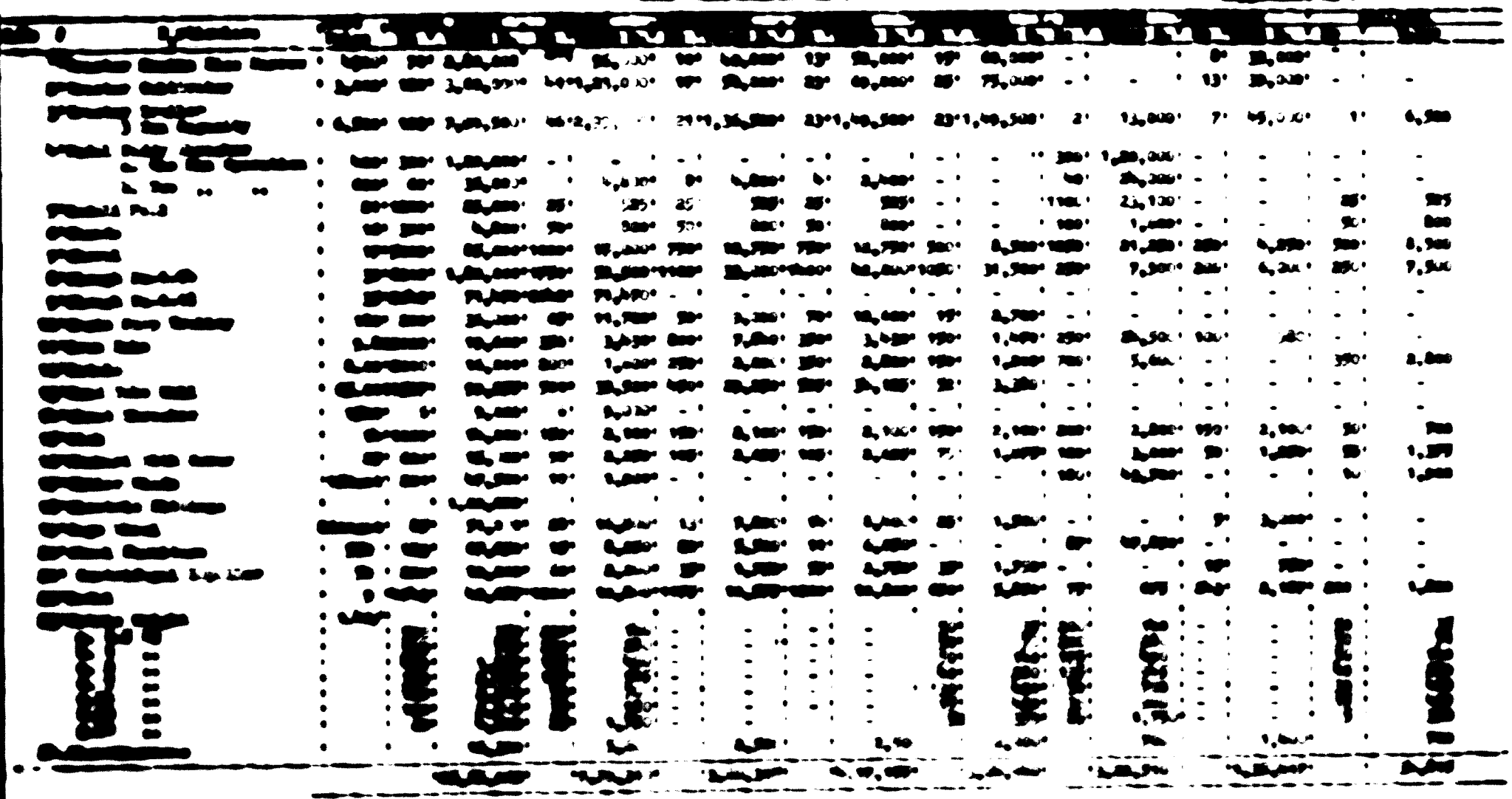

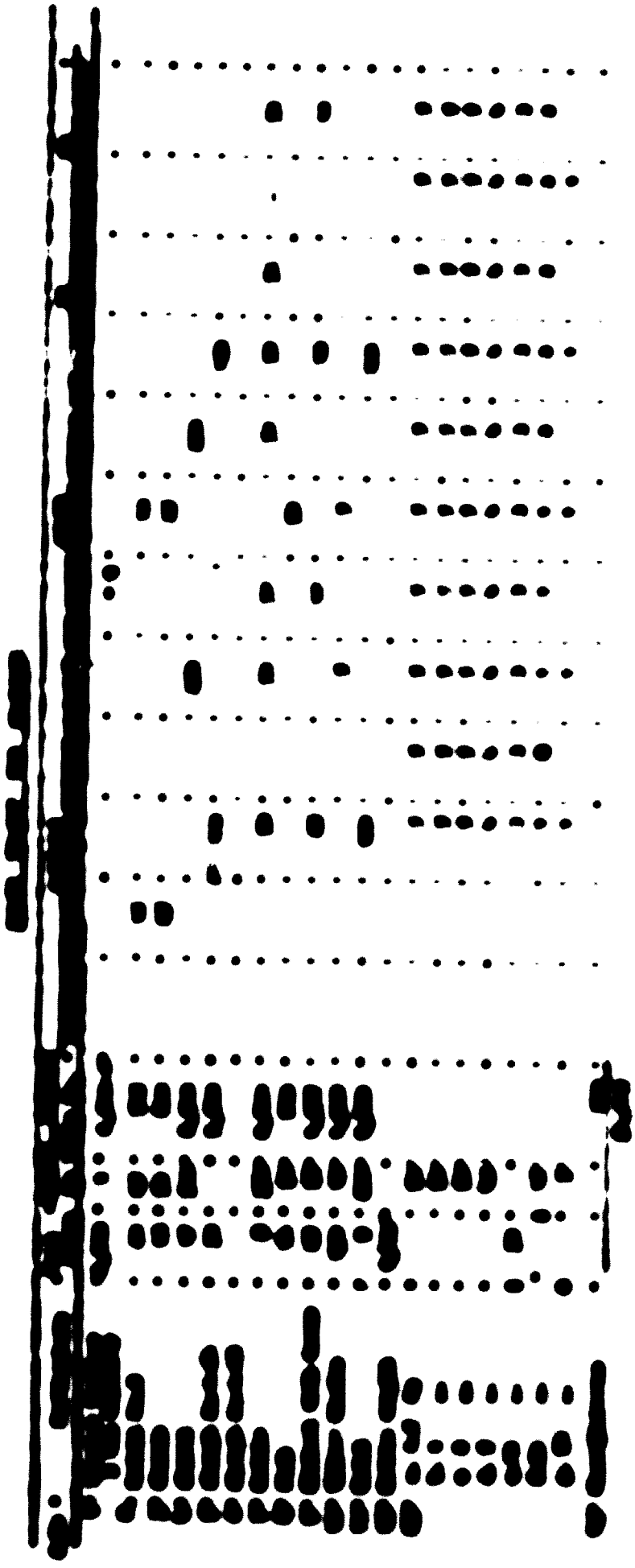

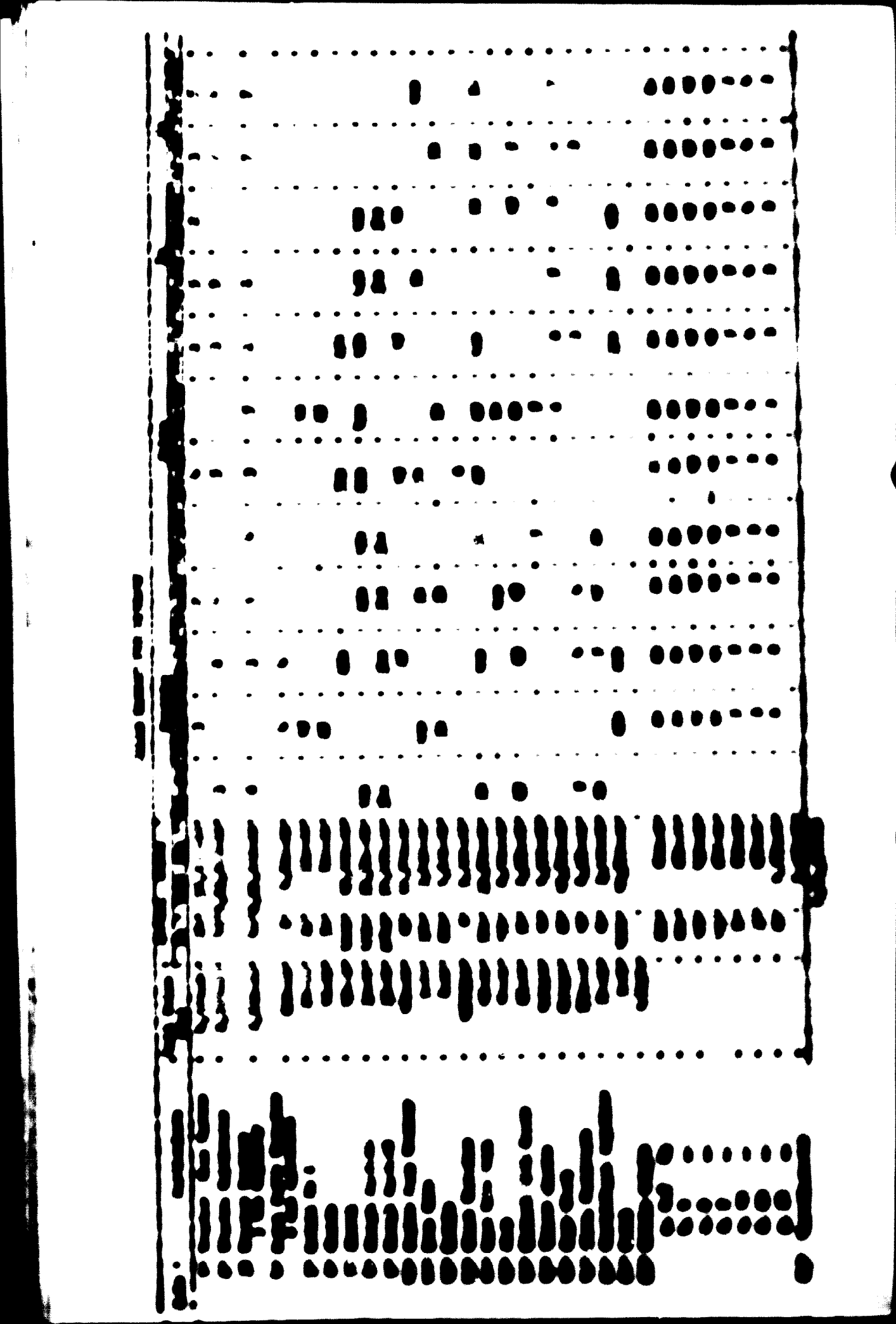

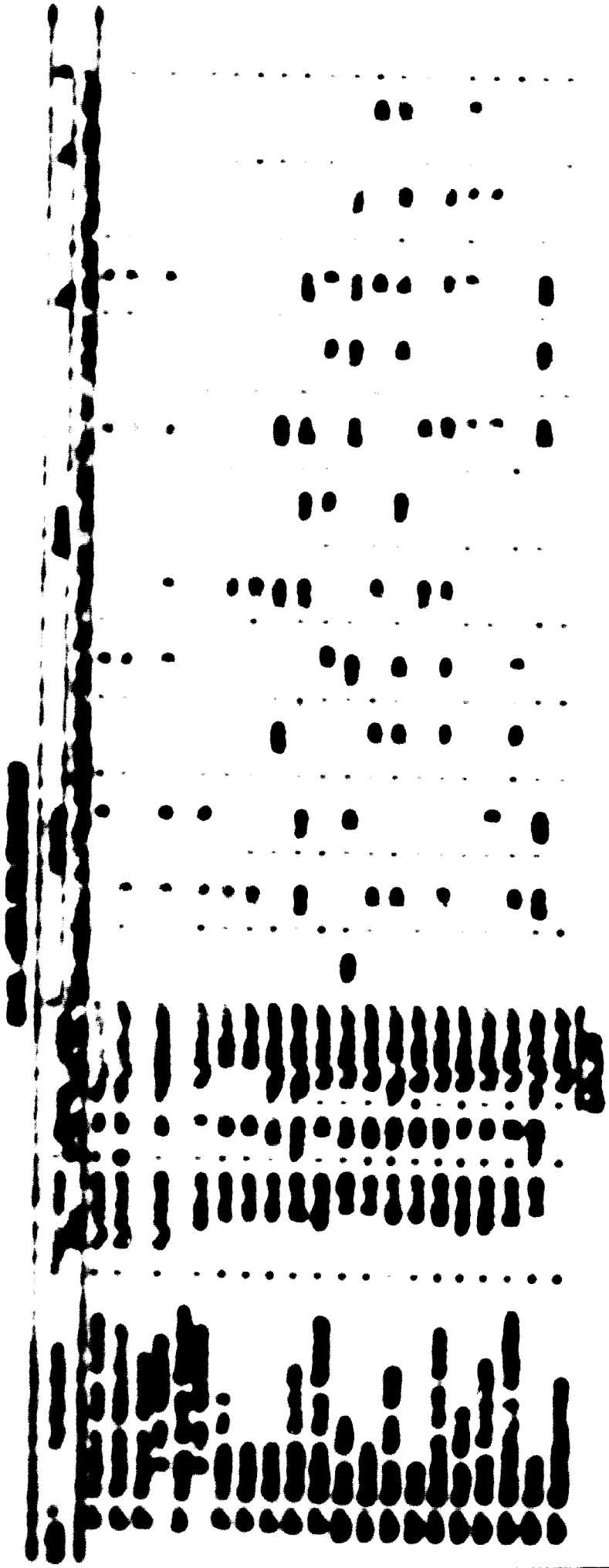

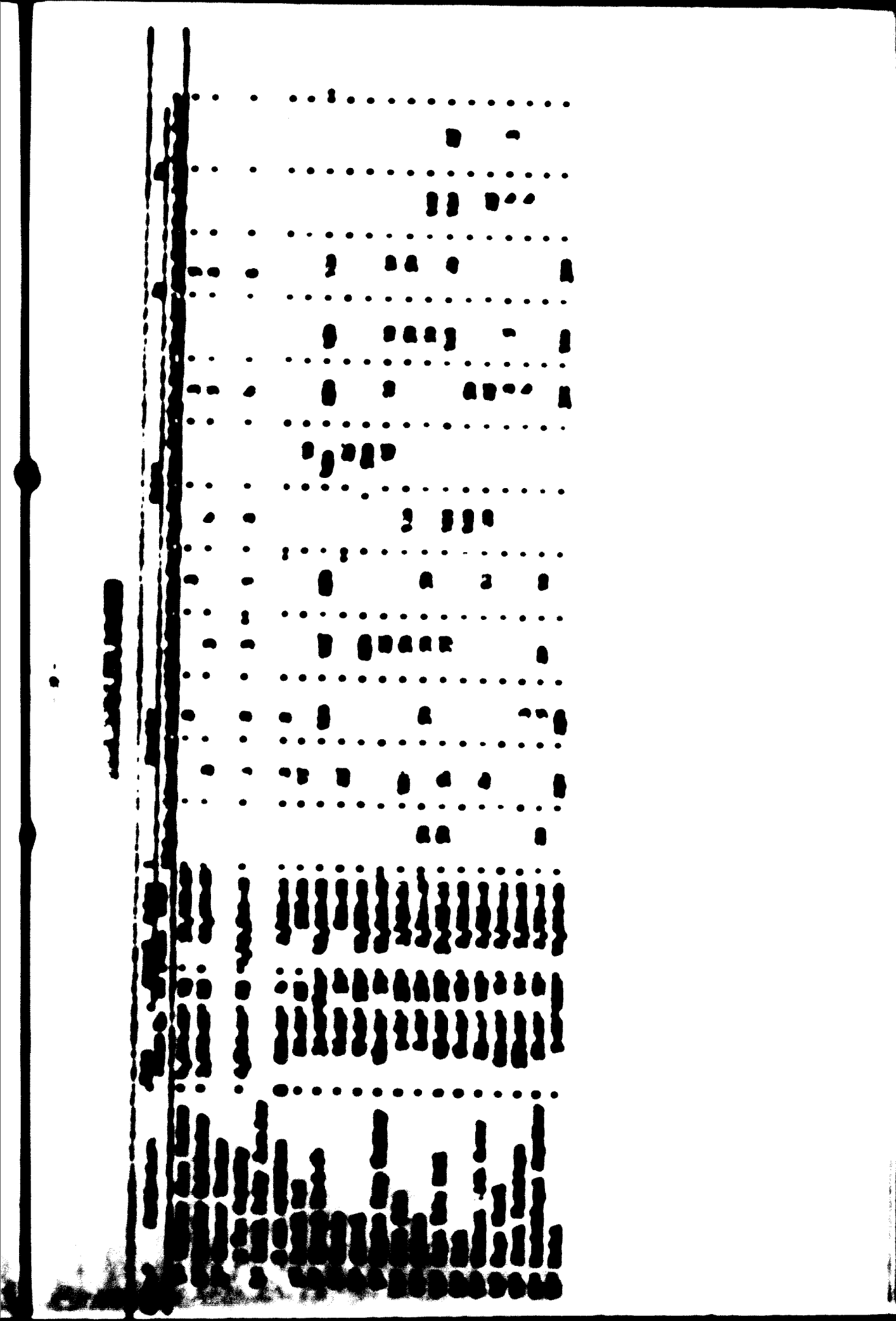

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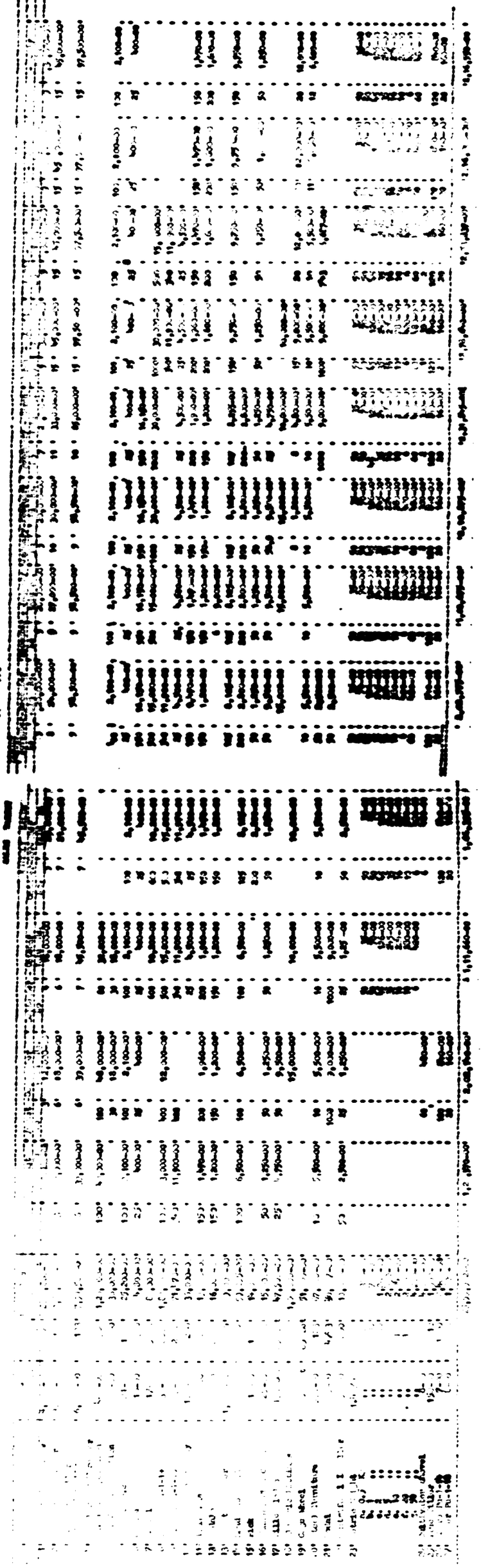

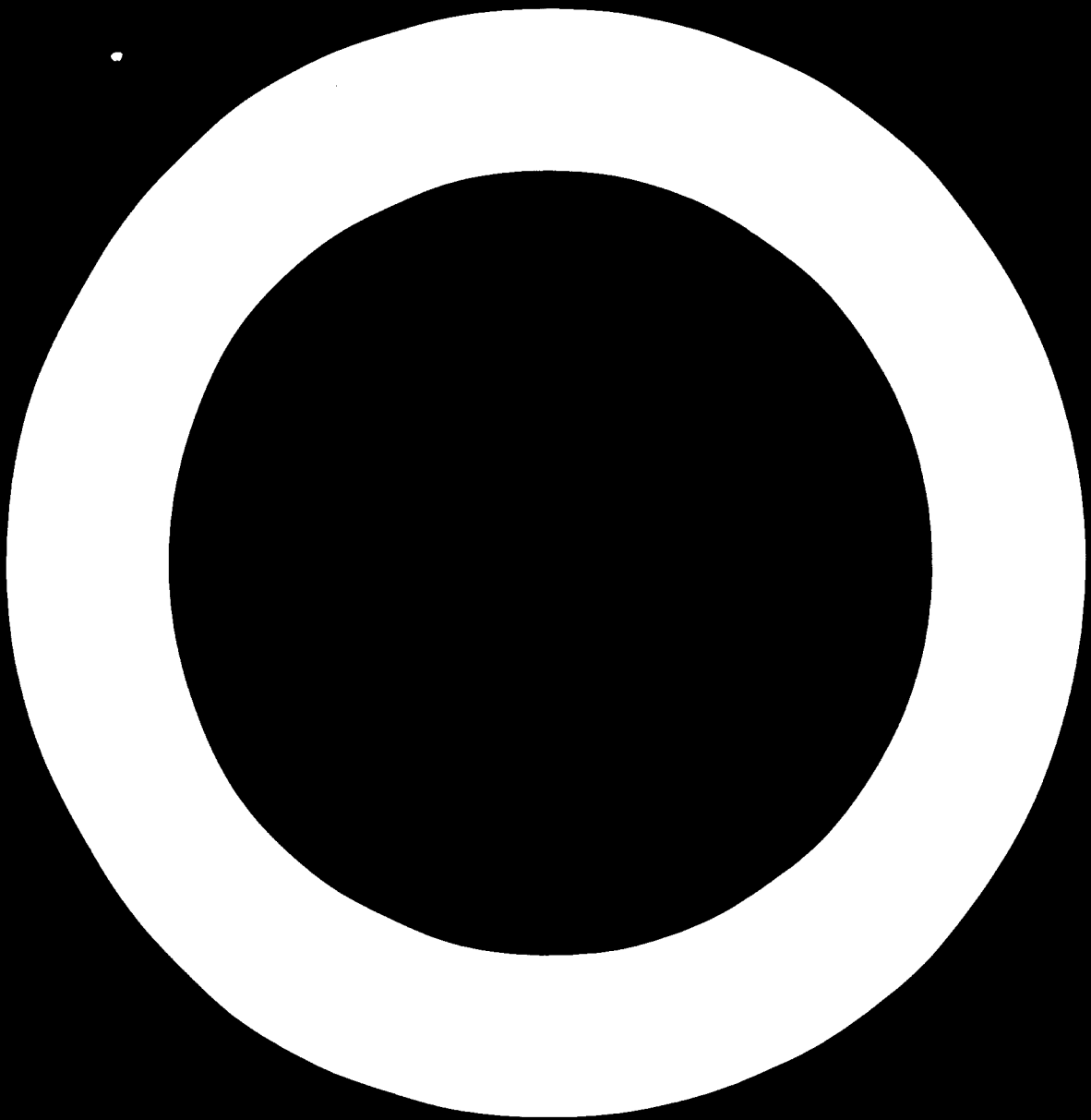

Annexure No. 5

PROPOSAL FOR SALES TARGET ACHIEVEMENT

Total sales target of Rs. 85,55,912 for the FY 1972-1973 has been prepared taking into consideration of the necessity of the Agricultural Implements and their extensive market survey in the Kingdom of Nepal.

The sales target of this FY is 250 percent more than the last years sales. Looking at the last 2 years sales the increase in sales is being only 100 percent.

Apparently it this FY's sales target as too optimistic, but with the experience of the last years markets survey it could be established that this target would not be too far from reality. Of the implements that have to be sold 57 percent of them are Tractor Implements. These Tractor Implements could be marketed in the planned way and there is possibility of getting the purchase order from institutions dealing with Agriculture.

Plan has been prepared for channelising the sales distribution from seven regions of the kingdom. Of these seven regions the farming pattern, the implements that are in use in different seasons has been studied, and the distribution is made, accordingly. Sales target is made on the basis of monthly sales of every implement in every region. The achievement of the sales target being totally dependent of the publicity and the promotion, the following promotional activities are but necessary.

1. The planned sales targets should be elaborately discussed with the sole agent, the Agricultural Supply Corporation, of this Factory. It is necessary to fix up timely with the activities that ASC should take and the Factory should take to fulfil the sales target. The branch manager of ASC

agent.....

should be well acquainted with the sales in their regions, and let them take the full responsibility.

2. The sales plan includes some implements like Tractor drawn ones are being marketed for the first time. These implements require the printing and distribution of the pamphlets and booklets showing the technical specifications and their utilities. These pamphlets should be made available to the institutes giving credit in the agricultural sector and the farmer through ASC.

3. Of the implements mentioned in No.2, the sales promoters of this factory should give the field demonstration before the farmers from time to time, according to the programme fixed ahead.

4. As the sales start the sales promoters should make tours in different regions to supervise the sales if they deviat from the target. For the items that are included in the target but other than agriculture concern, like Shovel, Steel Furniture, Metals Weights, it is necessary to make the constant touch with the concerned institutions and the selling agents.

5. It is necessary to make the publicity by advertisement through Radio and Newspapers.

SALES PLAN APPRAISAL SCHEDULE (APPENDIX I)

S.No	Measures	Date	Means of Transport	Name
	Appraisal of Sales Plan, and Publicity measures and payment terms for determination			
a)	With AIC Gen.Manager	28-6-72	Air or Jeep	General Manager+ Sales Promotion A
b)	AIC Branch Manager, Kathmandu	29-6-72	,, ,,	Gen.Manager+Sales Promotion A
c)	AIC Branch Manager, Birgunj	1-7-72	Bus	Sales Promotion B
d)	AIC Branch Manager, Janakpur	6-7-72	Air or Railway	Sales Promotion A
e)	AIC Branch Manager, Biratnagar	4-7-72	Air	Sales Promotion A
f)	AIC Branch Manager, Bhairahawa	3-7-72	Railway	Sales Promotion B
g)	AIC Branch Manager, Nepalgunj	5-7-72	Air	Sales Promotion B
h)	AIC Branch Manager, [illegible]	7-7-72	Air	Sales Promotion B

[illegible] (Appendix [illegible])

Item	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
1. Field Demonstration							
a) Cultivator	[illegible]	21.12.72 -11.1.73	27.12.72 -5.1.73	1[illegible]-26.12.72	8.12.72	30.11.72 -7.12.72	-
b) Disc Harrow	-	Truck (7-2-1)	Truck (7-3-1)	Truck (7- -1)	[illegible] ([illegible]-2-2)	Truck (2[illegible]- -1)	-
		Sales Prom. Asstt.	Sales Pro Asst.	Sales Pro Asstt.	Sales Pro Asstt.	Sales Pro Asstt.	
c) [illegible]	5-12-11.72	22.4.73-15.5.73	[illegible]	[illegible]	[illegible]	[illegible]	[illegible].11.72-[illegible].11.72
Means of Transport [illegible]	Truck ([illegible]-1-1)	Jeep (12-1-1)	Truck (7-3-2)	Truck ([illegible]-1)	[illegible]	Truck ([illegible]-1)	[illegible]
[illegible]	Sales Pro. Asstt.	Sales Pro Asstt.	Sales Pro Asstt.	Sales Pro Asstt.	Sales Pro Asstt.	Sales Pro Asstt.	Sales Pro Asstt.
2. [illegible]							
a) [illegible]	[illegible]						
Means of Transport	Air						
[illegible]	Sales Pro Officer						
b) [illegible]							
Means of Transport	Jeep						
[illegible]	Sales Pro Asstt.						

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[redacted]	[redacted]	[redacted]
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[redacted]	[redacted]	
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[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

[redacted]

(.......) and [illegible] service in timely and total fulfilment of this [illegible] of the plan of the technical and material supply of the factory and realization of the products of the factory.

For ensuring complete fulfilment of the plan of production General Manager himself or through his deputy carries out regular checking of the fulfilment of the plan by holding meetings. At these meetings it is necessary to reveal [illegible] arrangements of production, to find out weak points and remove all hindrances and difficulties through subordinate staff.

General Manager exercises the discipline by practice over all subordinate personnel of the factory, stimulates and encourages good-willing workers and punishes disturbers.

B. [illegible] OF GENERAL MANAGER, [illegible] CHIEF ENGINEER.

Deputy is subordinated to General Manager. He personally himself and through subordinate staff provides the fulfilment of the tasks and decisions approved and accepted by the General Manager.

While General Manager is absent his deputy discharges the duties of General Manager.

He [illegible] and leads the technical policy of the factory. He is also responsible for the quality of the production, for economic and smooth functioning of the factory, he provides

technical efficiency of the technological equipment and its expedient using.

Through the Chief of Technical Bureau [illegible] Tooling service Deputy provides the factory with all technical documentation and technological. He exercises the control and leadership over the Chief of the supply and sales service in respect of full and timely fulfilment by him the task of providing the production with necessary materials etc. The Deputy personally directs the work of the Chief of Production in respect of the fulfilment the production plan in full volume and in proper time.

He estimates and examines the volume of external cooperation (nomenclature and the whole amount of the [illegible] units) for the new items before they are included in the plan. According to the enlarged figures of the Technical Bureau the Deputy determines the labour-consumption, shop [illegible] and commercial cost of price of new items. All these will help to avoid the acceptance for the production of unprofitable items.

3. [illegible] OF PRODUCTION.

He is subordinated to the Deputy General Manager and if the Deputy is absent Chief of Production exercises the duties of the Deputy.

On the base of the nomenclature and quantity of items proposed for the production, and received from Chief [illegible] the Chief of Production works out and prepares monthly schedules

of the production. In these schedules it is necessary to fix the time and quantity of details and units which must be used in production.

Chief of Production takes measures to provide with even and full job of all subordinated to him sections. He controls regularly the work of his foremen in respect of preparation and fulfilment of plans and tasks for each working plan.

He regulates the expenditures by foremen of main and auxiliary materials, he controls economical using and care of instruments and implements by sections. He provides personaly technical efficiency of mechanic equipment in all sections, the full job and proper using of these equipment.

He is personaly and entirely responsible for the fulfilment of production task by subordinated sections in full volume of the nomenclature according to schedule.

According to the results of work of his sections he sends to the General Manager his considerations about the encouraging or punishment of subordinated staff.

He also takes participation in working-out the route - technological process of details and units and in preparing forms of these process for new items.

He continuously engaged with the improving of existing technological process at his sections, trying to obtain the increasing of productivity of labour, improving the quality of production and reducing of its cost of price.

4. CHIEF ECONOMIST, WHO IS ALSO A HEAD OF PLAN [illegible] PRODUCTION SECTION.

Chief Economist is subordinated to The General Manager of the enterprise, and in case of his absence to the Chief Engineer.

Under the guard of General Manager Chief Economist determines the nomenclature and volume of production for the forthcoming planning period.

In proper and fixed time he sends the proposed for the production programme to the Chief of Supply and Sales Service and to the Chief of Technical Bureau for timely preparation by them the plan of material-technical supply and the plan of the preparation of the production with necessary technical documentation records the production of items and semi-finished products. He estimates norms for materials and completing parts of main and auxiliary production of the enterprise in frames of the volume of the plan and the stock of materials.

Chief Economist personely exercises the control of prices for purchasing materials and completing parts. He doesn't admit the over-expenditure of norms against those, which were determined by calculation or were provided by the plan of material-technical supply.

He exercises the calculation of all financial norms in accordance with productive activity of the factory.

He is responsible for expenditure of means to all items, allocations and accounts in accordance with the plan of production. He pays special attention to the expence of the fond of salaries and wages and reports regularly to General Manager his consideration on financial state of the enterprise.

5. Chief of TECHNICAL BUREAU, WHO IS ALSO ENGINEER - TECHNOLOGIST.

He is subordinated to the Deputy General Manager. He is responsible for availability of all technical documentation - drawings, technical conditions and figures, norms of expence of materials and all instructions for maintenance of items proposed for the production.

With participation of the Chief of Production he works out and prepares norms for rout... technological processes for details and units for new items, proposed for the production.

Every day he personely controls and with approval of Chief Engineer does necessary corrects and improvements to the existing technological processes, trying to achieve in all sections and working places the increasing of the productivity of labour, the improving the quality of production and reducing of its cost of price.

He controls strictly keeping of the technological discipline at the enterprise. Under the guard of the Chief

Engineer he organizes and hands Quality Control at all operations of the technological process.

6. CHIEF OF SUPPLY AND S[illegible] (CSS).

He is subordinated to the General Manager. On the basis of nomenclature and quantity plan of production for the perfspecting planning period, which he receives from Chief Economist- Chief of S.S.S. prepares the plan of technical-materials supply of the enterprise with main auxiliary materials and with purchasing and completing articles as a whole. This plan must be approved by General Manager.

This plan ought to reflect:

1. list of materials and semi products and their quantities according to marks and profiles of the materials, and so to complicating parts their nomenclature and quantity necessary for each item.
2. the availability of these materials and semi products at the enterprise;
3. fixed times of receipt, in accordance with the calendar plan of out put of products.

Chief of S.S.S. provides the substantiation of the plan of technical-material supply by plastic, enters in proper time for receiving these enters at prices of the external market, and not at domestic retail prices.

He organizes the work of storage service of the enterprise to store material values-materials, semi products and finished products.

He also provides the fulfilment of productive and economic needs of the enterprise, he takes measures for timely shipping and realisation of finished products so to avoid overstock of the enterprise with goods.

He renders an account to chief economist of purchased materials and semi products as well as of sold finished products by corresponding documentation.

7. FOREMAN

He is subordinated to the Chief of Production (C.P.) He receives from C.P. the nomenclature and quantity of details and knots for his section with the time of their storing at his section.

According to this, nomenclature and on the base of sent technological process foreman determines the availability of instruments (cutting and measuring), devices and production tooling for each detail and for each operation. Then it is necessary to prepare sheet schedule for the manufacturing of items in accordance with items and operations and to coordinate this schedule with C.P. after these details can be send in production.

Foreman determines daily the task for each worker and checks the fulfilment of this task every day.

He is responsible for safety of technological equipment, production tooling and instrument of his section.

Foreman is personaly responsible for the fulfilment of his section's task in quality and in fixed time and he also controls each operation in his section.

He must strive for increasing of the productivity of labour, improving of the quality of production, reducing the cost of price at all working places of his Section.

8. CHIEF OF REPAIR AND TOOLING SERVICE (C.R.T.S.)

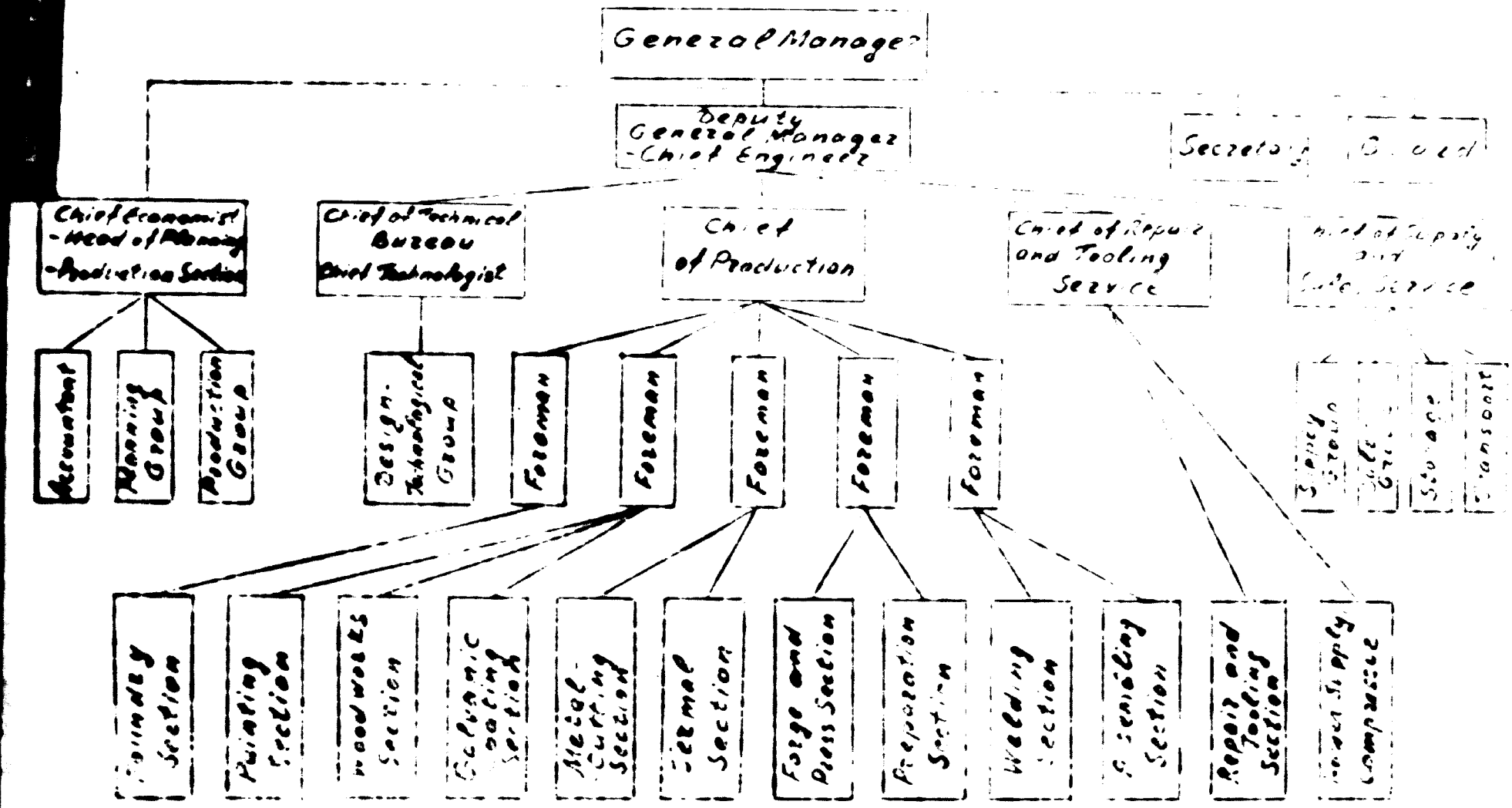
He is subordinated to the Deputy General Manager and responsible for efficiency of the technological equipment by checking and repairing it according to year timetable, which approved by Chief Economist. He also responsible for providing the production with good repaired production tooling and instruments.

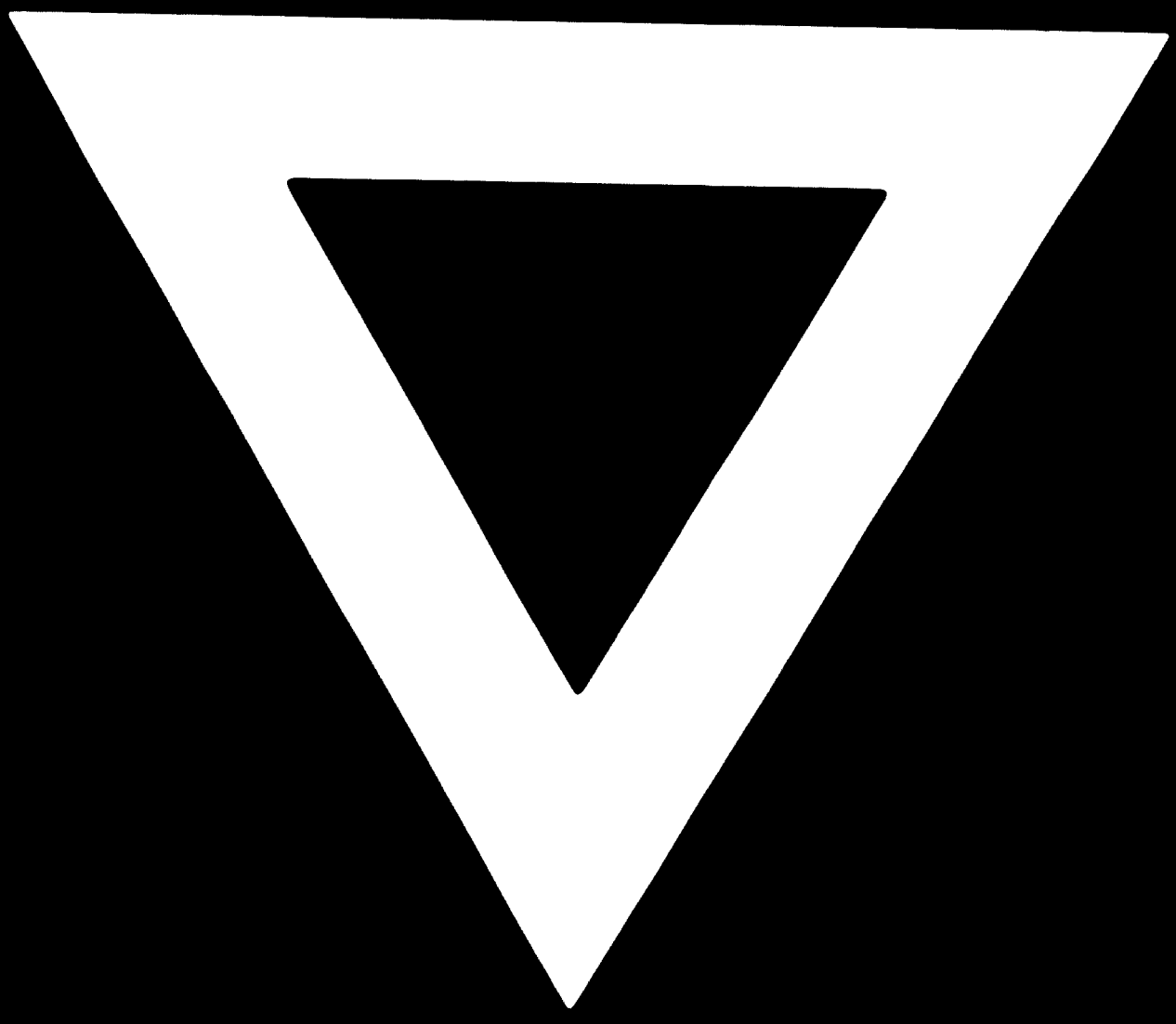
On the base of map of [illegible] technological process he works out the plan of provision the production with production tooling and instrument, which also approved by Chief Economist.

He engaged with repairing and restoration of the production tooling in accordance with the [illegible] and requests of the Chief of Production.

He is responsible for efficiency of all engineering services of enterprise-compressor, power supply etc. and for the cleanness and order at these services and at all working places of his section.

Approximate Structure of the Management of the Enterprise





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