

Cooperative Education Report: Development of Orbit Energy hydropower and their challenges

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This report is submitted in partial fulfilment of the requirements for Cooperative Education, Faculty of Business Administration, Academic Year 2/2022 Siam University Project Title : Development of Orbit Energy hydropower and its challenges

- Credit : 6
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Semester/Academic year: 2/2022

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Abstract

This report entitled "Development of Orbit Energy hydropower and its challenges" focuses on the business operations that are carried out for the development of a hydropower project. It illustrates my internship learning and experience at Orbit Energy for a four months period of time. I worked as a cross department Intern in this company. So, this report gives brief information about the company and its business activities. It provides the detailed information of my roles, responsibilities and contribution in the company. Furthermore, it states the overall scenario and challenges and significance of the hydropower industry in Nepal.

The main objectives of the study include: (1) To implement theoretical knowledge learned. (2) To have a better understanding of the Energy industry. (3) To have a better understanding of the Nepali Business Environment

As an intern, I was involved in multiple departments. As it turns out, big government tied industries like hydropower's have a very traditional way of doing things. It is also due to the fact that the vast majority of the workforce are older generations. Hence, they don't emphasise much on doing things the new way, they don't like change, they are rigid. So, one of my key roles as an intern was to come up with fresh ideas to make the workflow more efficient resulting in more productivity.

Keywords: Hydropower, Workforce, Productivity

Acknowledgement

The internship opportunity I had with Orbit Energy was a great chance for learning and professional development. Therefore, I consider myself as a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this internship period. Bearing in mind, I am using this opportunity to express my deepest gratitude and special thanks to Kathmandu College of Management (KCM).

I would also like to thank my supervisor Mr. Sudip Khadka, who in spite of being extraordinarily busy with his duties, took time out to hear, guide and keep me on the correct path during the internship period at their esteemed organisation. Above All, I am very grateful to my supervisors from KCM and SIAM for guiding me through this internship program.

I perceive this opportunity as a big milestone in my career development. I will strive to use gained skills and knowledge in the best possible way, and I will continue to work on their improvement, in order to attain desired career objectives.

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COVID-19 Pandemic Effect

Despite the fact that the number of new cases in Nepal was dropping, the novel Omicron variant caused a jump in the number of cases. Despite the fact that the variation was not as fatal as the others, it spread like wildfire, instilling terror in the public.

The main factor that plays a huge role when it comes to hydropower industry is finishing the project in time. And since majority of the work involved meeting face to face with government and private personals for negotiations on a daily basis, work from home was not possible. Instead, the company adopted all the COVID safety precautions. I had to write my check in and check out time and get my temperature checked every single day, which I thought was quite impressive from the company's side in ensuring health and safety.

Table of Contents

Abstract	3
Acknowledgement	4
COVID-19 Pandemic Effect	5
List of Figures	7
List of Acronyms	7
CHAPTER 1: INTRODUCTION	8
1.1 Company Profile:	8
1.1.1 Mission and Vision of the company	10
1.1.2 Strategies of the company	
1.2 Organisational Structure	12
1.3 Intentions to join the company	13
1.4 SWOT Analysis of Orbit Energy	14
1.5 Objective of the report	15
CHAPTER 2: CO-OP STUDY ACTIVITIES	16
2.1 Job Description:	16
2.2 Job Responsibilities	16
2.3 Activities in coordinating with co-workers	

2.4 Contributions as a Co-op student in the company	
CHAPTER 3: LEARNING PROCESS	19
3.1 Problems/issues of the company	19
3.2 Recommendations to the company	21
3.3 Learning during the Co-Op studies	22
3.4 Special skills and new knowledge learned	23
CHAPTER 4: CONCLUSION	24
4.1 Highlights of Co-Op studies at Orbit Energy	24
4.2 Self-assessment of work experience	24
4.3 Limitation of my Co-Op studies	25
ANNEX	
References	



List of Figures

Figure 1: Company Logo Figure 2: Organisational Hierarchy Chart

List of Acronyms

MW: Mega-watt INPS: Integrated Nepal Power System NMBC: Nepal Mauritius Business Council



CHAPTER 1: INTRODUCTION

1.1 Company Profile:

Water resources are the major natural resources identified for the development of Nepal. Nepal has a large hydropower potential amounting to 83,000MW. So far less that 1% of total potential has been exploited at present in spite of higher demand resulting in severe load shedding.

To meet the increasing power demand much attention has been given to study different scale projects. The funding requirements for such projects have so far delayed the implementation and have created a critical situation in the power supply. It is therefore of utmost importance to involve INPS into the system to expedite the hydro-power in Nepal. Recognizing this, Nepal government authorities started looking for other projects which could be implemented within a short time frame. Orbit Energy Hydropower project is one of the super six projects licensed to private sectors through a national bidding process to be implemented immediately.





Fig 1: Company Logo

Orbit Energy is a new hydropower project that is currently under development. It is located at Sankhuwasabha, Nepal. It is a 20 MW project and it will take approximately 2-3 years to complete the project. Orbit Energy is obtained through a competitive bidding process by Orbit Energy Ltd. and is called as one of the super six projects. The feasibility study, Supplementary Environmental impact assessment study has been completed and has already signed power evacuation agreement; power purchase agreement with Nepal Electricity Authority (NEA). Orbit Energy has already acquired the required land for different project structures and few areas are in process.

1.1.1 Mission and Vision of the company

Mission of Orbit Energy:

- To adopt global best practices and become a leading power generating company.
- To carry out and operate projects in a cost effective, environment friendly and socioeconomically responsive manner.
- To improve the lives of local populations.
- To aim to make electricity the driving force of the economy.
- To maintain a culture of value, ethics and integrity in the organisation

Vision:

"To be Nepal's largest and best power producer admired for developing affordable clean power, powering Nepal's growth."

Strategies of the Company:

- Harness hydropower potential of the country for the benefit of the people at large by optimally utilising the untapped resources with the private sector
- Ensure attractive and sustainable long-term return to the shareholders through prudent and sound investment.
- Create a competitive working environment with long term career prospects to the employees whereby they will nurture a culture to learn, grow and put their best effort to the growth of the company.
- Identify the feasibility of hydro power projects & prepare a detailed project report.
- Hydroelectricity generation through optimal utilisation of resources within the country.
- Develop, build, own and operate hydropower projects
- Conduct studies, research and training in the power generation sector.

1.1.2 Strategies of the company

Orbit Energy Private Limited's entire strategy is built on finishing the project on time, efficiently, and for the least amount of money possible. The first strategy revolves around the concept of synergy. Building and installation of hydro mechanical equipment are two of the most important tasks in the creation of a hydroelectric power plant, both of which are provided to Orbit by its own subsidiary businesses Baibhav Power for construction and Qiankang Hydro Equipment for installation. This would result in the hydro power project being developed at a lesser cost. Additionally, because the companies are subsidiaries, communication between them is much easier and finally, the companies share a common goal of improving the hydro power plant. Another technique is to locate the suppliers in the most advantageous place. Vendor manufacturing factories, such as steel and cement suppliers, are chosen based on their proximity to the project plant, as Orbit prefers manufacturing plants adjacent to the site region for a multitude of reasons, including market access, fewer transportation costs, and improved delivery timeliness. Orbit Energy Private Limited benefits greatly from this method. Another thing I've experienced is getting maximum productivity from the workers during construction through bonuses. Various targets are provided to project managers in the site area such as completing 1 km of tunnel work in 3 months and if the work is completed beforehand the entire team is provided with a certain monetary bonus. This strategy works as a motivation for everyone in the working team leading to faster completion of work.

1.2 Organisational Structure

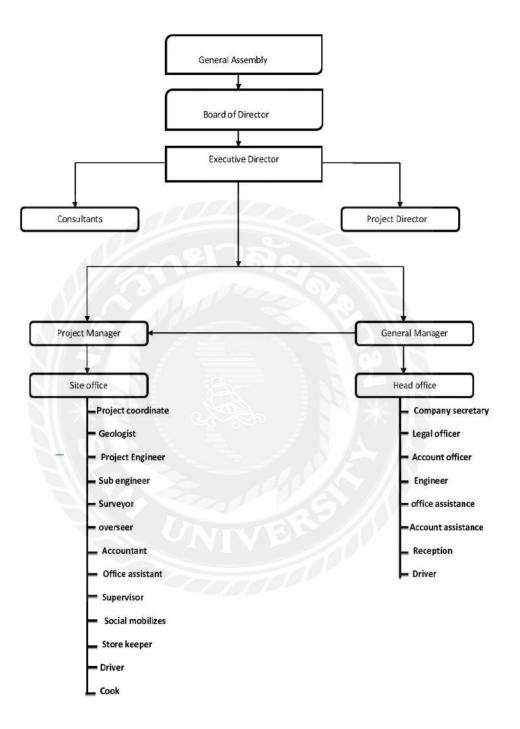


Fig 1 : Organizational Structure

Hydropower companies in Nepal have a very traditional approach of working. They require experienced veterans who can work with government offices. Hiring an intern was something new to the company henceforth I wasn't given an exact job position. I worked across different departments under the supervision of the head of those departments. At some instances, I worked under the logistics department, making phone calls to the suppliers and arranging meetings between the head of the logistics division and the designated sales manager of the supplier. In some instances, I assisted the finance department by keeping track of all the cheques and maintaining a record of it digitally. Even though the roles that were given to me were not that big or impactful, I made sure that I would bring in change. For example, for the logistics department, I made a spreadsheet making a list of all the details and whereabouts of the suppliers, then I shared it with the members to work collaboratively. I also assisted the engineering department by making a digital list of all the equipment and machinery which included their specifications, how many volumes of machinery are required, how many are left, etc. I also assisted the engineering department to make important presentations that were to be shown to the shareholders. To sum it up, I utilised the skills that I garnered from my classroom in the best way possible.

1.3 Intentions to join the company

I had already worked in a corporate environment in my first year. I always felt like youths wanting to join private corporate offices stripped away the opportunity to know and understand about how things are actually done in their country. There are alot of factors that come into play when doing business, there are government rules and regulations, there are political influences and so on. Joining a private corporate company will limit the learning possibility when it comes to this matter. There's a trade off when joining a private corporate company i.e. you get a good working environment with good culture but you limit the learning experience. This is the reason why I joined an industry like hydropower. Hydropower companies involve working with the government officials at a very high level. Moreover, everything we've studied at our college revolves around the corporate nature so I wanted to actually know how work is actually carried out in Nepal, I wanted to actually know the ins and outs. So, I took this internship period as an opportunity to learn beyond the classroom while applying the knowledge I've learnt in the classroom to make positive changes in the company.

1.4 SWOT Analysis of Orbit Energy

Strength:

- A large appetite for energy from neighbouring countries like India and China with huge economies
- Hydropower is becoming a more acceptable electrical choice as global climate change worries grow.
- Increasing Domestic power demand in Nepal

Weakness:

- Delays in the processing of documents like permits, approvals, clear-ances et cetera making investors frustrated
- The government's objectives and programs for hydropower development are unclear. Nepal, for example, lacks an energy strategy plan to streamline hydropower development and a regulatory agency to oversee the sector.
- The inconveniences of land acquisition and clearance for an Environmental Impact Assessment are enough to dampen a potential foreign investor's excitement.

Opportunities:

- Recent projects show growing interest from China as builder and financier in Nepal's hydropower development
- If Nepal's grid system is integrated with India's grid system and power is traded in India, Nepal will reap a slew of benefits, including revenue production, rapid industrialization, energy security, job creation, and fossil fuel import substitution, among others.

Threats:

- Many norms and regulations governing FDI in hydropower are absent. For example, the lack of project financing legislation makes large-scale financing problematic in Nepal's hydropower growth.
- Nepal does not offer investor friendly platforms to support large scale Hydropower development.

1.5 Objective of the report

There are multiple objectives behind me writing this report. The major one is to provide contextual information regarding the business activities that are led out when developing a hydropower business through my work experience. Furthermore, In a corporate environment, everyone is given a specific role and they are required to do the list of tasks that revolves around their role. However, in an industry like hydropower, everyone needs to be dynamic. The jobs are defined but the role could vary at any moment. For example, even the finance officer may need to visit the government finance office and meet the designated governmental official in order to get the job done. I believe that this sort of work environment would really maximise knowledge and understanding of the Nepali market on a governmental and political level, which would further be really useful when starting our own businesses. Hence, one of the key motivational aspects for me to write this report is to give a different perspective to young people like myself.



CHAPTER 2: CO-OP STUDY ACTIVITIES

2.1 Job Description:

As an intern, I was not expected to spearhead a critical project right off the bat. In the beginning of my internship, I took my time simply trying to learn how the company works. I shadowed the employees to get an understanding of their role. After a day or a few days of learning the insand-outs of the company, I finally started assisting and contributing more to the team.

2.2 Job Responsibilities

• Creating PowerPoint presentations, drafting reports, designing creatives, investigating suppliers, and other clerical tasks

The company that I'm interning for, Orbit Energy, is part of a holding company called BG Group. BG Group is affiliated to the Nepal Mauritius Business Council (NMBC) so I was given the opportunity to contribute for the event hostel by NMBC. Since I had knowledge and experience regarding graphics and illustration as a digital marketing student, I was given the responsibility to come up with a banner for the event. For this, I collaborated with the board members of the NMBC to ensure that the banner is as per their liking.

• Managing social media and emails: I was given the task of managing the company's social media accounts, writing inquiry emails, talking to clients on the phone, and other similar responsibilities.

One of the key responsibilities that were shouldered upon me was to contact the shortlisted cement suppliers and extract information regarding their product. For this, the logistics department would hand me a paper full of shortlisted suppliers then I'd contact every one of them asking for the product quotation (price, discount, credit period, etc).

• Event Handling: As an Interns, I was often asked to oversee the scheduling of important events. Since Orbit energy was a part of the BG Group, I had to be involved in events that

were conducted on behalf of the BG group as well. Since I had many experiences of conducting and carrying out events during my time at KCM, I was asked for help to get everything prepared for the event. I was involved in securing the location for the event to assist the creation of a theme to sourcing the key speakers.

• Research: Since I was an intern fresh from a university education, I was expected to have a great deal of up-to-date knowledge. Hence, my organization put my knowledge to good use by placing me in a research role. I was asked to look into a new project and give my recommendations on what could be done better.

Once I contacted and extracted information from the shortlisted cement suppliers that were handed to me by the logistics department, I created a spreadsheet and kept all the relevant information that was critical in evaluating between the suppliers when it came to the purchase process. After I finished the ones that were given to me by the logistics team, I would research more existing suppliers that we were not aware of and extract information regarding them.

2.3 Activities in coordinating with co-workers

When I first joined the organisation, I was assigned a mentor. The first few weeks, I was tasked with following them around. They showed me the ropes while they worked. I was asked to assist with light tasks here and there. Basically, I was job shadowing to get a deeper understanding of what it will be like to work in this industry during my initial phase. As time went by, I had to shoulder an increasing amount of responsibility. Initially, they gauged my current skill set and reliability with my initial workload. As I started proving myself to my colleagues and bosses, I was started to be entrusted with more crucial tasks. For instance, I was given the responsibility to arrange and set up meetings between the supplier and our company's supervisor. And I was just asked to sit and observe the meeting between them. However, by simply holding a pen and paper to take notes during business meetings I boosted my potential as a participative and reliable team member. Little actions like these added a lot of value to my work culture. Furthermore, during

meetings, I pushed myself to speak up and voice my ideas and concerns to help guide conversations into more productive subject matters. Even though all my opinions were not valid, it showed excellent intern enthusiasm and initiative. Hence, I was slowly given the role to contact the sales people of the cement companies and have meetings with them for discussions.

2.4 Contributions as a Co-op student in the company

Apart from carrying out my roles and responsibilities as I mentioned earlier, I tried to be as dynamic as possible in order to provide my maximum output as an individual. For instance, during my spare time I offered my help and guidance to the co-workers with their work. Instead of kicking back and putting my feet up on the table, I tried to be proactive and lend a hand to my colleagues in case they needed help. This not only showed me taking initiative but it also showed that I am competent for extra work. Furthermore, to help keep the workplace buzzing and positive, I tried to contribute by making friendly suggestions to encourage productive workflows such as hosting football matches within the company. This brought refreshing changes and boosted the morality of the employees.



CHAPTER 3: LEARNING PROCESS

3.1 Problems/issues of the company

I was certain that I would run into obstacles along my internship journey. Obviously, any job will have challenges, but after months of my own internship experience and hearing friends share about their internships over happy hours, I've found that there are some common intern challenges to expect, may it be with the job or with the company. So, the issues that I faced as an intern were:

1. Not enough Work

When I first joined the organization, the supervisor showed me the ropes around the work there. I shadowed him while he was carrying out his daily tasks and soon, he started giving me light tasks here and there whenever something came up. The first weeks were busy, I was enjoying the hustle and bustle but soon the work started drying up. There was not enough work assigned to me. I was bored, I felt like I was underutilized. I was recommended by my peers that I do my own research and create my own project which sounded really good but, in practice, it's hard to get fired up about a project that I'm not sure will be used or even looked at.

It's appropriate to ask the senior colleagues if I can assist them with their initiatives, but admitting that I have nothing to do can be embarrassing or discouraging. Asking employees if they have a moment to chat and hearing an overview of their function in the office could be the finest strategy. Afterall, we are there to learn about the profession as an intern, and if they have a conscience, they will cooperate. Once I've gotten them talking about their work, I can check if I can find a place for myself.

2. Supervisors forgetting that I'm new to the field

There were certain instances where I was given tasks but the directions didn't make sense to me. For instance, the engineering department wanted me to find the best price of the list of products that were given to me on a piece of paper. In order to negotiate regarding the product, I need to fully understand the functionalities of the product so it was a challenge for me.

In order to avoid this problem, I should repeat back to them the details of the project to make sure that we're on the same page even if I think I've got all the directions right. However, supervisors aren't always available on-site. My generation is possibly overly reliant on email. When outlining detailed directions, email is useful, but a phone conversation is usually faster and allows for more communication. It can also provide the boss with a voice to associate with our name, making us more memorable.

3. Older Workforce

There's no doubt that nothing beats first-hand experience. This is why, when it comes to managerial jobs in particular, the majority of companies prefer to hire people who are older. Hence, this is the reason, majority of the work force in Orbit are people of older generation. Mature workers, however, do have their share of negative aspects. At Least that's what I've experienced. One thing I found particularly difficult was to work collaboratively with the older generation employees. This was mostly prevalent when I had to share my work on spreadsheets to work collaboratively. They couldn't grasp how the tools worked. Also, sometimes, the company needed to write reports regarding the events which were conducted. The work done by the older employees was not satisfactory because of their lack of english skills so this posed a huge problem when the younger employees were busy with other work.

For this, the company could definitely bring a younger workforce on their team. It will not only solve the existing problems that I mentioned but they can certainly come in handy for other works as well. In today's world, one of the main downsides of hiring a more mature employee is that they are less likely to accept all of the new technology. Nowadays, more and more businesses are integrating cutting-edge technologies that an older person may find difficult to grasp. On the other hand, younger employees are more likely to be far more familiar with all the latest tech innovations.

4. Branding

I noticed that the outside people weren't much familiar with the company's name. They were more familiar with the name of the company's boss. Whenever the employees went to government offices, banks, they had to introduce themselves by saying that they worked for Mr. (boss of the company) rather than Orbit Energy. The root problem for this cause is lack of proper branding efforts by the company.

Even though the target customer for this business is the government and not the general consumers, the branding aspect still needs to be emphasized. Rather than saying 'Buy Me', the company should say "This is why I'm here". Once enough branding efforts are put into place, the employees will have a stronger identity in the market.

3.2 Recommendations to the company

The company didn't have a history of hiring interns before me and a colleague of mine joined. This is also the reason why we faced issues regarding not enough work. There wasn't a proper structure of work, we were handed onto some bit of work once something arises. If something didn't come up then we would be pretty much empty handed. So, for this problem, I'd recommend the company to prepare a framework revolving around the internship work experience. The framework should include allocation of work between the interns, feedback regarding the work experience, it should basically give the interns a fixed set of responsibilities for a certain period of time. I would also suggest the company to invest their time and effort on branding. Since the company doesn't have a marketing department, they can hire an outside marketing agency to build their brand from scratch. The company still doesn't have a website, it doesn't have a strong social media presence, so, it's no wonder that the employees have a hard time getting recognized during off field work. Also, I strongly believe that the company can start hiring younger generations of workers. While working in this industry requires solid experience, they need to start hiring younger people so that they can learn from the expertise of the older generation of workers who have decades of experience. Afterall, young individuals are accustomed to learning new things. They will keep a mindset that will assist them absorb training more readily if they have just graduated from high school or tertiary degree. Young people are essentially a "blank slate" because they have little prior experience. This gives the company the chance to build a workforce of young people who are specifically trained to match their company's needs. Moreover, young personnel can give the company a new perspective and a distinct way of thinking. The majority of young workers are ready to learn, get experience, and put their abilities to use in the workplace. This passion is beneficial to teamwork, productivity, and morale in the workplace.

3.3 Learning during the Co-Op studies

The first weeks of my learning experience contained performing market research of the Steel industry and further sharpening my accounting knowledge. These two weeks weeks were full of learning and growth as well. I was in charge of researching and shortlisting steel suppliers in the existing market. I did it by creating a database in Microsoft Excel taking the most favourable suppliers into account on the basis of distance from the hydropower plant, price of the steels per kg, paying terms they would generally provide, the steel quality etc. and created a report, which I presented to the Logistics Manager. Collecting datas regarding the steel suppliers required me to call and be in touch with the designated sales. This allowed me to hone my communication skills as I was dealing with professionals with years of experience. Additionally, I also gained a lot of insight regarding the price volatility in the steel industry of Nepal. I also had responsibilities of scheduling meetings between the shortlisted steel suppliers and our company's logistics manager. Clearly stating the purpose of the meeting and providing an agenda in advance ensured that everybody is on the same page about why it is being held and what they need to do to come prepared. I was able to hone my leadership skills by using the agenda to keep the discussion moving in the direction of the team's goals. I was involved in organising an event i.e. "Nepal Mauritius Business Council Tapping Business for Bilateral Growth," through the Nepal

Mauritius Business Council. The events were done by the Nepal Mauritius Business Council to host the Mauritian Delegates, Mauritian Ambassador H.E. Mrs. Santi Bai Hanoomanjee, First Secretary of Mauritius High Commission Mr. Umesh Kumar Sookmanee and family. My main tasks were to prepare a presentation focusing on fostering the economic ties between two countries, Mauritius and Nepal.

I was also involved in working together with the team to make sure the event went on smoothly. Apart from that, I was also involved in searching for a venue that served as the perfect fit for the event. Since I had the task of organizing the event through the Nepal Mauritius Business Council, I had the opportunity to get involved in dealing with a variety of stakeholders and collaborate with a wide range of people. Apart from that, I realized that managing events can often be very fast-paced and unpredictable, successful event managers need to be able to step up to the plate when needed. Hence, I had to resolve issues and make tough decisions quickly, confidently and efficiently in order to carry out the event successfully. This helped to further enhance my ability to be decisive and think critically.

3.4 Special skills and new knowledge learned

During my later weeks, I was assigned to handle all new invoices that came into the company, post vouchers for them, and register them in Tally software, where they would be examined and authorized by the Finance Manager before being sent to the company's Executive Chairman for payment authorization. Handling the financial side of things helped me to hone my technical skills, which included learning how to use the world-renowned accounting software 'Tally,' as well as get a deeper grasp of how a hydroelectric company's finances work.

CHAPTER 4: CONCLUSION

4.1 Highlights of Co-Op studies at Orbit Energy

Orbit Energy is an upcoming project that will soon join along the lists of big hydropower's that are serving as the backbone of the country. So the first thing I had to do was sign non-disclosure agreements to make sure that the privacy and anonymity were maintained. After that, I was assigned a supervisor. At the start of each week, I was sent to a new department where I was briefed and given a person to shadow. During the shadowing, I mostly took notes and I was given small tasks or errands to run. In short, during my time here, I was treated and acted like a regular employee of the organization. I had to be there at 9 AM every morning, dressed professionally, and ready to have positive interactions with clients at all times. During my time there, I made friends with my coworkers, received criticism from my superiors, dealt with frustrating challenges, and was treated like a fully-grown and responsible adult for the first time. Overall, my time here allowed me to grow personally, but it also helped me to gain new skills in basic accounting and customer relationships—experience that I did not previously have. I also gained a better understanding of the hydropower industry, made a new network, and gained a few new references for the future. But most importantly, I gained a new sense of professionalism and a clearer view of what it meant to be in the professional world.

4.2 Self-assessment of work experience

- Strengths: I believe that I have strong problem-solving and critical-thinking abilities and have used them to brainstorm new ways of doing things that have made the work process much efficient which led to exceed supervisors' expectations. For eg, making a datasheet of all the relevant suppliers through research.
- Areas of improvement: There were some meetings where I had trouble speaking up because I had a fear that my ideas may not be very helpful. I strongly believe that I

I need to work on being more vocal during meetings and expressing my opinions.

- Values: These are the areas of my role that I believe are important. It's basically my own professional beliefs that I strive to uphold. I valued respect for my team members and positive reinforcement during my internship period. I always believed in treating my team like family and I'd show that by finding ways to assist them when needed.
- Goals: I wanted to learn and experience how it felt like to work in a government affiliated industry in order to know the ins and outs of doing business. During my time there, I had to visit multiple government offices, meet government officials regarding work issues. I believe that I got a strong glimpse of how it feels like to function in such an environment, which brought me further towards my goal.

All in all, my internship has given me a lot of insight into my skill set as well as confidence in my own skills. It has aided in the direction of my career goals and will undoubtedly aid me in my future employment choices. I also got technical skills in the fields of digitalization and energy in general. I believe that I'll finish my internship with a considerably larger toolbox than when I started. The knowledge I received will prepare me for life after graduation. My experience has helped me get closer to my goals, and I'm looking forward to what the future holds.

4.3 Limitation of my Co-Op studies

This study's conclusion was based solely on the findings of one company. It is possible that it may not represent the full company that operates in the energy sector or in any other area. Also, Orbit Energy is a hydropower plant with a capacity of 20 megawatts. As a result, the conclusions made from this paper may not be applicable to other hydroelectric plants with higher or less MW. Also, I was only here for a short period of time, therefore the overall picture of the company and the energy sector may not be accurate owing to time constraints.

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ANNEX



Annex I: Glimpse of the organization



Annex II: Workplace that was given to me by the organization

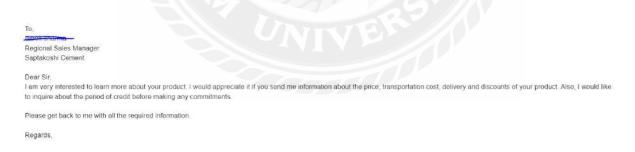


Annex III: Use of Canva to create a digital banner for an event hosted for the Mauritius National Football Team and Mauritius Delegates



Annex IV: Meet with Mauritian Ambassador H.E. Mrs. Santi Bai Hanoomanjee during the

company's event



Annex V: Email asking for product quotation to the Cement company's sales manager

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3	Maruti Cement	Mirchiya	309	5.6	*	280	900	Not offered yet		31
4	Saurya Cement	Mirchaiya, Siraha	311	5.6		280	885	90 days (possibly)	60000, 70000	
5	Shivam Cement	Udayapur, Hetauda	486	7.6	Light-	380	980	90 days with BG		60
6	Hongsi Cement									
1	Tansen Cement									
8	Ni gale Cement									
9										
10										

Annex VI: Use of Spreadsheet to keep data regarding the progress made on logistics side

