

monitoring and evaluation mechanisms signal the donor's lack of trust and confidence in the relationship.

Jealousy among Nepalese often interferes with business life. What appears to be a professional opinion could be a reflection of some underlying jealousy or sense of injustice.

Nepalese are sensitive to criticism and ridicule and keenly aware of their country's political, economic and social problems. Somlai (1989) suggests that little if anything is gained by reminding them of these, or by agreeing with their self-criticism.

Status and hierarchy

Nepalese respect status and authority and value prestige and power to the extent that the predominant Nepalese management style is authoritarian, and the employer-employee relationship paternal. Often, the boss is more important than the job itself. Subordinates rarely argue with the boss because it may cause the boss to lose face. As a result, individual responsibility and accountability are often lacking in Nepalese organizations.

Canadian advisors say that decisions in Nepal are made at higher levels than necessary, with the result that ministers busy themselves with trivial matters. Delegation of authority is more the exception than the rule.

Nepalese perceive delegation as giving up precious power. As a result, most decisions are made by the highest-ranking officials; meetings with mid-level managers are just a way of formalizing them. Decisions are sometimes changed by unknown people in the hierarchy. It is paramount that you learn to distinguish the figurative decision makers from the actual ones (Somlai 1989).

Nepalese look to the expatriate boss as a benevolent father-figure, who will guide them at every turn. Nepalese culture discourages personal initiative and risk taking.

Nepalese are indifferent to the shortcomings of bureaucracy, while the bureaucracy's slow decision-making process drives foreigners crazy. Some westerners find Nepalese incapable of handling more than one issue at a time.

Canadians and other foreign advisors give the following advice concerning status and hierarchy in Nepal:

- ◆ Don't give advice to your Nepalese counterparts without realizing that it is unlikely they will be able to implement any fundamental, lasting change. Listening and learning are generally more helpful than advising or reforming (Somlai 1989).