

**IMPACT ASSESSMENT OF TRAINING PROGRAMS
CONDUCTED BY
POKHARA CHAMBER OF COMMERCE &
INDUSTRY**

**SUBMITTED TO
POKHARA CHAMBER OF COMMERCE &
INDUSTRY POKHARA**

**SUBMITTED BY
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Acknowledgements

This research entitled "Impact Assessment of Training Programs Conducted by Pokhara Chambers of Commerce and Industry" overviews the training programs conducted by the Pokhara Chambers of Commerce and Industry, Pokhara. The general objective of the research is to examine the effectiveness of training programs conducted by the organization.

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Executive Summary

This research entitled "Impact Assessment of Training Programs Conducted by Pokhara Chambers of Commerce and Industry" overviews the training programs conducted by the Pokhara Chambers of Commerce and Industry, Pokhara.

This is descriptive survey research design focused on the study of the training programs conducted in the Pokhara Chambers of Commerce and Industry as a case study. The objective of the research is to examine the impact assessment of training programs conducted by the Pokhara Chambers of Commerce and Industry. The populations of study consist of data on all the participants involved in the training programs who could complete the basic training. To serve the aforesaid objectives, 315 trainees and 25 employers were interviewed with the help of a structured questionnaire. Separate questionnaires were administered to the trainees and their employers to collect their opinions and feelings regarding different aspects of training.

The study revealed that the majority of trainees were found working in the field of training in which they had acquired training and found satisfied with the results. Likewise, employers of trainees reported the training was effective and opined that they noticed a number of visible improvements in the performance of their employee after training.

Though the training conducted by PCCI is rated effective and useful by both training participants and their employers, some corrective measures are highly desirable to run the programs as per the expectations of trainees and entrepreneurs. Data was analyzed using simple statistical tools of tables and percentages.

1. Introduction

Pokhara Chamber of Commerce and Industry (PCCI) was founded on 25 Magh, 2011 BS (February 1955) to serve the cause of trade and social service in Pokhara as Pokhara Byapar Sangh (Merchant Association of Pokhara). PCCI is a non-profit managing autonomous representative organization of the Kaski District business community founded to protect the community's rights and interests.

In the Kaski district, PCCI has evolved into a vibrant and result-oriented platform for trade, industry, tourism, and the environment, as well as health, education, and infrastructure development. It has made a substantial contribution to the economic, social, cultural, and educational development of Kaski in order to protect the rights, interests, and privileges of its members and business community.

PCCI has played an important role in the growth and promotion of trade, industry, and tourism in the district since its creation. It has also contributed significantly to the social, cultural, and educational development of Kaski District in particular, as well as the country's economic well-being in general (<https://pokharachamber.org.np/about-organization/>).

Like other organizations, the PCCI has set their own objectives. They are as follows:

- To develop, protect, and promote the rights and interests of the business community and personnel
- To organize training, seminars, interaction programs, meetings, and programs for development and management of the different business and industrial institutions
- To coordinate and communicate between the similar nature national and international chambers and organizations
- To run the discussion program and collect suggestions and feedback for the policies and guidelines related to Commercial and Industrial Act by Nepal Government
- To mediate with the businessperson and to provide the certificate of origin to the products produced here in this area

- To circulate the news, notices to the business houses, and create the good business environment
- To advocate and facilitate for the overall economic development of Pokhara

To achieve organizational goals, PCCI has been organizing various types of promotional activities. Trade fairs and exhibitions are some of the most powerful promotional instruments for domestic production services. With the slogan "Promotion of Investment: Promotion of Business Industry," the 33rd National Industrial Trade Fair and IT Ceremony 2081, Pokhara, and the 12th CAAN Infotech and Mobile Fair were held from Magh 10 to 19 at Pokhara Exhibition Center, Nayabazar, Pokhara. PCCI had been organizing such trade fairs and exhibitions since 2042 B.S. Then after the success of the trade fair and exhibition, PCCI organized national industrial trade fairs in the years 2049 and 2052. PCCI had organized different types of fairs, such as the Handicraft Fair (2053), the Flowers Exhibition (2055), the Handicraft and Flowers Fair (2056), the Western Region Industrial Trade Fair (2059), the Industrial Trade Fair (2061), the National Educational Fair (2062), the Women Entrepreneurs Fair (2068, 2070, 2074, and 2076), and the National Industrial Trade Fair (2063-2076). After COVID-2019, PCCI has organized national industrial trade fairs and exhibitions in 2079, 2080, and 2081 continually (PCCI Office record, 2081).

During the 33rd national industrial trade fair and exhibition, there were more than 200 thousand visitors; in total, there were 255 stalls, out of which 24 stalls were related to agriculture and 22 stalls were related to women and handicrafts, and in total, there were transactions of 100 million.

PCCI has been trying to achieve their own objectives through various activities. It has been conducting industrial trade fair each and every year to promote trade, industrial products, and tourism in the Pokhara territory. Till 1990, PCCI's focus was on lobbying and advocacy for a conducive and congenial trade and industrial environment. The chamber has no idea or plan regarding the delivery of promotional services to its members. Since 1999, the government of Nepal (GoN) has adopted free and liberal economic policies, giving greater importance to the private sector in the national economy. As a result, the role of private sector representative organizations like the chamber has been changed, and their focus shifted from advocacy to promotional activities. Though there was a transformation of focus to promotional activities, PCCI, like other chambers of Nepal, was not in a position to deliver need-based promotional

services to its members due to a shortfall of resources. At that time, PCCI had neither resources nor qualified staff and office arrangements. It was in search of a competent partner, which could help them to run need-based promotional services for its members in particular and entrepreneurs in general. PCCI had gotten support from the ZDH/Technonet Asia Partnership Program for the period of two years that laid the foundation stone in PCCI's move towards delivering promotional services. The project support for the two-year period felt short and inadequate in the area of building organizational capability of the chamber and running promotional services regularly. However, PCCI was committed to providing promotional services to the members by strengthening its institutional competency.

NYEF POKHARA

Nepalese Young Entrepreneurs Forum-Pokhara (NYEF-Pokhara) is a group of budding people in a business forum. It was established on 2nd October 2004, when a few among the youth felt the need to pool our know-how and learn from it collectively. NYEF-Pokhara has been one of the active chapters of the Nepalese Young Entrepreneurs Forum (NYEF) since 2006. NYEF is the central body of young entrepreneurs promoted by the Federation of Nepalese Chambers of Commerce & Industries (FNCCI).

The group aims thus to capitalize on young achievers' knowledge of business through close sharing, be constructive support to the respected body of Pokhara Chamber of Commerce and Industry (PCCI), and inculcate in ourselves the qualities that the business community of tomorrow shall need from us, being the only Young Entrepreneurs' organization in Pokhara. Even after crossing the age bar of 40, members can continue their membership as Friends of NYEF (FON). We believe that with the presence of senior members, the young entrepreneurs can learn and share their experiences with them (nyefpokhara.org/About-us).

NYEF-Pokhara has organized several programs focusing on guest speakers disseminating knowledge on various aspects of the business. One of the major events the group has organized for the first time in Nepal is the “Young Entrepreneurs Summit-2006”, which concluded with the Annapurna Declaration. Now the Summit has been branded by NYEF and has been organized at the South Asian level.

Nepalese Young Entrepreneurs' Forum (NYEF) is an apex body of young entrepreneurs in Nepal. It is a membership-based nonprofit organization established with a vision of empowering positive business thinking. It aims at creating outstanding entrepreneurs through

idea exchange, fellowships, education, training, and advocacy among the Nepali youth (nyefpokhara.org/About-us).

After joining partnership hands with Handwerkskammer Rheinhessen, a number of training programs have been conducted in Pokhara with a view to promote managerial skills and business competency of its members and entrepreneurs in general. But the fact that conducting a large number of training programs may not always be important in and of itself cannot be ignored. More important is the benefit that the target group has received from the programs conducted. An attempt, therefore, has been made here to assess the effectiveness to training programs conducted. This is because a study has already been carried out in this reference covering the previous project period.

2. Objective of the Study

The general objective of the study is to assess impact of training programs conducted by the PCCI. The specific objectives of the study are as follows:

- To identify the number of participants involved in the field of training in which they had acquired training
- To explore their working experience after the training
- To determine the opinions of employers about the performance of their employees after the training
- To identify training, information, and consultancy needs of an enterprise in view of employers/owners and employees.

3. Review of Literature

Nepalese business organizations are characterized by low productivity, poor quality, weak managerial ability, small size, undivided tasks & responsibilities, lack of transparency in operation, and lack of formal structure in organization. Besides, they are constrained by a shortfall of access to resources, technology, and information. On the one hand, our business organizations are passing through this stage; on the other hand, we are entering into a world trading system. It is, therefore, certain that upcoming days will be more competitive and

challenging for our business organizations. Therefore, the most sustainable way of tackling these challenges is to develop the ability of individual entrepreneurs and business organizations.

How will we determine if a training program is effective? This is easier if some output can be measured, such as an increase or decrease in costs, sales, production, employee turnover, or revenue. In these cases, HR can calculate a return on the investment (ROI) by determining the benefit of the training and dividing it by the training expenses (DeCenzo & Robbins, 2010).

A different approach to determining the effectiveness of training is called Kirkpatrick's model. This is a four-level approach that works well in determining the value of managerial training and any training that is difficult to assess in terms of ROI (Kirkpatrick, 1968). Kirkpatrick suggested four levels of evaluating the impact of training. They are as follows:

Level one measures the reactions of the participants toward the training and answers questions about whether the participants liked the training, felt they achieved their learning goals, how much they liked the trainers, and any suggestions they have for improving the training.

Level two measures how much the participants learned. This could be accomplished by pre- and post-testing the participants or by evaluating the participants against a control group that has not been trained.

Level three measures whether the training actually changes the employee's behavior when he or she returns to the job. This might be evaluated by the participants, supervisors, or trainer.

Kirkpatrick called for a definite approach to the evaluation model. All 4 levels must be measured to ensure effectiveness of the whole evaluation system since each level provides different kinds of evidence (Chong, 2006).

Chong (2006) stated that the majority of Malaysian organizations show little or no interest in conducting training evaluations and have even less interest in the results of evaluations as a method of evaluating effectiveness.

Putra (2004) stated that the reactions of participants or managers, though easy to acquire, are the least valid. Their opinions are heavily influenced by factors such as level of difficulty, entertainment value, or the personality characteristics of the instructor, all of which may have little to do with the training's effectiveness. Trainees' reactions to the training may in fact

provide feedback on how worthwhile the participants viewed the training. Dessler and Varkkey (2009) mentioned that with today's emphasis on measuring human resource management's impact, it is crucial that the manager evaluate the training programs. According to Dessler and Varkkey, there are basically three things you can measure: participants' *reaction* to the program, what (if anything) the trainees *learned* from the program, and to what extent their on-the-job *behavior* changed as a result of the program. There are three popular methods of evaluating training programs. These are the post-training performance method, the pre-post-training performance method, and the pre-post-training performance with control group method (DeCenzo & Robbins, 2010). For smooth running of tourism-related businesses, there is a need of trained and skilled manpower. Pokhara Tourism Training Centre's (PTTC) trained manpower is able to provide not only qualitative service to customer but also help reduce cost of production by minimizing the wastage of goods and increasing the productivity as well as profit of an organization (Karki, 2004)

An empirical study by Warr, Allan, and Birdi (1999) showed that external processes like increasing confidence and motivation levels of trainees, the use of certain learning strategies is an important contributing factor towards training effectiveness.

“We also find strong impacts of EF training programs on economic and psychological empowerment. Trainees had more control over economic resources and stronger self-assessed self-confidence. In contrast to the findings on employment and empowerment outcomes, we find limited evidence of impacts on reproductive health or household-level outcomes” (Chakravarty et al., 2016).

One study revealed that entrepreneurship development training such as SIYB, TOPE, TOSE, etc., and skill development training regarding vegetables, beekeeping, agriculture, tailoring, *Agarbati*, *Dhaka*, candle, soap making, electronics, gardening, garments, poultry farming, Allo design, refreshment training, etc., are provided to entrepreneurs (Karki, 2015).

Alongside the sizable general impacts on employment outcomes, we find that training courses in electronics, beautician services, and tailoring underpin most of the EF program's impacts. These three categories of training are much more effective in consistently increasing employment and earnings than construction, poultry rearing, handicrafts, and food preparation and hospitality. We also find larger impacts on employment for women than for men (Chakravarty et al., 2016).

4. Methods of the Study

4.1 Research Design

The study is entirely based on primary data. Both qualitative and quantitative approaches have been used in this study. Descriptive and survey research design is used in this research report.

4.2 Population and Sampling

Population of the study comprises of employees and owner of business enterprises partaking in different training programs run by the PCCI. During the study period, altogether 51 training programs—23 craft and 28 business management training—were conducted with the total number of participations of 919 people. Out of 919, 157 people were found to have attended more than one training course. Out of the total population, 315 participants—128 from craft training and 187 from management training—were selected for interview. The selection was made randomly. The interviewed number of participants counts 34.3 percent of the total population and 41.34 percent of the net population. Table 1 shows the population and sample size of the study.

Table 1

Population & Sample Size

Type of Training	No of Training	No. of Participants	No. of Respondent	Percent (%)
Craft	23	399	128	32.1
Business Management	28	520	187	35.9
Total	51	919	315	34.3

With reference to interviews with employers, only 25 employers were interviewed. The number seems low because only those owners have been interviewed who had sent their staff and employees to more than one training course.

The collected data have been thoroughly checked, compiled, and presented in an appropriate table to facilitate analysis and interpretation of the data.

4.3 Nature and Sources of Data

Both qualitative and quantitative data are used in this report. The study is entirely based on primary data. The data have been collected through personal interviews with the help of a structured questionnaire. Separate questionnaires were administered to the participants of the training and their employers to collect their opinions and feelings regarding the training. Questionnaires consist of open-ended, closed-ended, and five-point Likert scale questions. An exemplar of the questionnaire has been given in Annex 1 & 2.

4.4 Tools for Data Analysis

For data analysis simple statistical tools are used. Data are presented in tables. Simple statistical tools, i.e., percentage, are used for analysis of data.

5. Significance of the Study

This study deserves strategic significance, as it has assessed the impact of various training programs run by the PCCI. The findings of the study will reflect past performance of the PCCI. Such programs show the level of satisfaction of beneficiaries with the project activities. The findings of the study will be of high value for PCCI to formulate more pragmatic future plans, policies, and programs so that it contributes more towards the benefits of its beneficiaries.

6. Limitations of the Study

This study covers only the training programs conducted by the PCCI. Besides, the study has the following limitation:

- Training conducted in other District Chambers of Commerce & Industries (DCCI) has not been included in the study.
- Participants attending seminars and workshops have not been taken into consideration.
- Findings of the study are based on the reaction of participants of the training programs or managers/employers of business organizations.

Organization of the study

Data presentation and analysis is divided into two parts—part one and part two.

Part one refers to the opinion of trainees of the training programs and is further divided into two sections—A and B. Section A contains responses obtained from trainees regarding the effectiveness of the training, and Section B embraces the training, information, and consultancy needs of the business organizations in their view.

Part two belongs to the interview with the employers of the trainees. This part contains information about the impact of training, performance change of trainees after training, along with training, information, and consultancy needs of business organizations. Besides, it includes major challenges of business perceived by entrepreneurs. Finally, a summary, conclusion, and recommendations for future courses of action are presented.

7. Result and Discussion

Focusing on the objective of the survey, analysis and interpretation of the data have been presented in this chapter. To facilitate the presentation and analysis task, this section has been divided into two parts—first and second. The first part includes responses obtained from the participant trainees, and the second part covers opinions of employers regarding different aspects of training. Besides, each part contains responses of trainees and their employer regarding training, information, and consultancy needs of their organization.

Part one- Opinion of participant trainees

The participant trainees were asked to respond a number of questions regarding the usefulness and practicability of the training they attended along with future training, information and consultancy needs of the organization in which they have been working for. The responses thus obtained have been presented in two sections—A and B.

Section -A

Section A contains information about how many participants have been working in the field in which they had acquired training, to what extent the participants have found the training useful, what practical problems they have encountered and how can PCCI help them solve their problems.

1. Involvement level of participants in the field of training

With a view to find out the number of trainees working in the field of training, the respondents were asked to report whether they have been working in the field in which they had acquired training or not. Table-2 presents the details.

Table 2

Involvement Level of Trainees in the Field of Training

Q. Are you working in the field in which you have acquired training?						
Response	Nature of Training				Total	
	Craft		Business		No.	%
	No.	%	No.	%		
Yes	85	66.4	144	77.0	229	72.2
No	43	33.6	43	23.0	86	27.3
Total	128	100.0	187	100.0	315	100.0

Sources: Field Survey

As is evident from table-2, out of 128 craft trainees included in this study, 85 (66.4%) trainees working in the same field of training and 43 (33.6%) are not working at all in the field of training in which they had acquired training. In case of business management training, out of 187 interviewees, 144 (77%) are working in the field of training in which they had acquired training and 43 (23%) are not working at all. In total, out of 315 trainees, 229 (72.7%) reported that they have been working in the field in which they had acquired training and 86 (27.3%) have not been working at all. The percentage of trainees working in the field of training is found high in business management training (77%) in comparison to craft training (66.4). An overall involvement of the trainees in the field of training has been found satisfactory as more than 72% of respondents have reported working in the same field in which they had acquired training

2. Trainees' impression about usefulness of training

With reference to trainees' impression about usefulness of training in their job, respondents were asked to gauge the degree of usefulness of training on a continuum ranging from very useful to not useful at all. The responses obtained in this reference have been tabulated in Table-3

Table 3

Trainees' Impression about Usefulness of Training

Q. To what extent you have found the training useful in your job?						
Level of usefulness	Nature of Training				Total	
	Craft		Business		No.	%
	No.	%	No.	%		
Very useful	22	25.9	39	27.1	61	26.6
Useful	35	41.2	65	45.1	100	43.7
Moderately useful	24	28.2	36	25.0	60	26.2
Less useful	4	4.7	4	2.8	8	3.5
Not useful at all	-	-	-	-	-	-
Total	85	100.0	144	100.0	229	100.0

Sources: Field Survey

Looking at the responses of craft and business management trainees, it is found that 25.9 % of craft trainees and 27.1 % of management trainees rated the training very useful. Likewise, 41.2 % of craft trainees and 45.1 % of management trainees reported training useful. The training has been rated moderately useful by 28.2 % of craft trainees and 25 % of management trainees. The percentage of respondents citing the training less useful is 3.5 %. The cumulative percentage of respondents reporting training very useful (26.6%), useful (43.7%) and moderately useful (26.2%) counts 96.5%. It is, therefore, inferred that the training programs run by PCCI is useful and majorities of the participants are satisfied with the programs.

The respondents who rated the training less useful were further interrogated to furnish the reason(s) for saying so. The reasons specified by the respondents are as follows:

- Too small organization to apply
- Short duration of training did not allow to learn sufficient to apply for
- Subject matters covered by the training are not directly applicable to the business
- There is always wide gap between theory and practical.

3. Reasons for not working in the field of training

As explained in Table -1, 27.3% (86 out of 315) of respondents have not been working in the field in which they had acquired training. The respondents, who have reported of not working in the same field of training, were further asked to report the reasons behind it. The responses obtained in this reference are presented in Table-4.

Table 4

Reasons for not working in the Field of Training

Reasons	Nature of Training				Total	
	Craft		Business		No.	%
	No.	%	No.	%		
1. Deprived of opportunity to work in the concerned field	19	44.2	16	37.2	35	40.7
2. Inappropriate working environment for implementation	8	18.6	8	18.6	16	18.6
3. Training was not appropriate	2	4.6	-	-	2	2.3
4. Management is reluctant to adopt new practice	1	2.3	1	2.3	2	2.3
5. Others	13	30.3	18	41.9	31	38.4
<ul style="list-style-type: none"> • Busy in another field • Lack of equipment • Sale of business • No time for additional work • No guarantee of success 						
Total	43	100.0	43	100.0	86	100.0

Sources: Field Survey

As is evident from table-4, deprived of opportunities to work in the concerned field (40.7%) and inappropriate working environment for implementation (18.6%) are the major reasons identified by the respondents for not working in the field of training. Likewise, 2.3% of respondents pointed out as a reason that training was not appropriate. The same percentage

reported that management is reluctant to adopt new practice. Busy in other field, lack of equipment, sale of business, no time for additional work, no guarantee of success of introducing new practice are among the other reasons specified by the respondents.

Comparing the result between craft and management training, it is revealed that a high number of craft trainees have not been working in the field in which they had acquired training due to aforesaid reasons.

4. Problems faced by the trainees

Out of 315 participants interviewed, 229 were found working in the field of training in which they had acquired training (see table-2). Out of 229, 36.7% of respondents have reported that they have been facing practical problems while implementing the knowledge and skills learnt in training whereas 63.3% specified of not having any problem in practical implementation. Table-5 shows that the details.

Table 5
Problems Faced by the Trainees

Q. Have you faced any practical problem while implementing the knowledge and skills acquired in the training?						
Reasons	Nature of Training				Total	
	Craft		Business		No.	%
	No.	%	No.	%		
Yes	32	37.6	52	36.1	84	36.7
No	53	62.4	92	63.9	145	63.3
Total	85	100.0	144	100.0	229	100.0

Sources: Field Survey

While comparing the responses between craft and management training, a significant difference is not noticed between their responses. More or less same percentage of participants from both craft as well as management sector has been facing problem in implementing knowledge and skills learnt in practice.

The respondents reporting to have faced practical problem were further probed to state the encountered problems specifically. The responses obtained in this regard have been given in

Table 6
Types of Problems Faced by the Trainees

Types of problems	Nature of Training				Total	
	Craft		Business		No.	%
	No.	%	No.	%		
1. Training was general, not specific	7	22.0	22	43.3	29	35.0
2. Non availability of tools & equipment	14	43.7	9	17.3	23	27.0
3. Management is reluctant to implement new things	4	12.5	13	25.0	17	20.0
4. Too expensive to implement	2	6.2	6	11.6	8	10.0
5. Others	5	15.6	2	3.8	7	8.0
<ul style="list-style-type: none"> • Lack of raw materials • Lack of market • Small organization 						
Total	32	100.0	52	100.0	84	100.0

Sources: Field Survey

It is revealed from table-6 that training was general not specific (35%), non-availability of tools & equipment (27%), management is reluctant to implement new things (20%), and too expensive to implement (10%) are most influencing problems identified by the majority of the respondents. Likewise, lack of raw materials, lack of market and small organization are among the other problems specified by the respondents.

Non availability of tools & equipment has been identified as the most crucial problem by the majority of the craft trainees (43.7%) followed by training was general not specific (22%), management is reluctant to implement new things (12.5%) and too expensive to implement (6.2%). Concerning the responses of management trainees, training was general not specific has been identified as the most cardinal problem by the majority of the respondents (42.3%), followed by management is reluctant to implement new things (25%), non-availability of tools & equipment (17.3%) and too expensive to implement (11.6%). Looking at the

problems encountered by the trainees, it is inferred that some of the problems can be solved through training and information services.

5. Suggestions by the trainees for solution of the problems

Besides specifying the problems, respondents were asked to suggest alternative solutions for the aforesaid problems. Suggestions put forwarded by the respondents have been given in Table 7.

Table 7
Suggestions Put forwarded by the Respondents

Suggestions	Nature of Training				Total	
	Craft		Business		No.	%
	No.	%	No.	%		
1. Refresher training course	6 ²	19.0	13 ³	25.0	19 ²	23.0
2. Consultancy services	10 ¹	31.0	17 ¹	32.0	27 ¹	32.0
3. Training to owner/manager about modern management	5 ³	16.0	14 ²	27.0	19 ²	23.0
4. Supply of skilled manpower	-	-	4 ⁴	8.0	4 ⁴	5.0
5. Provision of machine and equipment	2 ⁵	6.0	-	-	2 ⁵	2.0
6. Specific training	2 ⁵	6.0	3 ⁵	6.0	5 ³	6.0
7. Arrangement of raw materials at cheapest price in local market.	4 ⁴	13.0	-	-	4 ⁴	5.0
8. Identify market for goods and services	2 ⁵	6.0	-	-	2 ⁵	2.0
9. No comment	1	3.0	1	2.0	2	2.0
Total	32	100.0	52	100.0	84	100.0

Sources: Field Survey

Note: figure in superscript indicates rank assigned on the basis of responses obtained.

It is revealed from table-7 that, majority of respondents (32%) are in favor of consultancy services followed by refresher training course (23%) and the same percentage suggested training to owner/manager about modern management.

Looking at the response of business management trainees, it is found that the highest number of respondents (32 %) suggested consultancy services following training to owner/manager about modern management (27%), refresher training course (25%), supply of skilled manpower (8%) and specific training course (6%). 2 % respondent did not furnish any suggestion in this regard. In case of craft training, a large number of respondents suggested consultancy service pursuing refresher training (19%); training to owner/manager (16%) and

supply of raw materials at cheapest price in local market (13%). Likewise, arrangements of machine & equipment, specific training course and identification of market have been suggested by 6% respondents. 3% remained salient in this case.

6. Participants' expectation from PCCI

The participants interviewed in this survey were asked to uncover what they expect from PCCI in order to solve their above-mentioned problems. Craft trainees furnished the following expectations:

- Arrangement of buyers of finished products and suppliers of raw materials
- Provide more advanced skilled training
- Arrangement of capital for investment
- Arrangement of tools, equipment and machines (sewing, electric, plumbing)
- Introduce new technology
- Arrangement for participation in national and international trade fair and exhibition

With reference to management training, trainees put forwarded the following expectations:

- Provide more practical advance management training for owner and manager about modern management practices
- Organize refresher training time to time
- Train and produce industry specific skilled manpower
- Create sound environment among business people
- Provide opportunity for participation in international trade fair and exhibition.
- Provide specific information regarding the trend of business
- Represent small/micro entrepreneurs' interest in all forum
- Listen voice of all sort of entrepreneurs
- Promote new industry in Pokhara

7. Trainees' view regarding participation in future training program

With a view to know participants' intention regarding participation in future training program, participants were asked whether they would participant themselves or suggest their friends or employee to attend future training program run by PCCI. The responses, thus, obtained are presented in Table-8. Table-8 indicates that majority of interviewees covered by this study

(95.9%) were found interested to participate in future training programs of PCCI. Out of 128 craft trainees, 125 (97.7%) expressed their interest to participate in future training program run by PCCI. Likewise the number is equally high in case of management training too. Out of 187 management trainees, 177 (94.7%) opined that they would either participate themselves or send their friends or employees in future training programs. Altogether 10 participants expressed their reluctance to participate in future programs whereas 3 participants gave no response to the question.

Table 8

Trainees' view regarding participation in future training program

Q. Would you participate yourself and or send your friends or employees for participation in future training program?						
Response	Nature of Training				Total	
	Craft		Business		No.	%
	No.	%	No.	%		
Yes	125	97.7	177	94.7	302	95.9
No	03	2.3	07	3.7	10	3.2
Undecided	-	-	03	1.6	03	0.9
Total	128	100.0	187	100.0	315	100.0

Sources: Field Survey

The respondents, who expressed their unwillingness to participate in future training programs and who were undecided, were further asked to specify reason(s) for the same. Altogether 13 respondents, 3 from craft and 10 from business management, responded to this issue. The craft trainees come up with the following reasons:

- Unable to take proper return from the training
- One can learn better by working on own doing more practice
- Unable to get materials and equipment used in the training in real field (plumbing, electric)

The reasons forwarded by the management trainees are as follows:

- One can learn better on his own job by involving oneself in more practical work

- One needs basic theoretical as well as practical knowledge to take best advantage from training
- Training programs are not properly matched with the demand and requirement of the real field.

Section-B

This section embraces data regarding training, information and consultancy needs of an organization in view of their employees.

1. Training need

Aiming to collect information regarding training need of an organization in view of their employees, the respondents of this survey were asked to state what training are most immediately needed to their organization. The interviewed craft trainees state the following training:

<ul style="list-style-type: none"> ● Advance auto mechanical (electric, gear and engine system) ● Lathe machine operation ● Workshop management ● Plumbing ● Electric training (motor repairing, winding, industrial wiring, drawing) ● Fashion designing (drawing, designing, cutting) 	<ul style="list-style-type: none"> ● Knot craft ● Food & beverage preparation ● Pastry & bakery ● New product design and development ● Training on selling techniques ● How to fix price of a product/ service ● Account keeping
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The management trainees interviewed in this survey specified the following training as their need:

<ul style="list-style-type: none"> ● Financial management ● Account keeping with VAT accounting ● Total quality management 	<ul style="list-style-type: none"> ● Marketing and sales promotion ● Store management ● Labor-Managmeent relation
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<ul style="list-style-type: none"> ● Salesmanship ● Business courtesy and customer relations 	<ul style="list-style-type: none"> ● Organizational culture ● Tourism marketing ● International trade fair participation ● Commercial correspondence
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In this backdrop of needs, majority of respondents suggested the following measures for PCCI to follow while organizing training in future:

<ul style="list-style-type: none"> ● Disseminate information widely about training to the reach of all potential participants ● Lengthen the duration of training ● Arrange experienced and competent trainers for training ● Arrange adequate tools & equipment during the course of training (electric, plumbing, jewelry, auto mechanic) ● Conduct training making homogeneous group of participants 	<ul style="list-style-type: none"> ● Organize need-based practical- centered training ● Conduct programs in off season for tourism industry (May-July) ● Offer advance course after basic course and organize refresher training ● Provide training to top management/owners about modern practice of management aiming to change their traditional attitude towards staff and organization
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2. Information need

The respondents included in this study were asked to spot types of information that their organization is always searching for. All most all craft trainees reported the following list-of information need:

- Supplier of raw materials
- New technology
- New buyer/market for their products-

On the other hand, management trainees specified the following information need in addition to above-mentioned list:

- Legal provisions relating to business (government's rule, regulations, policies and programs)
 - Market trend and market information of different products
 - National and international fair & exhibitions
3. Consultancy needs

The participants included in this survey were asked to report whether their organizations need any consultancy services or not. If they have seen any consultancy need, the respondents were requested to specify subject area of consultancy. The responses obtained in this reference have been presented in Table 9.

Table 9
Consultancy Need

Q. In your opinion, does your organization need any consultancy services?						
Response	Nature of Training				Total	
	Craft		Business		No.	%
	No.	%	No.	%		
Yes	59	46.1	157	83.9	216	68.5
No	18	14.1	25	13.4	43	13.7
Don't know	51	39.8	5	2.7	56	17.8
Total	128	100.0	187	100.0	315	100.0

Sources: Field Survey

Table-9 depicts that out of 315 respondents, 216 (68.5%) have seen consultancy need in their organizations. Thirteen point seven percent have not felt any need of consultancy and 17.8% found undecided about their need as they said don't know about it. From the above Table, it is revealed that consultancy need is much demanded by management trainees in comparison to craft trainees. A large number of management trainees (83.9%) have felt need of consultancy in their organizations whereas only 41.6% of crafts trainees felt such need in their organizations. Craft trainees who felt consultancy need in their organizations suggested the following areas for consultancy:

- New product development & designing
- Marketing of products
- Trade fair participation
- How to run business more systematically and successfully

Management trainees pointed out the following areas for consultancy:

- Quality management
- Store management
- Office management
- Proper financial management
- Taxation and Value Added Tax
- Labor-management relations

Part -Two: Opinion of employers

The second part of this chapter includes data obtained from interview with employers of the trainees. Taking opinion of trainees only will be inadequate and incomplete for overall evaluation of training programs. Therefore, a few employers who send participants regularly in PCCI's training were also interviewed. This interview was basically focused on to what extent employers have found PCCI's training effective, what visible improvements they have noticed in their employees after training, whether they intent to send employees in future training programs or not. Besides, employers were also asked about the training, information and consultancy need of their organization along with future challenges of business. The responses obtained in aforesaid issues have been presented in table to 10- 18.

Altogether 25 employers especially from manufacturing concern, trading house and tourism industry were interviewed.

1. Employers' impression regarding effectiveness of training

The employers were asked to rate the effectiveness of training program in a 5-point scale ranging from very effective to not effective at all. Table 10 shows respondents' opinion in this regard.

Table 10
Effectiveness of Training

Scale of Effectiveness	No. of Response	%
Very Effective	5	20.0
Effective	11	44.0
Moderately effective	4	16.0
Less effective	3	12.0
Not effective at all	2	8.0
Total	25	100

Sources: Field Survey

As is evident from table-10, 20 % of the total respondents rated the training very effective followed by 44% effective and 16 % moderately effective. 8% reported that the training programs are not effective at all whereas 16% opined that the training were less effective. On

the basis of above statistics, it is revealed that training programs run by PCCI proved effective in the eyes of employees.

2. Employers' impression regarding change in performance of employees

The employers included in this study were also asked to express their opinion regarding the performance change of their employees on a 5-point scale ranging from highly improved to not improve at all. The responses thus obtained are presented in Table-11.

Table-11 indicates that the collective percentage of employers reporting the performance of their employee highly improved, improved and moderately improved counts 84 %. Twelve percent of the respondents reported that they found the performance of their employees little improved and 4% reported no improvement at all. It is evident that majority of employers found the performance of their employees improved. It can, therefore, be inferred that training conducted by PCCI is practical and as per the need of business organizations.

Table 11

Performance Improvement of Employee

Scale	Number of Response	%
Highly improved	5	20.0
Improved	10	40.0
Moderately improved	6	24.0
Little improved	3	12.0
Not improved at all	1	4.0
Total	25	100.0.

Sources: Field Survey

The respondents were further inquired to state what visible improvements they have noticed in the performance of employees after training. The majority of employers reported the following improvements in their employees:

- Improved work performance
- Positive change on attitude
- Enhanced willingness towards work

- Enhanced sensitivity towards work.

3. Employers' view regarding participation in future training programs

Regarding participation in future training programs, the interviewed employers were found very positive and enthusiastic. Table-12 shows the details. As is evident from Table-12, the cent per cent of respondents expressed a view to send participants in training programs to be conducted by PCCI in the days ahead. This is the reflection of employers' full satisfaction towards present training offer of PCCI.

Table 12

Employers' Opinion on Participation in Future Training

Q. Would you send your employees in the training programs to be conducted by PCCI in future?		
Response	Number of Response	%
Yes	25	100.0
No	-	-
Undecided	-	-
Total	25	100.0

Sources: Field Survey

4. Training need in employers' view

In addition to assessing training need of an organization with employees, employers were also asked to specify most needed training in their organizations. Table-13 shows the details.

Table 13

Training Needed of Business Organizations

S.N.	Q. What training programs are most needed to your organization?	No. of Responses	Rank
1.	Financial management	6	III
2.	Finance for non-finance executives	4	V
3.	Organizational culture	8	I
4.	Total quality management	8	I
5.	Account keeping with VAT accounting	7	II

6.	Business courtesy and customer relation	8	I
7.	Store management	6	III
8.	marketing and sale promotion techniques	8	I
9.	Pricing strategy	5	IV
10.	How to increase productivity	6	III
11.	Tourism marketing	5	IV
12.	Food & Beverage	4	V
13.	How to make participation effective in fair and exhibition	5	IV
14.	Export marketing	4	V
15.	Office management	3	VI
	Total	85	

Sources: Field Survey

Note: The number of responses is higher than number of respondents (25) as a single respondent gave more than one response.

As is evident from table-13, the most demanding training is organizational culture, total quality management, business courtesy & customer relations and marketing & sales promotion along with accounting, store management, financial management and productivity improvement.

5. Information need

The employers were asked to specify the information that their organization usually need for table-14 presents the details.

Table 14

Information Need of Business Organizations

S.N.	Would you please specify the information that your organization usually need for?	No. of Responses	Rank
1.	Supplier of raw materials	4	VI
2.	Supplier of machinery & equipment	4	VI
3.	New buyer/market for products	12	I
4.	Fair and exhibition	7	III
5.	New technology	8	II
6.	Legal provision relating to business (Government's rule, regulation, programs, policies)	6	IV
7.	Import/ Export procedure	5	V
8.	Income tax/VAT	6	IV
9.	List of foreign buyers and sellers	2	VIII

10.	market information about products	3	VI
	Total	57	

Sources: Field Survey

According to table-14, it is revealed that new buyers/market for products, new technology, fair & exhibition, income tax/VAT along with legal provision and government's policies and programs are the most demanding areas of information. Besides, entrepreneurs are in search of information on supplier of machinery and equipment, raw material and import/export procedure. Therefore, PCCI need to focus its efforts to collect and disseminate information on aforesaid areas.

6. Consultancy needs

The employers included in this study were asked to unveil consultancy need of their organization, which they think crucial for enhancing organizational performance and efficiency. Areas of consultancy need identified by the respondents have been presented in table-15.

Table 15

Consultancy Need of Business Organization

S.N.	Q. What sort of consultancy do you need to improve the performance and efficiency of your organization?	No. of Responses	Rank
1.	Human resource development and motivation	3	V
2.	Organizational culture	4	IV
3.	Financial management	3	V
4.	Marketing & sales promotion	7	II
5.	Quality management	7	II
6.	Labor-management relations	2	VI
7.	Productivity Improvement	5	III
8.	Office management	2	VI
9.	Tax/VAT	9	I
10.	Market research & information system	5	III
11.	Export marketing	4	IV
	Total	51	

Sources: Field Survey

Tax/VAT, quality management, marketing & sales promotion followed by productivity improvement and market research and information system are the most demanding areas of consultancy identified by the respondents. Organizational culture, human resource development & motivation and financial management are among other areas of consultancy that business organizations want to acquire.

7. Employers' opinion on hiring of consultancy service

After identifying the areas of consultancy need, the employers were asked whether they would hire consultancy services if it were made available. Table-16 shows that 56% of respondents are willing to hire consultancy services if it were made available. Twenty percent of respondents expressed their reluctance to hire such services and 24 % found undecided on the matter.

Table 16

Employer Opinion on Hiring of Consultancy Service

Q. Would you hire consultancy service on above stated areas if it were made available?	Number	%
Yes	14	56.0
No	5	20.0
Undecided	6	24.0
Total	25	100.0

Sources: Field Survey

In the present context of Pokhara, being 56% of employers in favor of hiring consultancy services is a good indicator for PCCI's move towards this direction. PCCI should concentrate its effort to provide quality consultancy services to meet needs and expectations of the employers.

8. Future challenges of business organizations

The participating employers in this study were asked about future challenges of business which they think likely to aggravate business of Pokhara. The responses obtained in this reference have been classified into internal and external challenges and presented in table 17.

Table 17

Future Challenges of Business Organizations

Q. Would you please specify the future challenges of business that you think likely to affect business of Pokhara seriously?	
Internal Challenges <ul style="list-style-type: none"> • Low productivity • Poor quality • Old production technique • Increasing pressure of trade union • Weak information system 	External Challenges <ul style="list-style-type: none"> • Taxation system • Lack of adequate financing • Lack of skilled manpower • Inadequate & irregular supply of power & water • Lack of long-term plan for the developing of trade, industry & tourism • Increasing domestic & International competition • Poor infrastructure • Degrading environment and increasing pollution • Nepal Bandh, strike

Sources: Field Survey

Low productivity, poor quality, old production technique, increasing pressure of trade union and weak information system are the major internal challenges identified by the respondents. Impractical taxation system, lack of adequate financing, lack of skilled manpower, inadequate & irregular supply of power & water, lack of long-term plan for the development of trade, industry and tourism, increasing domestic & international competition, poor infrastructure, degrading environment and increasing pollution are among the major external challenges that likely to affect business of Pokhara seriously in future.

Having come to know future challenges of business, the respondents were asked about their belief that to what extent PCCI can help them to cope with the challenges. Table-18 depicts that 24% of respondents believed that PCCI can help to a very great extent, 40% believed that it can help to a great extent and 20% to some extent only. Out of total respondents, 12% opined that PCCI can help to some little extent and the same percentage reported to very little

extent. It is noteworthy that majority of employers (56%, total of serial no.4 & 5) believe that PCCI can help to a great extent to cope with the challenges.

Table 18

Employers' Belief Regarding PCCI's Help

Scale	Q. In employer's opinion, to what extent POCI can help to cope with the challenges?	No. of Response	%
1.	To very little extent	3	12.0
2.	To little extent	3	12.0
3	To some extent	5	20.0
.4	To a great extent	9	36.0
5.	To a very great extent	5	20.0
	Total	25	100.0

Sources: Field Survey

Finally, the employers were asked to suggest ways how PCCI can help business organizations to solve their problems and challenges. The participating employers forwarded the following suggestions in this regard:

- Organizing need-based practical training for both employers and employees
- Providing industrial and commercial information
- Arranging technology transfer programs in collaboration with foreign partner/agencies
- Providing consultancy services without charging fees
- Conducting seminar, workshop, interaction programs on the contemporary and emerging issues of business importance
- Organizing fair and exhibition at local level at least once a year and making participation of local products in such events organized out of Pokhara and abroad,
- Giving exposure to local entrepreneurs of international fairs and exhibitions
- Promoting Pokhara as the number one tourist destination of Nepal in abroad
- Organizing one mega event like Pokhara Festival every year aiming to promote trade, industry and tourism of Kaski

- Lobbying for conducive commercial and industrial policies and ask government for package program for the promotion of trade and industry in this region.
- Putting strong pressure for central and local government to improve infrastructure facilities
- Promoting fair competition by checking goods entered illegally from India and Lasha/Tibet.
- Taking all entrepreneurs in confidence treating them equally
- Maintaining harmonious relations with local government's bodies.

8. Findings of the study

A. Based on interview with trainee participants

- Majority of the participants (72.7%) were found working in the subject area/field in which they had acquired training. The percentage of management trainees (77%) working in the same field of training found in high numbers than craft trainees (66.4%).
- Out of total participants, 96.5% of participants (cumulative total of very useful and useful and moderately useful) reported that they found the training programs useful and effective. 3.5% reported training being less useful because of: small organization to apply, short duration of training did not allow them to learn sufficient to apply for; subject matters covered by the training are not directly applicable to real life situation.
- Out of total participants, 27.3% of participants found not working in the same field of training. Deprived of opportunity to work in the concerned field and inappropriate organizational environment along with being busy in other areas, lack of tools & equipment and not accentuated guarantee of success were among the major reasons specified by the participants for not working in the field of training.
- Out of total participants, 36.1% of participants found not having any practical problem while implementing the knowledge and skills acquired in the training in their job. Being training more general, non-availability of tools & equipment, reluctance of management, lack of market and lack of raw materials were the major problems cited by the participants who faced problems in implementation.

- The participants suggested the following solutions for their problems:
 - Consultancy services
 - Refresher training course
 - Training to owner/manager about modern management
 - Specific training course
 - Arrangement of raw materials at cheapest price in local market
 - Identify market for goods and services
 - Provision of machines and equipment
- The participants' expectation from PCCI is found high. The craft trainees put the following expectations:
 - Arrangement of buyers of finished products and suppliers of raw materials
 - Provide more advanced skilled training
 - Arrangement of capital for investment
 - Arrangement of tools, equipment and machines (sewing, electric, plumbing)
 - Introduce new technology
 - Arrangement for participation in international trade fair and exhibition

Likewise, the management trainees came up with the following expectations:

- Provide more practical advance management training
- Organize refresher training time to time
- Train and produce industry specific skilled manpower
- Create sound environment among business people
- Provide opportunity for participation in international trade fair and exhibition.
- Provide specific information regarding the trend of business
- Represent small/micro entrepreneurs' interest in all forum
- Listen voice of all sort of entrepreneurs

- Promote new industry in Pokhara
- Out of total participants, 95.9% of the participants found interested to participate in training programs to be conducted by PCCI in future. This is a quite positive and encouraging note to PCCI.
- Majority of the participants pointed out the following training as most immediately needed training in their organizations:

● Craft training	● Management training
<ul style="list-style-type: none"> - Advance auto mechanical (electric, gear and engine system) - Lathe machine operation - Workshop management - Plumbing - Electric training (motor repairing, winding, industrial wiring, drawing) - Fashion designing (drawing, designing, cutting) - Knot craft - Food & beverage preparation - Pastry & bakery - New product design and development - Training on selling techniques - How to fix price of a product/service - Account keeping 	<ul style="list-style-type: none"> - Financial management - Account keeping with VAT accounting - Total quality management - Salesmanship - Business courtesy and customer relations - Marketing and sales promotion - Store management - Labor-Management relation - Organizational culture - Tourism marketing - International trade fair participation - Commercial correspondence

- Majority of the participants suggested the following measures for future training programs:

<ul style="list-style-type: none"> - Disseminate information widely about training to the reach of all potential participants - Lengthen the duration of training - Arrange experienced and competent trainers for training - Arrange adequate tools & equipment during the course of training (electric, plumbing jewelry, auto mechanic) - Conduct training making homogeneous group of participants 	<ul style="list-style-type: none"> - Organize need-based practical-centered training - Conduct programs in off season for tourism industry (May-July) - Offer advance course after basic course and organize refresher training - Provide training to top management/owners about modern practice of management aiming to change their traditional attitude towards staff and organization
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- Supplier of raw materials, new technology, and new buyer/market for products, legal provisions relating to business (government's rule, regulations, policies and programs), market trend and market information of different products along with international business trend and information about national and international fair & exhibitions are the most demanding areas of information identified by the participants of this survey.
- Majorities of participants (68.5%) have felt the need of consultancy services in their organizations. A large number of business management trainees (83.9%) are in favor of consultancy service in their organizations in comparison to craft trainees (46.1%). The following are the areas of consultancy services specified by the craft and management trainees

● Craft	● Management
<ul style="list-style-type: none"> - New product development & designing - Marketing of products - Trades fair participation - How to run business more systematically 	<ul style="list-style-type: none"> - Quality management - Store management - Office management - Proper financial management

and successfully	<ul style="list-style-type: none"> - Taxation and Value Added Tax - Labor-management relations
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B. Based on interview with employers

- Majority of employers (80%, cumulative total of very effective, effective and moderately effective) opined that training programs run by PCCI is effective.
- Out of total participants, 84% of employers noticed visible improvement in the performance of their employees after training. Improved work performance, positive change on attitude, enhances willingness towards work and enhanced sensitivity in work was the important behavioral changes occurred in their employee after training.
- The cent per cent of employers were found interested to send participants in the training programs to be run by PCCI in future. This is the reflection of employers' full satisfaction with the present training offer PCCI.
- Training on organizational culture, total quality management, marketing and sales promotion, business courtesy and customer relations, account keeping with VAT along with store management, financial management and productivity improvement are the most demanding areas of training identified by the employers. Besides, training on pricing strategy, tourism marketing, how to make effective participation in fair and exhibition, export marketing and office management are also needed for business organization.
- New buyers/market for products, new technology, fair and exhibition, import/export procedure and tax/VAT along with legal provision relating to business are the major areas in which majority of business organizations want to acquire information. In addition, information about supplier of raw materials, machines and equipment and list of foreign buyers and sellers are also in demand.
- Consultancy service on tax/VAT, quality management, marketing and sales promotion and market research and information system are among the highly demanded fields of consultancy identified by majority of the respondents. Consultancy on organizational culture, human resource development and motivation and financial management has also been demanded by the employers.

- Majority of employers (56%) have been found interested to hire consultancy service if it is made available.
- The employers have reported both internal as well as external challenges of business. Low productivity, poor quality, old production technology, increasing pressure of trade union and weak information system are the major internal challenges identified by the employers, Likewise, impractical taxation system, lack of adequate financing, lack of skilled manpower, inadequate and irregular supply of power and water, increasing domestic and international competition, poor infrastructure, degrading environment and increasing pollution are the major influencing external challenges.
- Majority of employers (56%), total of great extent and very great extent believed that PCCI can help to solve their problems and challenges to a great extent. The interviewed employers suggested the following ways for PCCI to follow in serving its members and entrepreneurs in general:
 - Organizing efficiency enhancing need-based practical training for both employers and employees.
 - Providing industrial and commercial information regularly.
 - Arranging technology exchange program in collaboration with foreign partner/agencies.
 - Providing consultancy services without charging fees.
 - Conducting seminar, workshop, and interaction programs on the contemporary and emerging issues of business importance.
 - Playing role of mediator between entrepreneurs and Tax/VAT authority to solve problems in this front.
 - Organizing fair and exhibition at local level at least once a year and making participation of local products in such events organized out of Pokhara and abroad.
 - Giving exposure to local entrepreneurs of international fairs and exhibitions.
 - Promoting Pokhara as the number one tourist destination of Nepal in abroad.
 - Organizing one mega event like Pokhara Festival every year aiming to promote trade, industry and tourism of Kaski.

- Lobbying for conducive commercial and industrial policies and ask government for package program for the promotion of trade and industry in this region.
- Putting strong pressure for central and local government to improve infrastructure facilities.
- Promoting fair competition by checking goods entered illegally from India and Lasha/Tibet.
- Taking all entrepreneurs in confidence treating them equally.
- Maintaining harmonious relations with local government's bodies

9. Summary and Conclusion

Pokhara Chamber of Commerce and Industry (PCCI) as an autonomous non-profit-making private sector representative organization of the business community, was established in 1955 A.D. with the objective of protecting and promoting the rights and interests of the business community. Since its establishment, PCCI has been playing a vital role in the promotion of trade and industry in and around Kaski District, along with other social activities.

With the major shift in its orientation, PCCI has started providing promotional services to its members since 1992. After joining partnership hands with Handwerkskammer *Rheinhessen* (HWK), Mainz/Germany in 1994, PCCI gained new vigor and momentum in its move towards providing promotional services. Having joined partnership hands with HWK, PCCI has become more competent to deliver a wide range of services along with regular training offered in different areas of crafts and business management. A large number of training programs have been conducted with a view to develop managerial skills and business competency of its members and entrepreneurs in general. The general objective of this study was to examine the effectiveness of training programs conducted by the PCCI.

To serve the aforesaid objectives, 315 trainees and 25 employers were interviewed with the help of a structured questionnaire. Separate questionnaires were administered to the trainees and their employers to collect their opinions and feelings regarding different aspects of training.

Conclusions

The study revealed that the majority of trainees were found working in the field of training in which they had acquired training and found satisfied with the results. Likewise, employers of trainees reported the training was effective and opined that they noticed a number of visible improvements in the performance of their employee after training. Besides, the study unveiled the training, information, and consultancy needs of business organizations along with their future challenges.

On the basis of the findings of the study, the evaluation team has arrived at the following conclusions:

- Though the training conducted by PCCI is rated effective and useful by both training participants and their employers, some corrective measures are highly desirable to run the programs as per the expectations of trainees and entrepreneurs.
- Majority—The majority of trainees working in the field of training in which they had acquired training is an inspiring note to the training organizers. But there seems to be a lack of frequent touch between trainees and the training provider regarding the solution of practical problems faced by the trainees.
- Almost all trainees and employers have asked for an advanced course of longer duration at a low fee charge. It will not be relevant and practical to conduct an advanced course of longer duration at a low fee. It will lead towards more dependency rather than sustainability.
- There seems a need for a number of trainings in both the craft and management sectors. Besides, there is a need for information and consultancy services too. It is good that most of the needs specified by the trainees and employers are in the same line, which PCCI has been offering to entrepreneurs under the Partnership Program.
- It is quite encouraging that the majority of business owners believed that PCCI can help to a great extent to tackle their problems and challenges. But, there is a big challenge to PCCI to build up its institutional capability to deliver services as per the need and rising expectations of its members and the business community in general.
- Currently whatever training activities are conducted by PCCI have been managed by the PPP project team through the Business Promotion Centre. It seems difficult for PCCI to maintain the current level of activities after the termination of PPP project support.

The PCCI-HWK Partnership Programme has made a significant contribution to the promotion of trade, industry, and tourism in Pokhara by assisting entrepreneurs in developing their managerial efficiency and organizational capability through providing training, information, and consultancy services. From the evaluation, it is revealed that its activities have imparted positive changes in the personal and organizational performance of target beneficiaries. It is a proven fact that trained and skilled manpower is the precious assets of an organization and a valuable resource of society and the country too.

There is a growing need of training, information, and consultancy services in different aspects of business. It is difficult and often impossible to address all needs at a time. In this connection, there seems a need to distinguish the need and demand of entrepreneurs. Distinguishing the demand, it is recommended to run demand-based programs in the future.

To keep pace with the changing environment and to meet the rising expectations of its members, PCCI needs to give deep attention in strengthening its organizational capability by doing an objective and realistic self-assessment of its past, present, and future.

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Annex-1

QUESTIONNAIRE FOR EFFECTIVENESS OF TRAINING PROGRAMS

Dear Respondents,

Namaste

This questionnaire has been prepared to evaluate the training programs conducted by PCCI. Your co-operation deserves utmost importance for the program organizers to design and implement the future programs. We therefore, are expecting your sincere participation and co-operation in this regard.

Regards,

Dr. Bir Bahadur Karki

Associate Professor, Prithvi Narayan Campus, Pokhara

Respondent's Name :

Designation :

Organization and Sector :

Address :

1. Are you working in the field in which you had acquired training?

() Yes

() No

2. If yes, to what extent you have found the training useful in your job?

() Very useful

() Useful

() Moderately useful

() Less useful

() Not useful at all

3. If not (in question 1), what are the reasons?

a) Training was not appropriate.

()

b) Inappropriate working environment for implementation.

()

c) Deprived of opportunity to work in the concerned field.

()

d) Management is reluctant to adopt new practice.

()

e) Other reasons (please specify)

.....

(Go to question no.9)

4. What are the causes for being the training less useful/not useful (please response this question only if you have put tick on "less useful" or "not useful" in number 2 above)
- a) Too small organization to apply. ()
 - b) Short duration of training did not allow learning sufficient. ()
 - c) Too expensive to apply in business. ()
 - d) Cannot understand the subject matter in training. ()
 - e) No need of that sort of training for the organization. ()
 - f) Other reasons (please specify)
.....
5. Have you faced any practical problem while implementing the knowledge and skills acquired in the training?
- Yes () No ()
6. If yes, what types of problems are there?
- a) Training was general, not specific. ()
 - b) Management is reluctant to implement new things. ()
 - c) Too expensive to implement. ()
 - d) Non availability of tools and equipment. ()
 - e) Other problems (please specify) ()
.....
7. What may be the solution of the problem?
- a) Refresher training course. ()
 - b) Consultancy service. ()
 - c) Training to owner/manager about modern management. ()
 - d) Others (please specify)
.....
8. To solve the problem what sort of help do you expect from PCCI? (please specify)
.....
.....
9. Would you participate yourself and or send your friends or employees for future training conducted by PCCI?
- () Yes () No () Undecided

10. If not, why?
.....
.....
11. Suggestions for the improvement of future training activities of PCCI.
.....
.....
12. What training are most immediately needed to your organization?
☐ Accounting ☐ Store Management ☐ Financial Management
☐ Total Quality Management ☐ Marketing and Sales Promotion
☐ Organization Culture ☐ Trade Fair and Exhibition Participation
Others (please specify):
13. Would you please specify the information that your organization is searching for?
☐ Supplier of raw materials/Machinery ☐ New Technology
☐ Fair and Exhibition ☐ Legal Provision ☐ Buyers/Seller
Others (please specify):
14. In your opinion does your organization need any consultancy service?
☐ Yes ☐ No ☐ Don't know
15. If yes, could you specify the subject areas?
☐ Store Management ☐ Account Keeping ☐ Quality Management
☐ Labor-Management Relation ☐ Financial Management ☐ Tax/ VAT
Others (please specify):

Thank you for your cooperation.

Annex-2

QUESTIONNAIRE FOR EFFECTIVENESS OF TRAINING PROGRAMS

Dear Respondents,

Namaste

This questionnaire has been prepared to evaluate the training programs conducted by PCCI. Your cooperation deserves utmost importance for the program organizers to design and implement the future programs. We are therefore, expecting your sincere cooperation and participation in this regard.

Regards,

Dr. Bir Bahadur Karki

Associate Professor, Prithvi Narayan Campus, Pokhara

Respondent's Name :

Designation :

Organization and Sector :

Address :

1. To what extend you have found the training run by PCCI effective?
 - a) Very effective ()
 - b) Effective ()
 - c) Moderate ()
 - d) Less effective ()
 - e) Not effective ()
2. To what extend you have found the performance of your staff improved after attending the training run by PCCI.
() Highly improved () Improved () Moderately improved
() Little improved () Not improved at all
3. Could you mention some visible improvement on your employees after attending the training?
 - a) Enhanced sensitivity towards work. ()

- b) Positive change on attitude. ()
- c) Improved performance. ()
- d) Enhance willingness to work. ()
- e) No change at all. ()
- f) Other changes (please specify)
4. Would you send your employees in the training program to be conducted by PCCI?
 () Yes () No
 If not, would you please state the reasons?

5. If yes in question 4, what training programs are most immediately needed to you organization?
 () Financial Management () Salesmanship () Total Quality Manage
 () Account keeping with VAT accounting () Business Courtesy and Customer
 Relation () Store Management () Marketing and Sales
 Promotion
 Other (Please mention):

7. Suggestions for the improvement of future training activates of PCCI.

8. Would you please specify the information that your organization usually need for?
 () Supplier of raw materials () Supplier of machinery equipment
 () Buyers/market for your product () Fair and Exhibition
 () New technology () Legal provision related to business
 Other (Please mention):

9. What sort of consultancy do you need to improve the performance and efficiency of your organization?

10. Would you hire consultancy service on above stated areas if it is made available?

() Yes () No () Undecided

11. Would you please cite the future challenges of your business that you think likely to affect business seriously?

Internal

External

() Low Productivity

() Taxation

() Poor Quality

() Lack of skill manpower

() Weak information system () Inadequate and irregular supply of power.

Others:

.....

12. In your opinion, to what extent PCCI can help to cope with the challenges?

To a great extent 5 4 3 2 1 Too little extent

13. How PCCI can help you? Please suggest.

.....

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