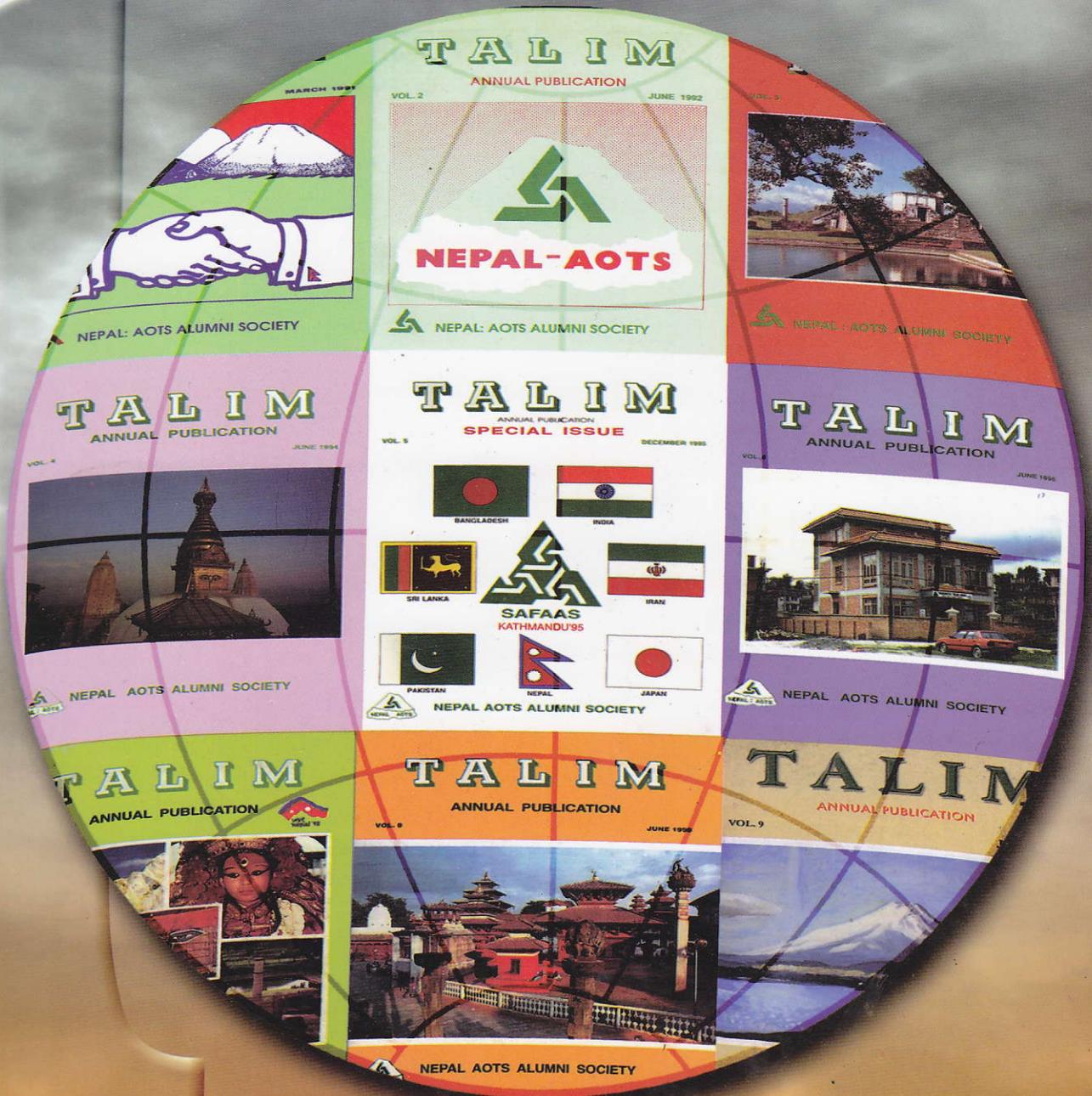


TALIM

VOL. 10

Commemorative Issue

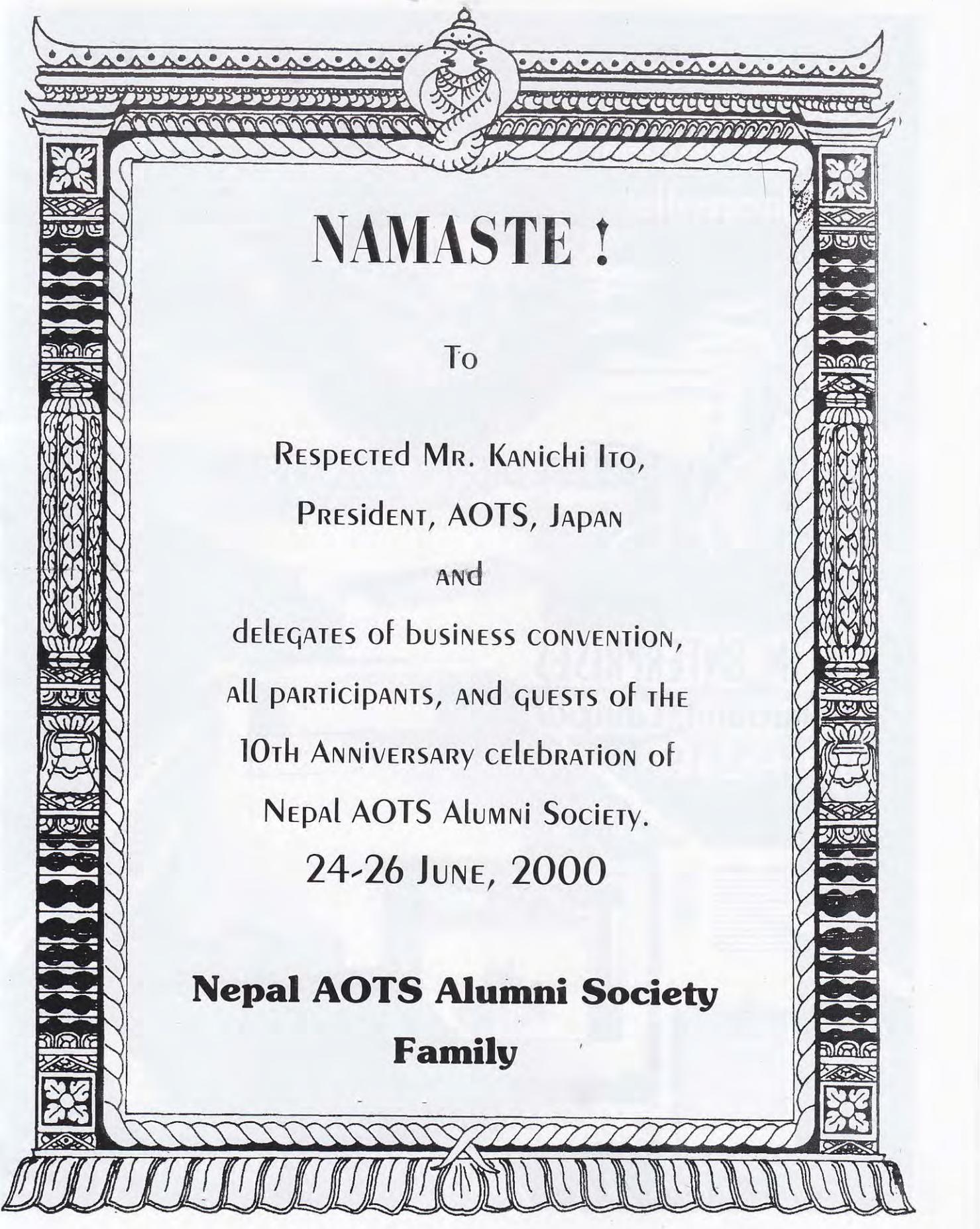
JUNE 2000



NEPAL AOTS ALUMNI SOCIETY

Activities of NAAS 2000-2001
(April 2000 - March 2001)

S. No.	Activities	2000 Apr.	2000 May	2000 June	2000 July	2000 Aug.	2000 Sept.	2000 Oct.	2000 Nov.	2000 Dec.	2001 Jan	2001 Feb.	2001 Mar.	Person In-Charge
1	Computer Training Class (BCL)	*	*	*	*	*	*	*	*	*	*	*	*	NACTC M. Bhattarai
2	JASMAN Training	*												Kumar Khanal
3	World Network of Friendship		*											Binod Rajbhandary
4	CICC Recommended Scholarship		*											NACTC M. Bhattarai
5	PNEE - 9		*											Amira Dali
6	TALIM Publication			*										K. R. Bhandary
7	Domestic Lect. Tour Shauraha, Chitwan			10-11										Kumar Khanal
8	10th Anniversary Comm-emorative Ceremony			24-26										Amira Dali
9	Alumni Recommended Scholarship			*		*			*					Prakash R. Shrestha
10	Registration Renewal				*									Ramesh Nepal
11	OTP -10 (Printing Technology)									*				Shanta Malla
12	Computer Training (Advance)				*	*	*	*	*	*	*			NACTC M. Bhattarai
13	Training of Trainers (Computer)					*					*			NACTC M. Bhattarai
14	Japanese Language Class						*					*		Ashok Aryal



NAMASTE !

To

RESPECTED MR. KANICHI ITO,
PRESIDENT, AOTS, JAPAN

AND

DELEGATES OF BUSINESS CONVENTION,
ALL PARTICIPANTS, AND GUESTS OF THE
10TH ANNIVERSARY CELEBRATION OF
NEPAL AOTS ALUMNI SOCIETY.

24-26 JUNE, 2000

Nepal AOTS Alumni Society

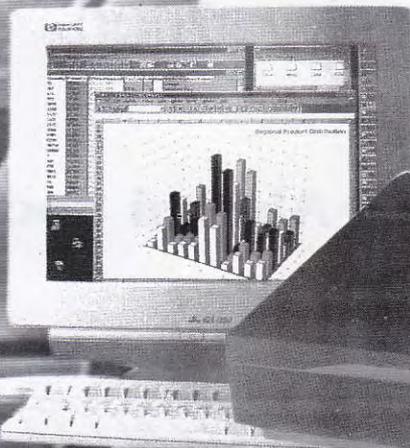
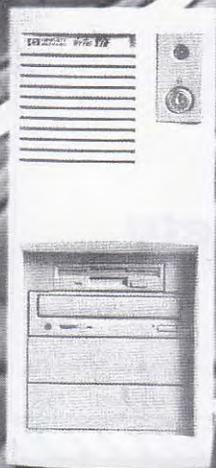
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EDITORIAL

We are extremely happy to bring out this special issue of TALIM to mark the special occasion of the 10th anniversary of Nepal AOTS Alumni Society (NAAS) in this special millennium year 2000 AD.

NAAS has indeed achieved a lot since its formal establishment in 1991. The trials and triumphs of NAAS during the period vividly recounted herein along with the NAAS Vision 2000 will provide readers the opportunity to picture the developmental process of NAAS. The experience gained in the past years has strengthened NAAS to face the challenges of the new century even better.

This is indeed a very special anniversary for NAAS and all its members. We have the privilege of welcoming and having Mr. Kanichi Ito, President of AOTS himself amidst us during the 3-day anniversary celebration. This year's annual general meeting will select a new executive committee of NAAS which will continue the traditions of the Society and lead it to greater heights.

The highlight of the 10th year of NAAS has been the establishment of JASMAN - the Nepal AOTS Japanese Style Management Training Centre, inspired by Prof. Noriaki Kano through his immense encouragement and a humble financial contribution. NAAS commissioned the production of a video flip to document and publicize the progress of the Society. The acquisition of land adjacent to the site of the Yamamoto Talim Ghar has provided the much needed relief to the problem of vehicle parking for visitors and members of NAAS. NAAS also carried out a tracer study of its ex-trainees, the report of which is given herein.

The year 1999-2000 has been a very busy one, but, nevertheless, a fruitful year. During the year, NAAS actively pursued the principles of the World Network of Friendship, under which NAAS received two trainees from Bangladesh and sent six Nepalese there. NAAS participated in the 4th Quality Convention held in Bangladesh and the Regional Convention on Japanese Style Management at Sri Lanka.

Likewise, the overseas training programs on Telecom Network Planning, Printing Technology and seminar on Environment Protection were held during the year. The Nepal AOTS Computer Training Centre organized the regular Basic Computer Literacy programs, and other programs like PC Network System Design, the CCIC on-site training program, etc. Thus, NAAS has been making all efforts towards its objectives of HRD in Nepal.

NAAS also held a unique exhibition on similarities between Nepal and Japan to commemorate the 100th anniversary of the first people to people contact of the Japanese monk, Ekai Kawaguchi.

This publication is a result of the cooperation of all NAAS friends, advertisers and well wishers, and, not to forget, the efforts of the publication committee. We hope you find the contents of this TALIM interesting and useful.

Happy reading !

TALIM

Vol. 10

Commemorative Issue June, 2000

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Mr Binod Banskota

Message



I would like to extend my heartfelt congratulations to all members of the Nepal AOTS Alumni Society (NAAS) on the occasion of their 10th Anniversary. I am delighted to learn that NAAS is going to bring out a special issue of "Talim" magazine to mark the occasion.

I am happy to note that NAAS has been active in the promotion of the private sector in Nepal since it was established in 1991. The year 1990 was a very important year for Nepal. In that year democracy was restored, and since that time the government has been following a policy of developing a market economy, in which the private sector plays a greater role in the development efforts of the country. Since its establishment, the Society has been making every effort to enhance productivity and managerial skills in the private sector.

Under the market economic system, the private sector plays a leading role in developing the sound growth of the nation's economy and in creating more job opportunities for the people. The development of human resources is certainly an important area that needs to be improved, for it is the very basis of economic development in any country. In this context, I am very encouraged to see that NAAS has been helping to strengthen the role of private sector through seminars, symposia and trainings on various subjects, including business administration, financial management, productivity, quality control and other aspects of managerial skills. And I am convinced that such programs will help promote the efficiency and attractiveness of the private sector, and will be conducive to the realization of self-sustainable development of Nepal.

On this occasion, I would like to congratulate NAAS for its contribution to the development of the private sector over the past ten years, and also to wish NAAS every success in its future activities.

A handwritten signature in black ink, which appears to read "Mitsuaki Kojima". The signature is fluid and cursive.

Mitsuaki Kojima
Ambassador of Japan

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**Message from Mr. Kanichi Ito, President,
The Association for Overseas Technical Scholarship**



**Message for the 10th Anniversary of the
Nepal AOTS Alumni Society**

I have great pleasure in forwarding this message on the occasion of the 10th Anniversary of the Nepal AOTS Alumni Society on behalf of the Association for Overseas Technical Scholarship (AOTS), Japan.

First of all, my congratulations go to all the members of the Nepal AOTS Alumni Society (NAAS) on this memorable occasion, and I would like to extend my heartfelt gratitude to all of them for their long lasting and continued cooperation with AOTS.

I am proud to note that NAAS is one of the most active alumni societies existing amongst our 65 alumni societies in 43 countries. All of us have been observing the remarkable development of NAAS over the past ten years. They obtained their own training center named the Yamamoto Talim Ghar in 1995, at which various training programs and seminars are conducted with the collaboration of AOTS.

The Nepal AOTS Computer Training Center attached to the Yamamoto Talim Ghar has been expanding its courses to meet the increasing demands of Nepalese society. I am extremely happy to learn that the center utilizes the expertise gained by those who underwent AOTS training in Japan to conduct the courses offered at the center.

I believe the future growth of countries is largely dependent on how they can develop the core human resources of their countries; in this context, I strongly feel the significance of the role of AOTS and the AOTS alumni societies. As always, AOTS has been closely working with the AOTS alumni societies on an equal partner basis to build up technological and managerial fundamentals for industry in the alumni societies' respective countries through human resource development.

The best example of self-sustained activity for HRD driven by the alumni societies is the World Network of Friendship (WNF) Program. This features the voluntary initiatives of the AOTS alumni societies to conduct programs by exchanging trainees as well as their own talented instructors and lecturers among themselves. At the primary stage of the exchange program around 1991, the number of programs proposed was limited to a few, but NAAS was one of the pioneering alumni societies which evolved the initiative. Recently the number of WNF programs organized by each alumni society has drastically increased, and thus I am pleased to see that technical transfer has been highly accelerated.

NAAS is expected to play an even more important role in the new and yet more challenging tasks ahead. May I wish NAAS further prosperity and development in the new millennium and to further strengthen the friendships fostered in Japan and to put forward the development of its society.

A handwritten signature in black ink, appearing to be 'Kanichi Ito', written in a cursive style.

Kanichi Ito
President, AOTS

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Message



I am as happy as any other member of Nepal AOTS Alumni Society (NAAS) to celebrate its 10th Anniversary with a bunch of meaningful programs on 24 to 26 June 2000. The reason is very simple. I had the opportunity to be associated with NAAS since its formation ten years ago and to share its joy during the good days and its pain during the bad days. A decade has passed so quickly, but leaving behind the finest achievement of NAAS - the YAMAMOTO TALIM GHAR (YTG). This symbolic training centre will always inspire the members of NAAS to face the new challenges of future decades and thereby to contribute for the cause of both Nepal and Japan.

NAAS is still a small Society within the AOTS Family, but it has proved that 'small is beautiful' and 'small is resourceful'. Many bigger alumni societies in the region may even learn from NAAS how to manoeuvre a society through turbulence and how to create something out of nothing.

This special issue of the TALIM to commemorate the 10th anniversary of NAAS deserves our sincere appreciation. In spite of the very limited resources of NAAS, the publication never sacrificed its quality due to the strong motivation of a group of dedicated members.

From the bottom of my heart, I wish all the members of NAAS health, happiness and prosperity and the strength to propel NAAS to its continuous growth at least up to the level of the Mt. Everest.

June, 2000

(Dr. AKM Moazzem Hussain)

Representative,
AOTS Dhaka Office

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Message



CONTINUITY is a driving force of our society, Nepal AOTS Alumni Society (NAAS.) The word was implanted in our mind and heart by our mentor Mr. Nagaaki Yamamoto, former President of AOTS, Japan at the time of inauguration of our training center - YTG - at Kathmandu in 1995. I still remember that particular instant when Mr. Yamamoto wrote the word "continuity" in bold and large letters first time on the virgin white board of the training hall at YTG. With this inspiration, NAAS is marching ahead continuously with a mission to assist the development of Nepalese economy through providing opportunities of skill enhancement to Nepalese technicians and managers.

TALIM, the annual publication of NAAS started concurrently with the establishment of NAAS 10 years back. This 10th Volume of "*TALIM*" is a specific example of continuous effort and cooperation of the NAAS members and NAAS's other institutional partners. I like to express my heartfelt thanks to all colleagues and also congratulate them for successfully endeavoring to publish an informative magazine all these 10 years.

This year, on the auspicious occasion of 10th anniversary of NAAS, we are observing a special commemorative ceremonial program from 24 to 26 June 2000. The visit of Mr. Kanichi Ito, President of AOTS, Japan on the occasion has immensely motivated our NAAS family. The views and vision of the dignitaries from Nepal and Japan, issues raised at the talk programs on human resources development in Nepal for the new millennium and the business meetings among Nepalese and South Asian businessmen will definitely give us guidelines for framing up NAAS's future direction. I like to sincerely thank all dignitaries from Nepal and abroad who have contributed to support our 10th anniversary program. These have definitely motivated NAAS friends to move ahead continuously with its mission without looking back.

Within a decade, about two thousand Nepalese people have obtained opportunities for skill enhancement through Nepal AOTS Alumni Society. We still have a long way to go. With the continuous support of AOTS, Japan, cooperating institutional partners, and extremely motivated colleagues of NAAS, I have a strong belief that we can march ahead in our mission of developing human resources of Nepal. On the auspicious occasion of 10th anniversary of NAAS, through this special issue of *TALIM* I like to thank all who have put their effort to bring NAAS in the forefront among the training institutions in Nepal.

Let CONTINUITY be the driving force for *TALIM* too.

Dinesh P. Chapagain
President
Nepal AOTS Alumni Society

ABOUT NEPAL AOTS ALUMNI SOCIETY

Nepal AOTS Alumni Society (NAAS) is a non-government organization of the ex-trainees of the Association for Overseas Technical Scholarship (AOTS), Japan. NAAS was formally established in 1991 with the objective of human resource development in management and technical fields in Nepal through various activities in line with its parent organization, AOTS, Japan. So far, about 270 Nepalese have already received training in AOTS, Japan and more than 1800 in Nepal itself. NAAS has its own training centre, the Yamamoto Talim Ghar at Koteshwor, Kathmandu. NAAS Vision 2000 has put the focus on the development of human resources in two specific areas : Quality and Information Technology. This is done through two centers : the Nepal AOTS Computer Training Centre (NACTC) and the Nepal AOTS Japanese Style Management Training Centre (JASMAN).

AOTS was established in Japan in 1959 with the support of Japan's Ministry of International Trade and Industry (MITI) and its main objective is to promote technical cooperation between Japan and the developing countries for the industrialization and development of developing countries and enhancing mutual and friendly relationships between those countries and Japan: For this purpose, AOTS has been supporting various educational and training activities of alumni like NAAS. To date, AOTS has trained approximately 79,000 persons in Japan from 150 countries and regions. The activities of AOTS are financed by Japanese government subsidy, company contributions, and other sources.

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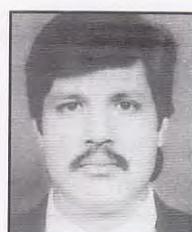
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Visit of CICC Officials

Mr. Minoru Ikeda, Chairman, Education Division and Mr. Yoshiro Atsumi, Asst. General Manager, Computer Education Division of the Center of the International Cooperation for Computerisation (CICC) were in Nepal on 13-14 January, 1999. On January 13, 1999 they visited Yamamoto Talim Ghar, YTG at Koteswori. On that occasion, a meeting was organised with Nepalese IT professionals together with NAAS executive members. Among the dignitaries present in the meeting were Mr. Bijaya Krishna Shrestha, President, Computer Association of Nepal (CAN), other executives of CAN, Mr. Shree Ram Nath Regmi, Asst. Dean, Institute of Engineering TU, Mr. Suresh Regmi, Managing Director, Professional Computer System, Mr. Bimal Prakash Nepali, Executive Director, National Computer Institute, senior lecturers from Kathmandu University, Tribhuvan University and other IT professionals.

CICC officials were briefed about the situation and difficulties in the development of the IT sector in Nepal. The possibilities of CICC assistance for the IT sector development in Nepal were discussed in the meeting. The CICC officials indicated their



willingness to provide some scholarships for IT training in Japan to deserving Nepalese through the Nepal AOTS Alumni Society, and also Nepalese IT professionals expressed their willingness to support the computer training programs of NAAS. NAAS President, Mr. Dinesh P. Chapagain and all the IT professionals thanked CICC for their interest and their support in developing IT sector in Nepal.

Ninth Annual General Meeting of NAAS

The Ninth Annual General Meeting of Nepal AOTS Alumni Society was held at Hotel Himalaya on 25 June 1999. The report on the annual activities of NAAS including the financial report were presented during the meeting. The AGM was chaired by the president, NAAS.

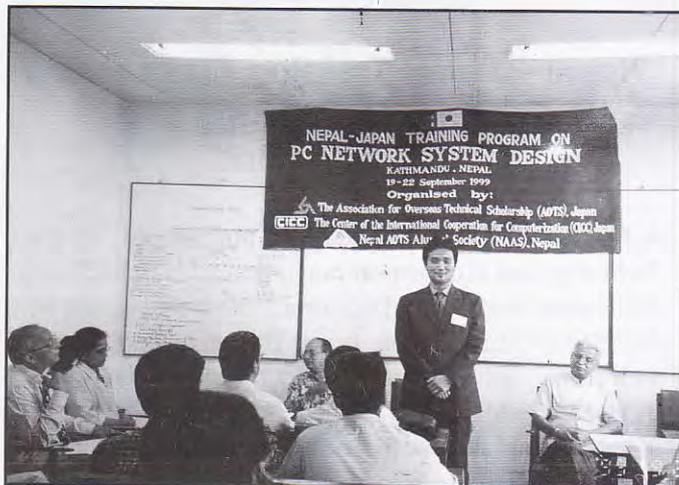


Basic Computer Literacy Training

Nepal AOTS Computer Training Center (NACTC) has already trained 144 trainees under its Basic Computer Literacy (BCL) training program. This program started from June 1999 at Yamamoto Talim Ghar which is equipped with computers loaned by the Center of International Cooperation for Computerisation (CICC), Japan.

Nepal-Japan Training Program on PC Network System Design

AOTS with technical support from the Center of the International Cooperation for Computerization (CICC) organized a 4 - day lecturing tour program on "PC Network System Design" in cooperation with NAAS in Kathmandu on 19-22 September 1999. 21 participants working in the IT sector of various private and public institutions of Nepal participated in the training program. The course was designed with the objective of developing human resources in PC Networking for Nepal. The resource person was Mr. Takanori Ebihara, Technical Instructor (for Network Engineers) of Fujitsu Learning Media Limited, Japan.



JEC - AOTS Seminar on Environmental Protection

A two - day seminar on "Environmental Protection" was organized in Kathmandu on 22-23, November 1999 and in Pokhara on 25 - 26 November 1999 respectively by the AOTS, Japan and Japan Environmental Cooperation (JEC), Japan in cooperation with NAAS. The overall objective of the program was to develop appropriate human resources capabilities in the area of environmental protection for the country. Altogether 106 participants took part in the program held in the two venues. Two international experts of repute namely Mr. Tetsuo Hiratani, General Manager, International Affairs, Japan Environmental Management Association for Industry (JEMAI) and Mr. Hiroshi Ogawa, Chairman, Kanagawa Consultant Engineers Association (KCEA) were the resource persons of the seminar.



Seminar on Telecommunication Network Planning

A four day seminar on "Telecommunication Network Planning" was organised from 29 November to 2 December 1999 at Hotel Radisson, Kathmandu. The seminar was implemented by NEC Corporation and NEC International Training Ltd., Japan in close cooperation with NAAS, Nepal Telecommunication Corporation and Sumitomo Corporation of Japan, Liason office, Kathmandu, Nepal.



Nepal - Japan Training Program on Printing Technology and Management

A 6 - day AOTS - NAAS training program on "Printing Technology and Management" was organized in Hotel Bluestar Kathmandu from 5 to 10 December 1999 in cooperation with BUNSHODO Corporation, Japan. This program, the second such training program organized by NAAS, was inaugurated by Honorable Minister Mr. Omkar Prasad Shrestha, Ministry of Industry, and attended by 60 participants mostly owners and production managers from various offset printing companies both in the private and public sector in Nepal.

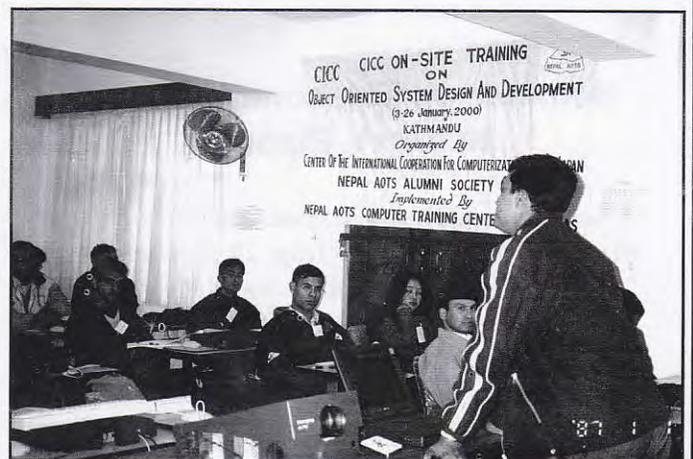


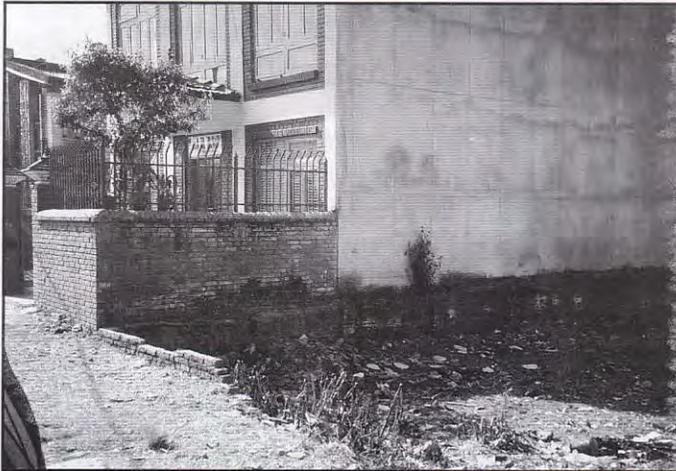
Bonenkai

Nepal AOTS Alumni Society organized a "Bonenkai", the year end party on 25th December, 1999 to bid farewell to the year 1999 and the previous millennium. NAAS members together with their spouses enjoyed the lively gettogether. Prior to the dinner Mr. Brajesh Vaidya made a brief presentation about his participation in the fourth quality convention in Bangladesh.

CICC On-Site Training Program on Object Oriented System Design and Development

For the first time, NAAS utilized the services of six Nepalese IT experts to conduct an on-site training program on "Object Oriented System Design and Development." Twenty IT professionals of Nepal's public and private institutions participated in this program conducted on 3 - 26 January 2000 in the training centre of Nepal AOTS Computer Training Centre (NACTC) at Yamamoto Talim Ghar. The training was organised by CICC, NAAS and NACTC with the support of Keirin Association, Japan.



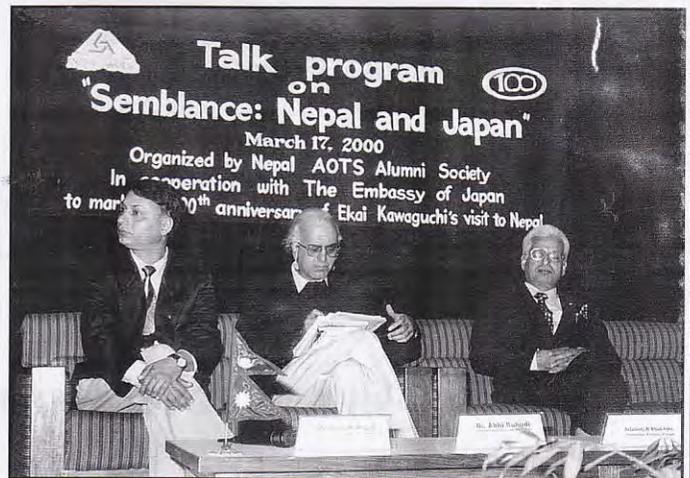


NAAS Acquired New Land

NAAS has recently acquired 170sq. m. of adjoining land which is almost equal to the present size of Yamamoto Talim Ghar in its northern side. After the land development of this new addition, NAAS will have a breather from the acute problem of vehicle parking which its members and visitors were experiencing. This new land will also be appropriate for outdoor activities of NAAS.

Semblance : Nepal and Japan

His Excellency Mr. Mitsuaki Kojima, Ambassador of Japan, inaugurated a two-day exhibition program "Semblance : Nepal and Japan" organized by Nepal AOTS Alumni Society (NAAS) on 17th March 2000 to commemorate the 100th anniversary of the visit of the famous Japanese monk and philanthropist Mr. Ekai Kawaguchi. A talk program on Nepal-Japan relationship was held prior to the initiation of the exhibition. The exhibition comprised of a comparative display of semblance in various forms of the two countries.



Seminar on Japanese Style Management in Sidhartha Apollo Hospital

After the establishment of a separate training wing for the development of Japanese Style Management under NAAS, the Nepal AOTS Japanese Style Management Training Centre (JASMAN) conducted a half-day seminar to bring awareness about basic Japanese Style Management concepts and techniques to the top level management of Siddhartha Apollo Hospital, Kathmandu in the latter's auditorium on 15th April 2000

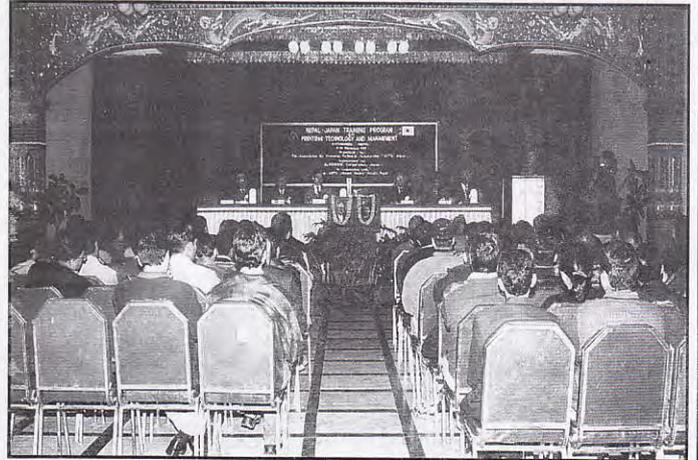


Video Flip on NAAS

To commemorate the 10th anniversary of NAAS and to record a visual documentation of the developmental progress of the alumni society, a team of professionals have been commissioned to produce a video flip of NAAS. The documentary will highlight various activities and progress made in the area of human resource development by the society and the growth of the society to its present status.

Program for Nepalese Entrepreneurs (PBNE - 9)

Altogether 7 Nepalese entrepreneurs participated in the PBNE - 9 program which was held from 10 - 23 May, 2000 at Yokohama Kenshu Center, Yokohama, Japan. An orientation program was organized by NAAS for the participants before their departure to Japan.



With Best Compliments to

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Training under AOTS, Japan

AOTS Alumni Scholarship 1999/2000 (Japan)

1. Executive Program on Corporate Management (EPCM, 16-27 Aug. 1999)
Mr. Hari Bhakta Sharma,
Deurali Janta Pharmaceuticals Pvt. Ltd.
2. International Executive Program on Corporate Management (ITEP, 12-23 July 1999)
Mr. Rabinda Mananda Bajracharya,
Clinic Health Care Centre Pvt. Ltd.
3. Training course on Solving Human & Organizational Problems (SHOP-2, 4-24 Nov. 1999)
Mr. Prabendra Lal Singh,
Nepal Biotech Nursery
4. The Quality Management Program for SAFAAS (SFQM, 29 Nov.-17 Dec. 1999)
Mr. Shivjee Roy Yadav,
Nepal Industrial Development Corporation
Mr. Jyoti P. Pandey, Himalayan Bank Ltd.
Mr. Suman B. Shrestha, Ace Finance Company Limited
5. Program for Quality Management (PQM-2, 17 Jan.-4 Feb. 2000)
Mr. Mani Ratna Shakya,
Deurali Janta Pharmaceuticals Pvt. Ltd.
6. Training course on Solving Human & Organizational Problems (SHOP-1, 1-21 June. 2000)
Mr. Manoj Kumar Bhattarai,
Nepal Industrial Development Corporation
7. Object Oriented Client Server Application Development (OOC SAD, 29 Nov. 2000- 30 Mar. 2000)
Mr. Anil Raj Satyal,
Nepal Electricity Authority

CICC Scholarship 2000 (Japan)

1. Multimedia Title Development Course (24 Jan.-17 Mar. 2000)
Mr. Ramesh Nanda Vaidya,
Professional Computer System
2. Production Management System (24 Jan.-24 Feb. 2000)
Mr. Ashok Manandhar, Delve International
Mr. Binod Vaidya, Institute of Engineering, T.U.

3. Client/Server Database System (8 May-19 July 2000)
Mr. Mahesh Singh Kathayat, Nepal Police
4. Network/Internet System Development (8 May-19 July 2000)
Mr. Sanjaya Upadhaya, Nepal Electricity Authority

World Network of Friendship (WNF) Program 1999/2000

1. Maintenance of Motorcycles at Atlas Bangladesh Ltd. in Bangladesh (6-25 May, 2000)
Mr. Dasrath Karki, Japan Auto-Techno Nepal Pvt. Ltd.
Mr. Rupesh Prajapati, Chandeshowari Auto Engineering
2. Quality Management in the Garment Factory at J.K. Fashion in Bangladesh (6-25 May 2000)
Mr. Ganesh Shrestha, Deepak Garment Industries
Ms. Geeta Shrestha, R`made Garment Training Center
3. Flour Milling Technology at Fauji Flour Mill Ltd. in Bangladesh (13-27 Nov. 1999)
Mr. Rajendra Prasad Ojha, Butwal Flour Mill (Pvt.) Ltd.
4. Automobile Assembly Technology at Aftab Automobiles Ltd. in Bangladesh (13 Nov. - 2 Dec. 1999)
Mr. Ratna Lal Shrestha,
Kathmandu Auto Engineering Works
5. Design of Hand Knotted Woolen Carpets at Karmatara Carpet, Kathmandu (20 July - 8 Aug. 1999)
Mrs. Afroza Akhtary, Saleh Carpet Mills Ltd., Bangladesh
6. Tissue Culture Technology at Nepal Biotech Nursery, Kathmandu (6-28 Dec. 1999)
Mr. Prakash Das Gupta, CAAS, Bangladesh
7. Fourth Annual Quality Convention in Dhaka (3-4 Dec. 1999)
Mr. Brajesh Vaidya, NAAS
8. Regional Convention on Japanese Style Management in Srilanka (15-17 July 1999)
Mr. Dinesh Chapagain, NAAS

Program for Nepalese Entrepreneurs (PBNE-9)

Executive Program on Corporate Management for Bangladesh & Nepal. (BNEP)
10-23 May 2000, Yokohama, Japan
7 Participants

Moments

Omoiyo ...
Hayaku sure !



Nani surun da yo !



Umaku kakeru ka
shira ...



Moto kaichyo ...
Yappari umai ne !



REPORT ON THE NINTH ANNUAL GENERAL MEETING

The Ninth annual general meeting of Nepal AOTS Alumni Society (NAAS) was held at Hotel Himalaya, Kathmandu on 25th June 1999. Mr. Dinesh Chapagain, president NAAS, chaired the AGM. Altogether about 75 NAAS members attended the meeting.

At the start, a minute silence was observed on the sad demise of its member Mr. Kadam B. Singh on 26th May 1999.

In the welcome address, Ms. Amira Dali, Vice-President, welcomed all the members for active participation in the NAAS activities for further development of the society. After that a self-introduction of the NAAS members attending the meeting was held. NAAS General Secretary Mr. Prakash Suwal Presented the general report on the activities of the society during the fiscal year 1998/1999. Mr. Madhusudan Bhattarai, advisor



and executive director of NACTC presented a brief report about the forthcoming activities of the Nepal AOTS Computer Training Center (NACTC). Mr. Kumar Khanal, Treasurer presented the financial report of NAAS for that fiscal year. The financial report was endorsed by the gathering in meeting.

Mr. Ramesh Nepal's nomination as one of the vice president of NAAS, was endorsed by the gathering. The seat of vice president was vacant due to the resignation tendered by then vice president Mr. Pradeep Bista. The gathering also nominated Mr. Brajesh Vaidya as the executive member for the vacant seat as a result of Mr. Nepal's nomination as vice president.

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POST-CONVENTION REPORT

REGIONAL CONVENTION ON JAPANESE STYLE MANAGEMENT

(Colombo, 15-17 July, 1999)

The following is an excerpt of the report prepared by Mr. Dinesh Chapagain, President of NAAS after participating in the Regional Convention on Japanese Style Management held in Colombo, Sri Lanka in July 1999.

1. Content

The 3-day seminar included one-day pre-convention seminar on "Kaizen Management" by Prof. Seiichi Fujita and two-day convention on Japanese Style Management.

In the convention on Japanese Style Management (JSM), altogether 14 papers were presented. Among these seven papers were presented by Sri-Lankan resource persons, four papers by resource persons from India, and one each by Pakistani, Bangladeshi and Nepali resource persons.

The description of fourteen papers is as follows:

- a) Six papers were on successful cases of JSM application in different industries. The cases were specifically on QC, Suggestion Schemes, and 5 "S" in a tea estate and a garment factory, on TQM in a construction and a carborundum industry, TPM in textile industry and Kaizen suggestion scheme in a bank.
- b) Four introduction papers were on Japanese Style Management, marketing strategy for Japan, value engineering and environment and productivity through JSM respectively.
- c) Two papers from India were on the importance of JSM application and some successful cases of applications in Indian industries.
- d) One introduction paper was on Kaizen blended with Sri-Lankan flavour.
- e) One paper on JSM application in Nepalese industries highlighting few failure cases and problems in applying them in the Nepalese context in sustainable manner.

2. Organization

The copies of all papers were distributed to all the participants before the convention started. All the resource persons presented their papers very efficiently with the help of visual aids like OHP and/or multimedia projector. The organization of the convention was

extremely satisfactory without any flaw and there weren't any problems to either the resource persons or the participants. The logistics along with the lodging, and boarding of the foreign resource persons were very well nicely taken care of by the organizers.

3. Lessons Learned

I received two certificates during the convention - one for attending the one-day pre-convention seminar on Kaizen Management and the other for the two-day regional convention. I also received a plaque as a token of appreciation for my paper presentation. Beside these, and more important, I got the opportunity to listen to and learn more about the following features:

- * The essence and components of JSM, such as 5 "S", Kaizen, Suggestion Schemes, TQM, TPM, Quality Circles and Value Engineering, and
- * The failure and success stories of JSM application in different countries of the region..

Moreover, after attending this convention, I clearly understood that there is an utmost necessity of

- a) blending elements of JSM in the local flavour for its smooth and sustainable application in the country, and
- b) strengthening the institutional capability for developing to appropriate approach, strategy, procedure and action plan to implement JSM successfully for the advancement of productivity and quality in the country.

4. Action for Future

I propose Nepal AOTS Alumni Society to play a pivotal role in institutionalizing Japanese Style Management (JSM) in Nepal. I sincerely would like to request for the commitment and involvement of the entrepreneurs and academicians among NAAS members to formulate a policy and appropriate action plan, and assist in the sustainable implementation of JSM for the advancement of quality and productivity in the country. For this, I seek the cooperation of all members of NAAS in forming one JSM Coordinating Committee launch a QUALITY MOVEMENT in the country.

NAAS AND WORLD NETWORK OF FRIENDSHIP

In view of implementing the World Network of Friendship (WNF) mission, "The creation of a Better World through the Ties of Friendship and the Individuals as well as Collective Endeavor of Our Members", WNF seeks to empower individuals and organizations in developing countries who are committed to the social and economic development of their own communities, based upon the belief in self help and equal-partnership, through developing human resources, exchanging information and learning from each other's experience.

This year Nepal AOTS Alumni Society (NAAS) had received one trainee from Chattagram AOTS Alumni Society (CAAS), Ms. Afroza Akhtary. She received training on "Design & Manufacture of Hand Made Tibetan Carpet" at Karma Tara Carpet Industries' Kathmandu from 20th July to 8th August 1999.

Likewise CAAS had accepted the following two trainees nominated by NAAS.

Mr. Rajendra Prasad Ojha of Butwal Flour Mill (P) Ltd. participated in "Flour Milling Technology" at Fauji Flour Mill, Chittagong from 14th to 27th November 1999. Mr. Ratna Lal Shrestha of Kathmandu Auto Engineering Works participated in "Automobile Assembly Technology" at Aftab Automobiles Ltd., Chittagong from 14th November to 4th December 1999.



NAAS also received another trainee Mr. Prakash Das Gupta from CAAS for training on "Tissue Culture Technology" at Nepal Biotech Nursery in Kathmandu from 7th to 28th December 1999.

Bangladesh AOTS Alumni Society (BAAS) had accepted the following four trainees nominated by NAAS. Ms. Geeta Shrestha and Mr. Ganesh Shrestha participated in the training program on 'Quality Management in the Garment Factory' at J. K. Fashions Ltd. in Dhaka. Mr. Dasrath Karki and Mr. Rupesh Prajapati participated in the training program on 'Maintenance of Motorcycles' at Atlas Bangladesh Ltd' in Greater Dhaka. Both the programs were conducted from 6th May to 25th May 2000.

During the year 2000, NAAS received offer for nine training in India in different areas such as Refrigeration, Machine Tools & CNC Programming, Typewriter (Mechanical) Locks, Security systems, Process Equipment Fabrication, Electronic & Electrical Repair Services, Material Handling (Forklift), Construction Division, Switch-gear Application & Maintenance.

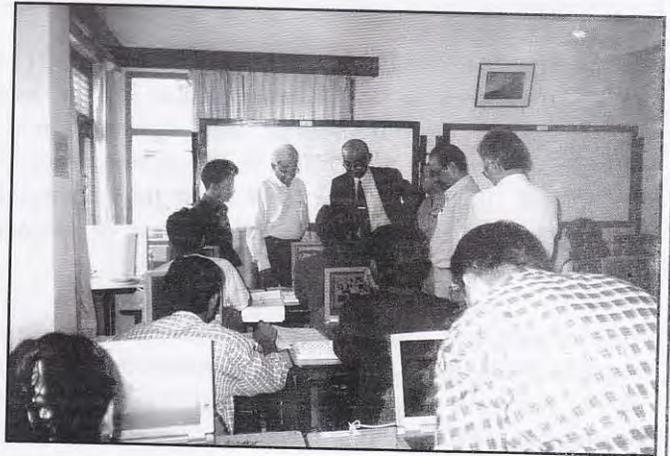
NAAS is also making effort to identify and encourage suitable host companies in Nepal to offer training programs to the participants of regional alumni societies in the area of their interest for the year 2000 - 2001.

BASIC COMPUTER LITERACY TRAINING PROGRAM (BCL)

Since July 1999, Nepal AOTS Computer Training Center (NACTC) started its regular Basic Computer Literacy (BCL) training program with the addition of computers loaned by Center of the International Cooperation for Computerisation (CICC), Japan to NAAS. The first and the second BCL training programs started on July 25, 1999 with 19 trainees in the morning and 18 trainees in the day time respectively. As of June 8, 2000, 129 trainees in 8 batches have completed their training. At present, the basic courses are being conducted in three sessions every day for three batches.

So far NACTC has provided 100% scholarship to 31 trainees and another 52 trainees have received partial (50 to 65%) scholarships. This is in line with the policy of NACTC to encourage less privileged but interested people to avail of the centre's services. Out of the 129 trainees who completed the training so far, 51 were female participants.

The duration of the BCL program is two months with classes being conducted 6 days a week and two hours a day. The classes run in the morning and in the day-time. The coverage of the course includes Computer Fundamentals, Operating Systems, MS Word, MS Excel,



MS Power-point, the concept of Multimedia, e-mail, Internet and programming languages. NACTC will continue to provide scholarships in the BCL training for the needy persons, specially the students.

The ex-trainees were found to be quite enthusiastic in computer training and have already been requesting NACTC to organise advance courses. NACTC intends to implement advance level courses within June, 2000.

*Wishing the 10th Annual General Meeting
of
Nepal AOTS Alumni Society
a grand success*

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NEPAL-JAPAN TRAINING PROGRAM ON PC NETWORK SYSTEM DESIGN

Under the AOTS lecturing tour program a 4-day AOTS-CICC program on "PC Network System Design" was organised by the AOTS with technical support of CICC, Japan in cooperation with Nepal AOTS Alumni Society (NAAS) on 19-22 September 1999 in the fully equipped training centre at Yamamoto Talim Ghar of NAAS Kathmandu.

This program was designed with an objective of assisting Nepal in developing appropriate human resources in the area of PC Network System Design and for the further development of Information Technology in Nepal.

The resource person for this program was Mr. Takanori Ebihara, Technical Instructor (for Network Engineers) of Fujitsu Learning Media Limited, Japan. The course introduced the know-how and the methodology necessary for the establishment of PC Network System. The participants were introduced to both hardware and software aspects of local area network as well as troubleshooting of common network problems. The



course also included discussions on the latest trends in network technology.

21 participants working in the IT sector of various public and private institutions participated in the training program. This program has tremendously helped in enhancing the overall professional capabilities of the participants. It is worth mentioning that this was the first ever training program conducted on this particular topic within Nepal.

With best compliments

from



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JEC - AOTS SEMINAR ON ENVIRONMENTAL PROTECTION

As a part of its regular activities, Nepal AOTS Alumni Society (NAAS) organised the seminar on Environmental Protection on November 22-23, 1999 at Kathmandu and November 25-26, 1999 at Pokhara respectively with close cooperation of Japan Environmental Cooperation (JEC) and the Association for Overseas Technical Scholarship (AOTS), Japan. The programmes were held at Hotel Himalaya, Kathmandu and Hotel Blue Bird, Pokhara.

Mr. Hiroshi Ogawa, Chairman, Kanagawa Consultant Engineers Association (KCEA), Japan was the key resource person of the seminar. Mr. Tetsuo Hiratani, General Manager, International Affairs, Japan Environmental Management Association for Industry (JEMAI), Japan also delivered lectures on some topics during the seminars.

The seminar at Kathmandu was inaugurated by Honourable Vice Chairman of National Planning Commission, Mr. Prithvi Raj Ligal.

The total number of registered participants were 72 persons at Kathmandu and 34 persons at Pokhara respectively. The participants were from various governmental and non-governmental organizations including manufacturing industries, environmental related agencies, hotels and consultancy services.

The basic objective of this seminar is to assist Nepal in developing appropriate human resources capabilities in the areas of water and air pollution and their control for the



overall improvement of environmental protection capability of the country, and thereby promoting effective cooperation and sharing of experiences between Japan and Nepal.

The content of the seminar was as follows :

- Water quality standards
- Industrial waste water treatment technology
- Waste water case study
- Air pollution control system
- Renewable energy resource
- Settlement of pollution disputes
- Present situation and future scenario on environment.

At the end of the seminar at Kathmandu, certificates of attendance were distributed to all the participants by the Secretary, Ministry of Population and Environment, Dr. Govind Raj Bhatta who also shed light on the environment policies of His Majesty's Government of Nepal. The participants evaluated the seminar as high on account of subject theme of and organization.

A working committee was formed to manage the work for organising this seminar and a steering committee headed by NAAS president, for the selection of participants and other related matter.



AOTS-NEC SEMINAR ON TELECOMMUNICATION NETWORK PLANNING

The Association for Overseas Technical Scholarship (AOTS), Japan organized a four-day seminar on "Telecommunication Network Planning" from November 29 - December 2, 1999 at Hotel Radisson, Kathmandu. The objective of the seminar was to assist Nepal in developing appropriate human resources in the area of Telecommunication Network Planning for further development of Communication Network System in Nepal, and thereby to promote effective cooperation and friendship between Japan and Nepal.

The seminar was implemented by NEC Corporation and NEC International Training Ltd., Japan in close cooperation with Nepal AOTS Alumni Society (NAAS), Nepal Telecommunication Corporation (NTC), and Sumitomo Corporation of Japan, Liaison Office, Nepal, and supported by the Ministry of International Trade and Industry (MITI) of Japan.

The opening ceremony of the seminar started with the welcome address by Mr. Dinesh Chapagain, President, NAAS, and chairman of the seminar steering committee. He briefly outlined the NAAS activities and welcomed the Japanese experts, distinguished guests and the participants. Mr. Hiroshi Shigehara, President, NEC International Training Ltd., Japan addressed the gathering and briefed about NEC Corporation and NEC International Training Ltd. Dr. AKM Moazzem Hussian, General Manager, AOTS Dhaka Office, representing AOTS, Japan, stressed the role of AOTS in the human resource development of this region. Mr. Bala Ram Pradhanang, Acting General Manager, Nepal Telecommunication Corporation (NTC) stressed the importance of such seminar for updating technical manpower. On the occasion, Mr. H. Onishii, First Secretary, Embassy of Japan, spoke about the Japanese co-operation to the country.

Mr. Bhoop. Raj Pandey, Chairman, Nepal Telecommunication Authority (NTA) inaugurated the seminar by lighting the "Panas" and addressed the gathering stressing the need of such programs for the telecom professionals. At the end, Mr. Madhusudan Bhattarai, Advisor, NAAS and also the program coordinator of the seminar, gave vote of thanks.

Four Japanese instructors and experts in the field of network systems conducted the seminar, They are :



- Mr. Kuniaki Tomita, Chief Engineer, International Operations Group, NEC Corporation has the expertise in Network Planning and Feasibility Study in Telecommunication Sector.
- Mr. K. Nakano, Senior Manager, Systems, Overseas Transmission Network System Division, Transmission, Operation Unit, NEC Corporation was expert in overseas marketing, product planning of access products. He has the technical knowledge and experience in electronic engineering and communication engineering.
- Mr. Yoshiaki Shioda, Senior Manager, Overseas Microwave and Satellite Communications Systems Division, Radio Operations Unit, NEC Corporation has experience in Radio Technology.
- Mr. Hiroyuki Mitani, Manager, Systems Engineering, Switching Department, Switching Network Systems Division, NEC Corporation was an expert in Switching System Engineering.

Altogether 47 communication professionals from NTC and other related institutions/companies attended the seminar. The seminar successfully concluded with a grand closing ceremony on December 2, 1999. Mr. Dinesh Chapagain, President, NAAS, initiated the ceremony. Mr. Hiroshi Shigehara, President, NEC International Training Ltd, Japan addressed the participants and distributed the certificates to the participants. Souvenirs were presented to the guests on behalf of the participants and NAAS.

Representing the participants, Ms. Laxmi Kanta Shrestha, Manager, Nepal Telecommunication Corporation and Mr. Ram Bharosha Vaidya, Director, Infosys P. Ltd., shared their experience during the seminar. The seminar concluded with the vote of thanks by the program coordinator Mr. Madhusudan Bhattarai.

NEPAL - JAPAN TRAINING PROGRAM ON PRINTING TECHNOLOGY AND MANAGEMENT

A 6 day overseas training program on "Printing Technology and Management" was organized in Kathmandu from 5 to 10 December 1999 by the Association for Overseas Technical Scholarship (AOTS), Japan and implemented by BUNSHODO Corporation, Japan in cooperation with Nepal AOTS Alumni Society (NAAS). The objective of the training program was to assist Nepal in developing appropriate human resources in the area of modern printing technology and for furthering the development of printing industry in the country and thereby to promote effective cooperation and friendship between Japan and Nepal.

This program was the second such training program organized by NAAS. A similar program was successfully organized in the previous year and this year's program was conducted largely in response to the demand for the program.

Almost 60 people, most of them owners and production managers from major offset printing companies both in the private and public sector in Nepal participated in the training program at Hotel Bluestar. The participants had a good opportunity to learn and understand measures of improving productivity of printing press and the quality of printing. The training was conducted in a very interactive method using visual techniques including video show of a Japanese offset company and factory visit to the printing press of Janak Education Materials Centre at Sano Thimi.

The resource persons in the training were two highly experienced experts from Japan, Mr. Royoji Kamano,



professor of Japan Printing Association and Mr. M. Hikita of BUNSHODO Corporation. BUNSHODO is a leading printing company in Japan.

The coverage of the training program was as follows:

- Measures for increasing the productivity of offset printing workshops
- Abstract on "Troubleshooting for printing facilities"
- Trouble prevention through knowledge of printing material
- Lithographic ink and ingredients in printing ink
- Present situation and future of Desktop Printing
- Video show
- Site visit

The training program was formally inaugurated by Honorable Minister Mr. Omkar Prasad Shrestha, Ministry of Industry by lighting the *panas*. He along with Mr. Babu Raja Shakya, President, Nepal Printers Association, Mr. H.

Onishii, First Secretary at the Embassy of Japan, Professor Kamano and President of NAAS, Mr. Dinesh Chapagain addressed the gathering which was attended by various other dignitaries, invitees and the participants of the training.

On 10th December, on completion of the training, certificates were distributed to all the participants by Professor R. Kamano himself who later spoke a few words of encouragement. The program closed after the vote of thanks by Mr Shanta Bahadur Malla, coordinator of the training program.



CICC ON-SITE TRAINING PROGRAM ON OBJECT ORIENTED SYSTEM DESIGN AND DEVELOPMENT

A CICC On-Site Training Program on Object Oriented System Design and Development was conducted on 3-26, January, 2000 at Yamamoto Talim Ghar, Koteshwor, Kathmandu. The training program was organised by the Center of the International Cooperation for Computerisation (CICC), Japan and Nepal AOTS Alumni Society (NAAS) and implemented by Nepal AOTS Computer Training Center (NACTC), with the assistance of Japan Keirin Association. The training program was inaugurated by Prof. Dr. Jiba Raj Pokharel, Dean, Institute of Engineering (IOE), Tribhuvan University.

The objective of the training was to assist Nepalese IT professionals, specifically the system engineers, in learning the concept of Object Oriented Designing and implementing the design. The participants were also exposed to implement the characteristics of data hiding, encapsulation and polymorphism to achieve the aim of clearer, more reliable and easily maintainable programs. Likewise, the program also covered GUI feature of Visual Basic for rapid application development.

Twenty IT professionals of Nepalese public and private institutions participated in this program. The participants were telecom engineers, software developers, software engineers, programmers, system analysts, computer



programmers, web designers and IT consultants who represented Nepal Telecommunication Authority, Nepal Telecommunication Corporation, Employees Provident Fund, and various other IT companies of Kathmandu.

Possibly for the first instance of close cooperation between experts in conducting an IT related training, a group of six Nepalese IT experts came together to conduct this on-site training program. The resource persons were Mr. Shree Ram Nath Regmi, Asst. Dean, Institute of Engineering, Tribhuvan University and lecturers Mr. Sashidhar Ram Joshi and Mr. Jyoti Tandukar of the same institute, Mr. Suresh Kumar Regmi, Managing Director of Professional Computer System Pvt. Ltd., Mr. Rajesh Kumar Shrestha, Head of the Department, Computer Education Division, College of Software Engineering and IT consultant, and Mr. Bala Ram Pandey, Senior Manager of Computer Advance System.

In the closing ceremony of the program on January 26, 2000, the Chief guest of the program Dr. Shankar Sharma, Member, National Planning Commission distributed certificates to the successful participants. Mr. H. Onishii, First Secretary, Embassy of Japan, Prof. Dr. Bhadra Man Tuladhar, Dean Institute of Science and Technology Kathmandu University, Prof. Dr. Jiba Raj Pokharel, Dean, Institute of Engineering, Tribhuvan University were among the distinguished guests of the closing ceremony.



SEMBLANCE : NEPAL AND JAPAN

A unique exhibition and talk program "SEMBLANCE NEPAL and JAPAN", was organized by the Nepal AOTS Alumni Society (NAAS) in cooperation with the Embassy of Japan. The exhibition was organized on the 17th and 18th March 2000 at the venue of Nepal Tourism Board, Bhrikuti Mandap, Kathmandu. This was to commemorate the 100th anniversary of the visit of the famous Japanese monk and philanthropist Mr. Ekai Kawaguchi, marking the very first recorded personal contact between Nepal and Japan. He visited Nepal for the first time in 1899 - a century back - and opened a chapter of people to people contact between Nepal and Japan. Since then people of one country has been increasingly visiting the other for various reasons like education, research, work, business, cultural exchanges, travels, good will visits etc. Although formal diplomatic ties between Nepal and Japan was set only forty years ago, the actual relationship between the two countries is one hundred years old, and this has been marked by strong ties both on the economic and cultural fronts.

The event was inaugurated by His Excellency Mr. Mistuaki Kojima, Ambassador of Japan to Nepal on 17th March 2000. A talk program on Nepal-Japan relationship was held followed by a floor discussion prior to the inauguration of the exhibition. Dr. Abhi Subedi, Professor and Head of Department, Central Department of English, Tribhuvan University and prominent authority in Nepal-Japan relations, highlighted the historic background on the relations between the two countries.

The exhibition attempted to draw a strong link between Nepal and Japan by displaying



similarities or some form of resemblance in various household items, lifestyle, semantics, culture etc. between the two countries. The exhibition was opened to the general public for both days. Many persons, including some Japanese visited the exhibition and expressed their request to repeat such programs again in future.



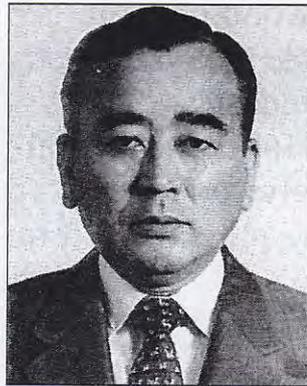
NEPAL AOTS JAPANESE STYLE MANAGEMENT TRAINING CENTRE (JASMAN)

As Nepal AOTS Alumni Society enters the 10th year of its establishment, it was felt necessary to reorient the focus of its different activities mainly in the fields of management and IT. This is in line with and in the spirit of NAAS Vision 2000 which has provided the thrust for the focus of NAAS on Quality and IT. Last year, the Nepal AOTS Computer Training Centre (NACTC) was established with a mandate to pursue IT related programs to be implemented by NAAS. In August 1999, the Nepal AOTS Japanese Style Management Training Centre (JASMAN) was set up to assume the specific role for the development and promotion of Japanese Style of Management (hence JASMAN) in Nepalese organizations.



The objective of this newly formed JASMAN is to promote quality through the concept of Japanese style management in Nepalese organizations; to provide training on Japanese - style management to the human resources of Nepalese organizations; and to develop trainers in Japanese-style management.

The inspiration for establishing JASMAN as a centre for the promotion of quality was received from Prof. Noriaki KANO. Prof. KANO, Coordinator, Department of Industrial Management and Engineering, Faculty of Engineering Science, University of Tokyo, is the recipient of 1997 Deming Prize. He not only encouraged



us, but has also personally donated one lakh Japanese Yen to NAAS to established such a centre. NAAS remains highly indebted to Prof. KANO for his motivating gesture.

As the term JASMAN suggests, the centre will promote various components that constitute the Japanese - style management concept - such as Kaizen, 5-5, Quality Circles, QC tools, Problem solving methods, SQC, TQM, etc. through education, training, seminar, etc. To do this, JASMAN will basically carry out two types of training, viz.

- * Top Level Training (TLT) in the form of half day seminar for top level managers of Nepalese organizations. This program is designed to only create awareness and appreciation of Japanese - style management, and is conducted at the client's (participants') organization.
- * Skill and Knowledge Training (SKT) is a 3-day training program conducted at Yamamoto Talim Ghar itself with a nominal charge.

Besides, JASMAN will also handle other regular management training programs of NAAS.

A coordinating committee comprising of the following members has been formed to undertake the activities of JASMAN.

- Mr. Kumar P. Khanal - Coordinator
- Mr. Dinesh P. Chapagain
- Mr. Ramesh P. Nepal
- Mr. Ramesh M. Singh
- Mr. Chintamani Bhattarai

JASMAN conducted the first TLT program at Siddhartha Apollo Hospital on 15 April 2000. The resource persons were Mr. Kumar Khanal, Mr. Dinesh Chapagain and Mr. Ramesh Nepal, all members of NAAS. JASMAN has plans to launch the drive for the promotion of Japanese Style Management in companies and institutions of associated with NAAS members themselves in the beginning and also to other interested institutions.

GLOBAL BUSINESS ENVIRONMENT AND PRODUCTIVITY IMPROVEMENT

The Nepal AOTS Japanese Style Management Training Centre (JASMAN) conducted a 2-day training program on "Global Business environment and Productivity Improvement" in cooperation with Nepal Food Scientists and Technologists Association (NEFOSTA), Narayani Chapter in Sauraha, Ratna Nagar (Tandi) on 10-11 June, 2000. The training, under the domestic lecturing tour program of Nepal AOTS Alumni Society (NAAS), was conducted in the venue of the King Mahendra Trust nature for Conservation Research and Training Centre located inside the green setting of the Royal Chitwan National Park.

The objective of the training program was to familiarize the participants with the global business environment with particular reference to Nepalese food industry, and about Japanese Style Management for quality and productivity improvement. The need for the training on the particular subject was recognized to give an idea to the members of NEFOSTA who are all food technologists about the global business aspects of the food business and the applicability of Japanese Style Management in improving the quality of the industry.

Altogether 36 food scientists and technologists from various private and public sector food industries, government/non government agencies related with administering food quality regulations as well as professors of Food Technology Campus at Dharan participated the two-day program which was inaugurated by the mayor of Ratna Nagar Sub-Municipality.



The coverage of the training program was as follows :

- Global business environment
- Productivity and profitability
- Group dynamics
- Total Quality Management
- Systematic problem solving

The resource persons of the program were NAAS members Kumar Khanal, Dinesh Chapagain and Ramesh M. Singh. The methodology of the training included video shows, lectures and case exercise which the participants enjoyed a lot. Certificates of attendance was distributed to all participants at the end of the training. The two-day training package set in the backdrop of the natural jungle environment and a safari made it a very lively one.

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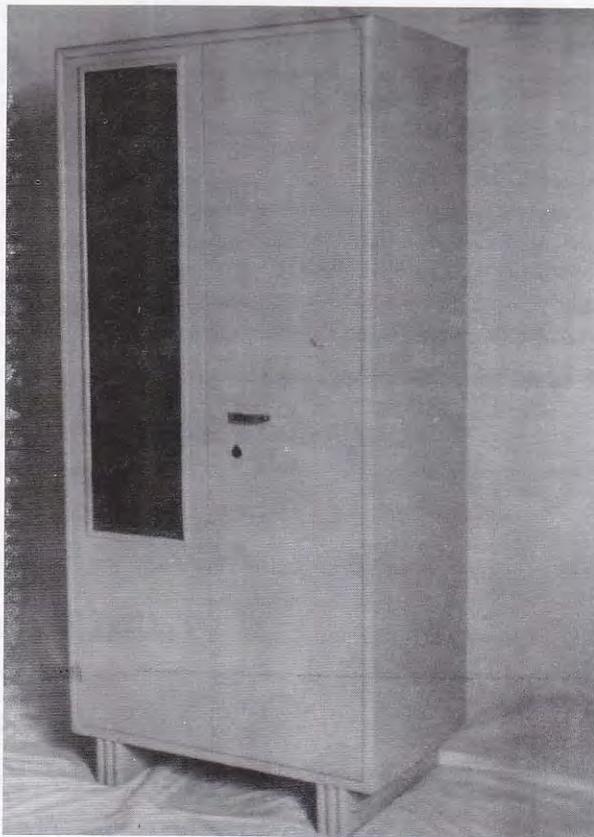
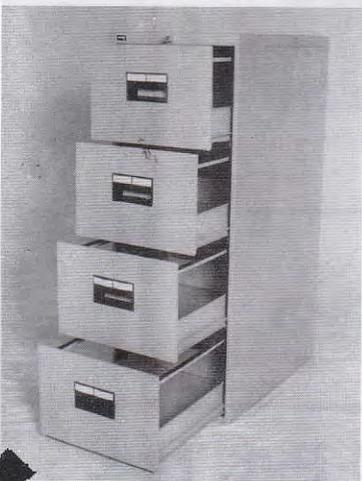
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TRACER STUDY OF EFFECTIVENESS OF AOTS TRAINING

1. Introduction

In order to evaluate the effectiveness of AOTS training among NAAS ex-trainees, a set of questionnaires was prepared and posted to 175 ex-trainees. 103 ex-trainees responded and the following information was derived from the analysis of these questionnaires.

2. Data Analysis Result

The information derived from the questionnaires are presented in bar charts and pie charts.

- (a) **Gender Group of ex-trainees** : 92.2 percent of ex-trainees were represented by male participants and 7.8 percent by female. (Figure 1)

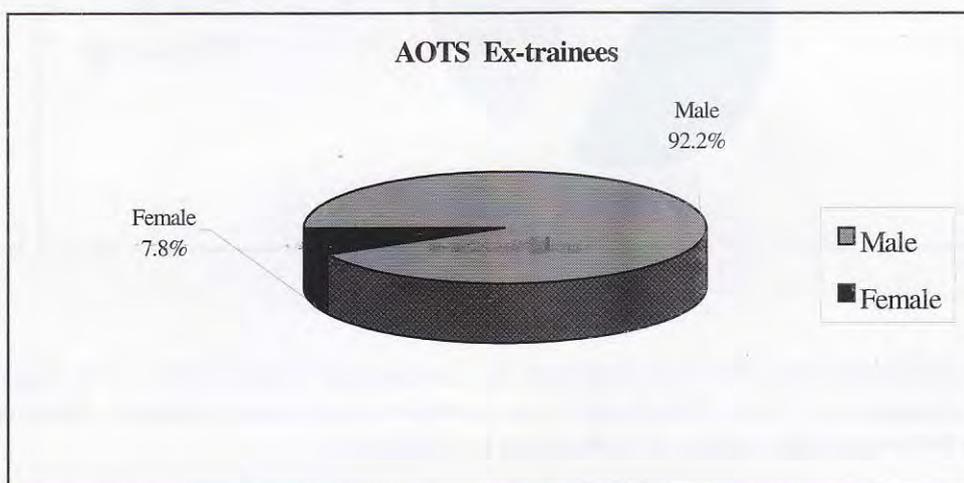


Figure 1

- (b) **Academic qualification of ex-trainees** : 99 percent of respondent ex-trainees were graduates and only one participant was an undergraduate. (Figure 2)

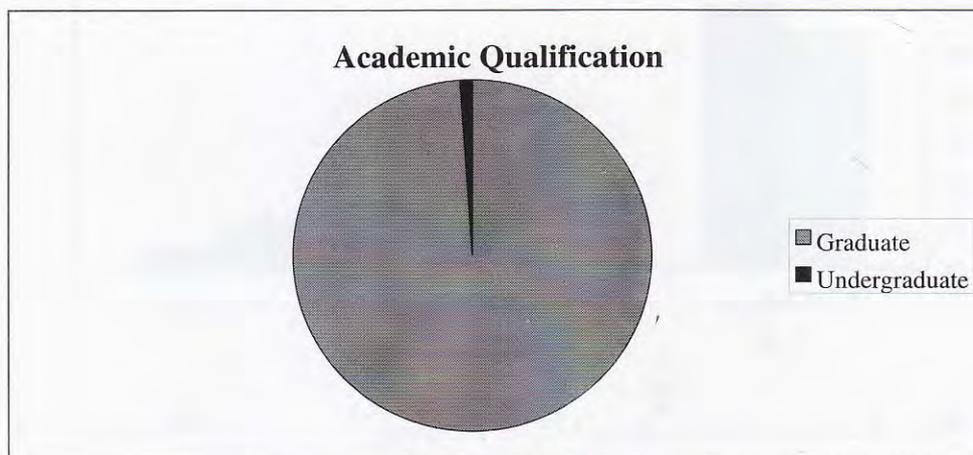


Figure 2

- (c) **Age group of ex-trainees :** The analysis indicate that majority of participants were from the two age groups between 31 to 40 and 41 to 50. The age group above 60 and below thirty had minimum participants. (Figure 3)

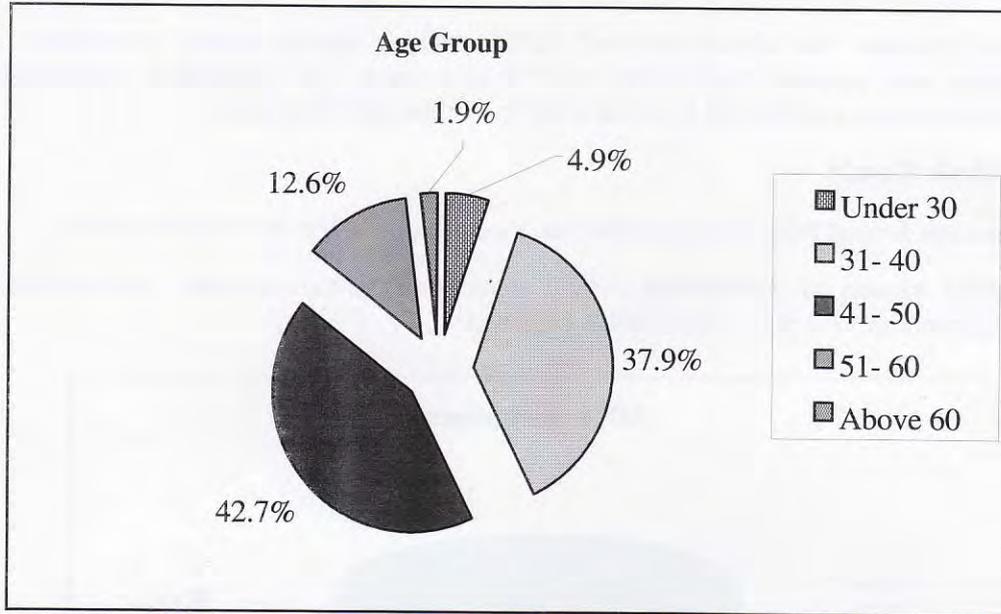


Figure 3

- (d) **Status of Participants:** The study indicated that the majority of participants were from top and middle management level. Participants from operative level were minimum. Position of ex-trainees before and after training is also shown in (Figure 4).

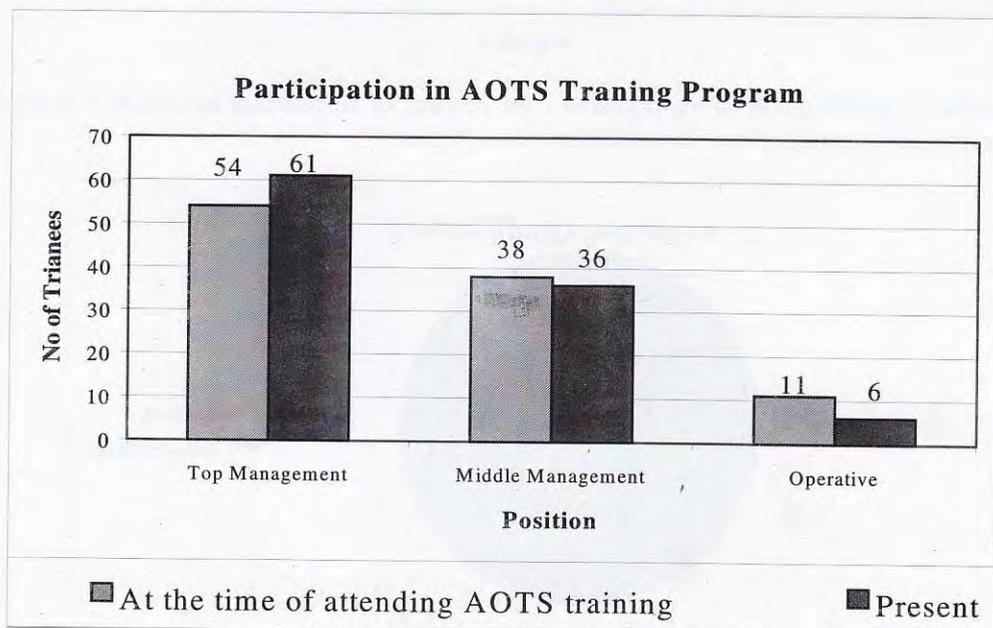


Figure 4

- (e) **Types of Organization of ex-trainees:** Figure 5 illustrates the types of organization the ex-trainees belongs to. A maximum of 64 percent of ex-trainees belonged to private organizations.

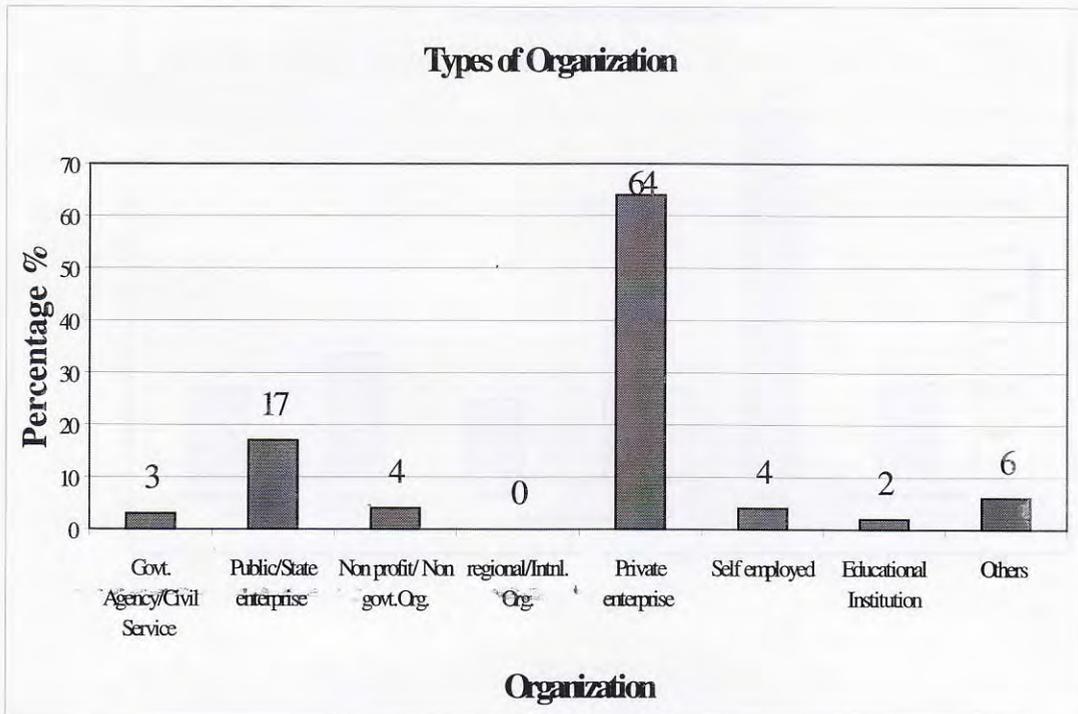


Figure 5

- (f) **Types of training undertaken:** The number of trainees who underwent Management and Technical training are shown in Figure 6. Eighty three percent of the participants underwent management training.

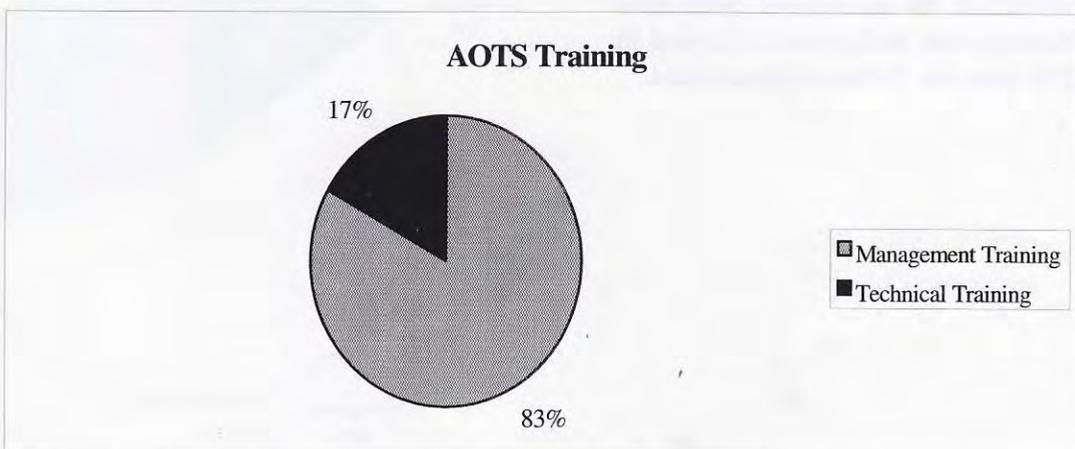


Figure 6

- (g) **Employee size of ex-trainees organization:** Figure 7 illustrates the employee size in ex-trainee's organizations. The organizations of maximum number of ex-trainees (40%) had number of employees between 11 to 50, followed by 18% having 51 to 100 employees.

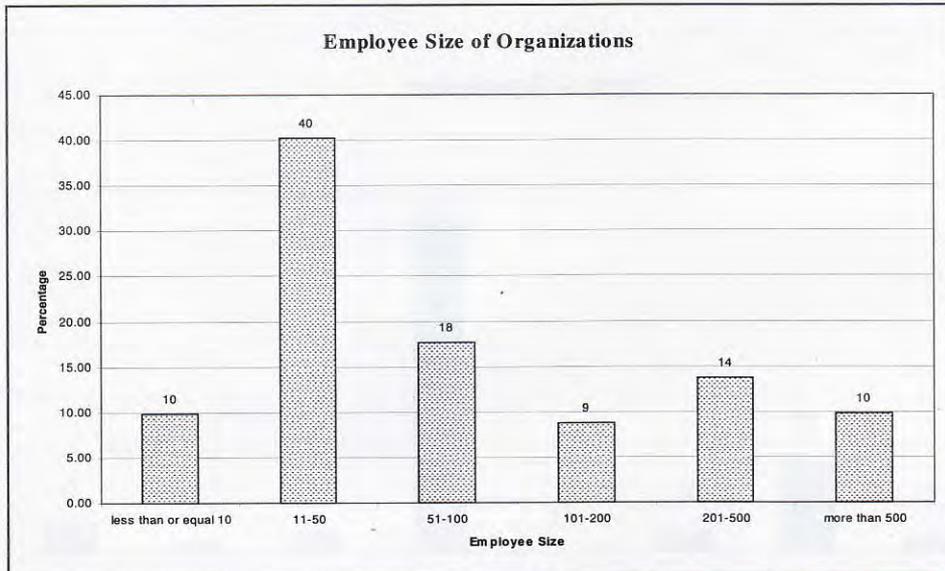


Figure 7

- (h) **Background of expertise:** The number of ex-trainees from different areas of expertise is shown in Figure 8. Fifty six percent of the ex-trainees come from Management background followed by 29% from the Technical background.

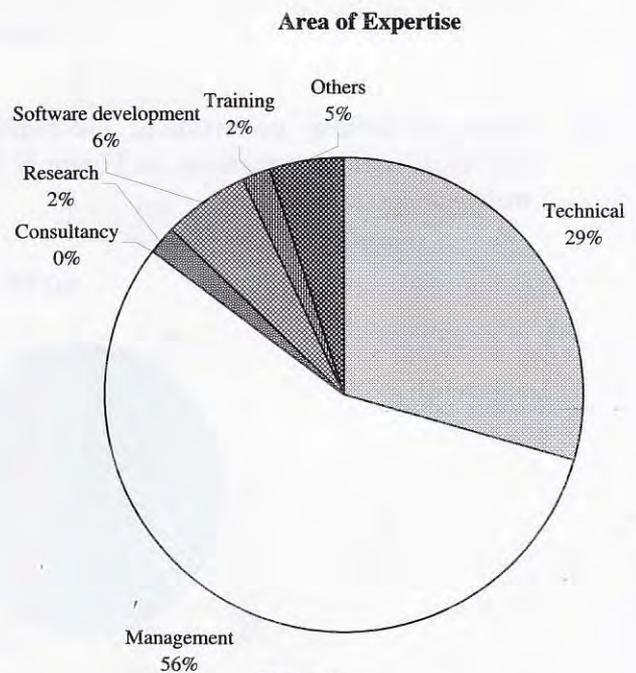


Figure 8

- (i) **Perception of AOTS training:** The opinion of extrainees about the usefulness of the trainings illustrated in Figure 7. Forty five percent said their training was very useful, fifty two percent useful and three percent said somewhat useful.

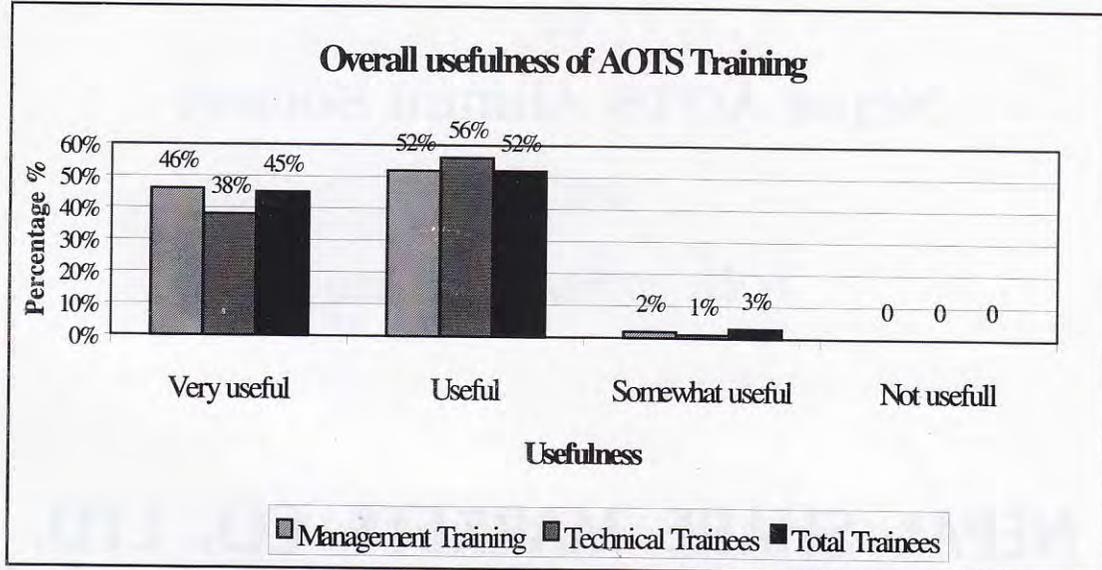


Figure 9

3. Conclusion :

The response from ex-trainees in filling out and submitting the questionnaires was very good. The results have shed some light on the types of training programs and their effectiveness.

Some pertinent observation are as follows :

- * The training programs have not been successful in attracting female participation
- * The training program trend is overwhelmingly more towards management training that technical training.
- * Only sixty percent of the trainees are in the target age group between 30 and 50.
- * Only sixty eight percent of the ex-trainees are from private enterprises or self employed.
- * Only forty five percent of trainees perceived that the training they received were very useful.
- * Majority of the ex-trainees is from small organizations with respect to size of employees i.e., having less than 50 employees.
- * More than half the ex-trainees are from Management background.

It is recommended that the results of this study be further analyzed to give useful feedback to design training requirements in the future.

The Tracer Study Sub-Committee undertook the study in May 2000 with the following members :

Mr. Prakash Rudra	-	Coordinator
Mr. Bhavani Bhakta Joshi	-	Member
Mr. Ramesh Man Singh	-	Member

The Sub-Committee was ably supported by Mr. Binod Banskota and Mr. Gorkha Bahadur Thapa and advised by other excutive members of NAAS.

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CAN NEPAL FETCH ITS SHARE FROM THE GLOBAL IT PIE ?

Suresh K. Regmi

President

Information Technology Professional Forum (ITPF)

Global IT Pie – How big is it?

Information Technology (IT) is the emerging technology whose enhancement is taking place at the fastest speed and is expected to progress further in many years to come. IT has become the basic infrastructure needed for the development of every sector (agriculture, health, education, industry, business etc.) in the developed world and this trend can also be observed in the developing world. A lot of new work opportunities has been created due to this phenomenon and there has been deficiency of work force in the developed countries. The developed countries are thus looking towards other countries for the IT workforce either by granting work permits to the IT skill holders or by outsourcing the job abroad. Also the development of communications have led to market economics of outsourcing of any IT enabled services to the country where it is most cost effective. India has estimated the world IT market consisting of 3 trillion US Dollars and aims to acquire 50 million US\$ by the year 2008 in its recently published action plan. International Data Corporation (IDC) survey estimates that the market of IT services within Europe will be US\$ 129 billion in 2003. Internet and e-commerce has further opened new avenues and possibilities for the entire IT industry in the world.

Software industry in the world is growing at a rate at which no other industry is able to compete. A study done by Business Software Alliance (BSA) suggests that in the US (during 1994 -1998), software industry grew at a continuous rate of 15.4% whereas the whole economy grew at the rate of 5.4% per year (only one-third the rate of the software industry).

In the last five years (1994-1999), the Indian IT industry has recorded a C.A.G.R. (Compounded Annual Growth Rate) of more than 40.5% which is almost double the growth rate of the IT industry in many of the developed countries. The C.A.G.R. for the Indian software industry

revenues in the last five years has been 56.3%. Here, the C.A.G.R. for the software export industry has been 60.71% while that for the domestic industry has been 46.05%.¹

Requisites for the share

The IT industry is constituted of hardware (digital electronics), software (system software, application software and embedded software) and IT enabled services (Digitization, Transcription, Call centers etc.). Hardware industry requires heavy initial investment, development of component industry and cheap raw materials, cheaper cost of production and shipments, and domestic and export market potential.

The one most important factor needed for software industry is skilled manpower for software development, system analysis and design, project management, quality control etc. IT enabled services are generally any other service industry taking benefits of the latest IT technologies. It does not require many highly skilled manpower but the actual production will be done by educated labours with some training on IT resources to be used. Both software and IT enabled service industries are labour intensive and need reliable and cheap communication infrastructure and access to the global market. The possibilities of cheaper cost of production in countries like Nepal should be able to attract jobs to this part of the world but it needs to be guaranteed for good quality.

Nepal & its present context

Nepal is a democratic country with constitutional monarchy and has adopted the policy of liberalised economy. Nepal accepts foreign investments in permissible sectors such as IT industry with up to 100% equity and the profits and initial investment amount can be repatriated. Revenue of export is very nominally taxed.

Four Nepalese universities are offering IT related academic course with annual intake of about 400 students. The number of students going out of the country to study IT courses is not included in the above number. The number of colleges offering IT courses is growing every year and so does the number of students taking courses within the country. There are also number of colleges being opened with affiliation to foreign universities offering IT courses. Private training institutes are now offering long term professional training courses. Several training institutes in Nepal have been franchised from top class institutions from India, Singapore and UK. Thus the requirement of skilled manpower for software development is being taken care by domestic production and is supported by education obtained from neighbouring countries like India, Bangladesh and other countries such as Thailand, Philippines, Australia, UK, USA. Japan is also providing scholarships for short term training in specific skills of software development and management. There are many Non Resident Nepalese (NRN) abroad (USA, Australia, Singapore, Thailand, Middle East etc.) working in the IT field and are interested to come to Nepal if suitable situation arises.

Nepalese software development and production companies have been successful in meeting the national software development demand and do small volume of software exports. Foreign investment on software development industry had started since 1983. A software company has been established with full US investment and successfully running with Nepalese software developers since 1997. The trend of opening up companies offering software application services such as digitization, medical transcription etc especially for export purpose is growing. A couple of joint ventures from US, Japan and India have already been established in IT enabled service sector.

Nepal has made good progress towards communication infrastructure already and is in the phase of spreading

this further to remote parts of country. There are 13 ISPs who have received the license and 10 ISPs are already up and running very actively. Approximate number of Internet users is 10,000. The cost per month of an Internet account has come down as low as US\$ 15 approximately. The quality of services provided by most of the ISPs is up to the standard and the situation is improving. Nepal Telecommunication Corporation (NTC), the national communication enterprise, has also started its operation of providing Internet services. NTC is also providing mobile phone services, and another private sector company will also be established in mobile phone services very soon. There are already many pager service companies in Nepal. Also there are many private VSAT service providers in Nepal. VSAT can be acquired by any enterprise for data communication.

Nepal Telecommunication Authority (NTA) has been established in order to facilitate privatization of telecom and communication facilities (ISP, VSAT, Paging, Cellular, WLL and ultimately Fixed Line services).

Conclusion

Nepal has been famous in the world due to Mr. Everest, the highest peak in the world and the Gurkhas, the Nepalese people who are known in the world for their bravery. This is not enough for making the country prosperous. Development in the field of agriculture, industry and most importantly, the emerging industry such as software and IT enabled services, should be properly tapped by Nepal. Computer Association for Nepal (CAN) has put forward a vision of placing Nepal on the global IT map. The neighbouring countries of Nepal, both India and China, have been successful to reap the benefits of this boom in the IT industry so far and are aiming for greater share of the global IT pie. Nepal, being contemporary to these countries in terms of beginning computerisation, should seek opportunities in the rapidly expanding IT sector from the global market. □

Attention



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THE KJ METHOD AND TECHNICAL COOPERATION

Jiro Kawakita

Professor Emeritus
Tokyo Institute of Technology

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Learning Problem-Solving at the "Free Campus University"

More than 30 years ago, back in my days as professor in cultural anthropology at the Tokyo Institute of Technology, I went off on a two-week camping trip to Kurohime Highlands with a dozen or so young people. This was the first session of what I called our "Free Campus University," where we studied problem-solving techniques while living in tents and cooking over camp fires. The enthusiasm of the participants kept the Free Campus University going for another twenty times.

The Free Campus University was open to all, and participants were recruited from far and wide, I set the quorum at 108 because I had found this to be the most suitable number for training participants individually, in teams, and in a large group analogous to a corporate organization. There were six individuals to a team, and six teams to a unit. A unit of 36 people is too small to be called an "organization," so we settled on three units, or 108 people. The teams were six-strong because in my experience, six plus or minus one is the most effective size for the basic unit when learning teamwork. The number six also divides up conveniently into three groups of two or two groups of three.

Each session of the Free Campus University consisted of a number of Rounds. The purpose of Round 1 was to raise the participants' problem-awareness. First, they would hold a general discussion about the topic they had been allocated, and once they had sorted out their ideas using a method of my own devising, known as the KJ Method, the problem would become evident. In Round 2, the participants learned to grasp the situation, or in other words, to obtain a clear picture of the facts, guided by their newly-honed awareness of the problem. They arrived at this point by seeking out phenomena relating to the problem, and learning how to gather information through observation, interviews and other techniques. They would



then write down their findings on data cards, which would be collected together to form a data bank. First, each team would give a presentation on their findings, which would then be consolidated within the unit, after which each unit would present its findings to the assembled group. In this way, the entire group would arrive at an overview of the situation.

In Round 3, the identify-the-essentials round, the participants would pick out the key points. At this stage, they would learn how to debate the issue in order to arrive at the essence of the problem, looking back together over their collective experience, and homing in on the crux of the problem. My own "Consensus Evaluation Method" proved to be useful tool here, and any team that used it would unfailingly identify the basic problem. Once this had been done, the participants could decide whether to continue or give up. If they decided to go ahead, they would embark on Round 4, in which they would formulate a master plan, and then proceed to Round 5, in which they would work out an implementation strategy. After that was Round 6, in which the implementation strategy would be translated into a practical procedure. Strictly speaking, this should have been followed by a round in which the procedure was carried out, and then a round where the implementation was carefully evaluated, and finally, by a round where the results were tested. However, since the Free Campus University term was only two weeks long, there was never enough time to get that far; in fact, the furthest we ever got was Round 5.

The KJ Method defined

The KJ Method, which grew out of my experience of field study in 1951, is a technique for performing synthesis in a conceptual rather than a logical way on a set of data which are qualitative rather than quantitative. The majority of the information—i.e., data—that we human beings use in the course of our daily lives is qualitative. However, methodologies for creative synthesis of qualitative information are almost completely absent from the history of human civilizations all over the world.

Therefore, as a method for processing data obtained through field work, interviews and discussions, the KJ Method is of great and fundamental importance in "real life" and in research. As a tool for handling particularly complex and difficult social problems, it is indispensable.

Since methodology of this sort has nevertheless been more or less disregarded even by modern science, I propose that the practice of gathering information in the field, combined with the KJ Method, should be jointly known as the "field scientific method."

The KJ Method gained nationwide prominence in Japan, starting with the industrial community, at about the time the country entered its period of advanced economic growth. Thanks to its popularity in Japan, its existence, at least, has also come to be widely known in East and South East Asia. In the Western world, however, its importance has only recently begun to be recognized. This, I think, is because it has never been systematically studied in the West, and has caught on only by the haphazard route of word of mouth.

Finally, I should mention that the name of this method was a nickname that stuck. My research group simply christened the method after my own initials in Japanese order: KJ for Kawakita Jiro.

At this point, I would like to take a moment to look back over the history of corporate labor. It has to be said that, from this perspective, the march of civilization has not been an unalloyed blessing. The most pernicious aspect of socioeconomic progress has been the emergence of the "managerial society," where the managers have authority over those who actually do the work, or rather, those who tend to end up obliged to perform mindless tasks as if they were trained animals. At its worst, this produces a situation where workers lapse into a state of "being worked" rather than working, as if they were not human beings, but virtual beasts of burden. Even in today's highly-organized society, this is all too apt to happen if it is allowed to. The dehumanization of the work force, occurring at times of strong economic growth, is at its most acute in Japan, but it is also a major problem throughout the world. By analogy with the phrase "mass-stultification" – coined by the eminent critic Soichi Oya when television first caught on with the general public—I have used the phrase "mass-dehumanization" to describe this effect. This, in my view, is our basic problem, next to which economic recession pales into insignificance. Nowadays even children will glibly refer to the recession as the root of all our woes; I suppose that everyone is entitled to their own opinion, even if it is completely unsullied by knowledge or experience. However, I believe that the current recession derives from a specific cause, and this feeling came through very strongly at the "Pulse Debate" I led recently in Miyama-cho in Kyoto.

Clarifying the Structure of Opinions through "Pulse Debate"

Let me explain briefly what I mean by a Pulse Debate: this is a discussion that takes place in three stages. The Miyama-cho Pulse Debate involved about 30 participants, and our theme was summed up as "How the people of Miyama-cho view their lives and their dreams," In Stage I, all the participants were allowed to say anything they liked on the theme given. The only proviso was that each individual had to note down the points he or she wanted to make. The notes could be very rough and cryptic: for instance, concerns about garbage disposal could be noted down merely as "G." These rough notes, which I call "dot memos" only need to be clear enough to allow the writer to remember his or her own points for half an hour. Keeping the notes as brief as possible prevents the process of writing things down from interfering with the process of speaking out, and actually makes it easier for people to speak out and get their views across.

After doing this for about 20 minutes, we moved on to Stage Two, The ideas each individual had put forward, based on the rough notes, were written out on the sticky labels used in the KJ method, one idea to each. However, the ideas were now written out clearly enough to be understood by everyone else. Some people would only write down one idea, while others would write ten, but this did not matter.

When everyone had finished, we moved on to Stage 3, where the convener called on the participants one at a time to read out one of their labels, while everyone else listened. After each label was read out, it was placed on big size sheet of paper in front of the convener. Even if an idea was similar to previous one, it was still read out and placed on the paper. That way, all the ideas that had come out of that round could be seen at a glance, even if the layout was a bit rough-and-ready.

By the time we had gone round the group three times, just about all the ideas had been exhausted. The labels with the ideas on them were then peeled off their backing paper and each was individually stuck onto the big size paper in its correct position, beside the ideas that it most closely resembled. Since the labels were sticky-backed, this was done quickly and easily.

I then took home the sheet of big size paper with the labels stuck on it, and organized them according to the KJ method. At the next meeting, I explained the overall results, summarizing the opinions expressed by the participants at the previous meeting. The entire structure of the whole group's opinions was thereby allowed to emerge clearly. Next, using my own Consensus Evaluation Method, each participant gave their own evaluation of each opinion, in the form of a number of units. The evaluation scores were collated using a personal computer. This allowed "islands of consensus" to emerge. By having each participant assign a priority rating to each island and then adding up the ratings, we were able to arrive at a numerical confirmation of the group's priority rating for each problem.

Through this Pulse Debate, it became clear that the towns people definitely did not want Miyama-cho to become more like a big city. This opinion carried all the more weight for not having been spearheaded by any one individual. Having thus got things clear in its own collective mind, the Miyama-cho community went on to build on the result of the Pulse Debate by embarking on its own development project. The aim of this project is to build a creativity development center with the emphases firmly on culture—the first of its kind in Japan. The slogan the community has created for this project is "Miyama-cho: where culture and nature unite".

Problem-Solving by the KJ Method in the Field of Technical Cooperation

The KJ Method can be used to great effect in many different areas. In the field of technical cooperation, for example, combining the KJ Method with other techniques is a reliable way to succeed when it comes to problem-solving

In recent years, the KJ Method has begun to attract attention in East Asia and also in the Western world, Let me explain the pivotal role it could play in transforming scientific thinking.

There are three different approaches to science. The first is "armchair science," the old academic tradition dating back many centuries. This school of thought is characterized by the canon of scientific works written by previous generations and studied by the present one. Its other great weapon is reasoning. The power of armchair science lies in the method of logical reasoning, and it is still useful today.

The second approach to science is the empirical one which has its roots in 17th century Western society. The analysis of experimental data and the acceptance of empirical science by Western civilization were developments of great significance. In my view, it was the interplay between armchair science and empirical science that made them both more powerful and resulted in the industrial revolution. However, industrialization was more successful than anyone had envisaged, and consequently this type of science was overdone. It later came to be assumed wrongly—that the only two possible approaches to science had already been discovered. Nowadays, one new product after another emerges from the factories, and many of them have caused acute social problems. I have grave misgivings about this situation, and I believe it cannot be solved by armchair science and experimental science between them.

The element that is currently lacking, and that will prove vital in the future, is what I have named "creative synthesis." This will be performed out in the real world, or "in the field." under the heading of "field science." The concept of field science has not yet gained academic recognition, but I do not hesitate to put it forward as the third way to approach science. Armchair science, experimental science and field science each attack any

knotty problem from different angles. Combine the three approaches, and they are powerful indeed.

Let me give another example to support my case. Since the year before last, I have been using the KJ Method with the townspeople of Pokhara, in Nepal. I have also proposed an international symposium on the theme of revitalizing Pokhara, and I am sure this will be successful if I can get the townspeople to use the KJ Method to clarify their ideas on how to accomplish this revitalization, and include their views with the seminar's publicity material.

In the KJ Method, data can be collected through interviews or from written sources, but in either case, it is essential that the data is as up-to-date and authentic as possible. Next, the harvested data has to be sorted in the right way. Basic observation is all that is required to do this: once the collected data has been creatively synthesized using the KJ Method, the problems will become obvious, solutions will start to present themselves, and everything will start to fall into place. Using the evaluation procedure I described earlier, the findings can readily be translated into quantitative terms, making numerical evaluation possible.

I have applied the KJ Method to technical cooperation projects not only in Pokhara, but also in even more remote mountain villages. I aim to use this method to give the local people the power to solve real-life problems for themselves, including the problem of generating sufficient income.

Like everywhere else on our planet, Nepal is beleaguered by environmental problems. Mountain ecosystems are more fragile than most, and the effects of pollution are now becoming evident even in the Himalayas. The KJ Method can empower the inhabitants of mountain villages to clarify their ideas about how their own village is affected by the global problem of environmental destruction, in its local manifestations: destruction of the mountain environment, deforestation and landslides. If they could then put their ideas down in writing, they could use the Internet to make the information available worldwide. If several villages were to pool their



Technical cooperation activities in Nepal-setting up a hydro-pump

writings, an even wider range of information could be shared, and this could, of course, include information on traditional culture. This might lead to ways of generating real income, allowing the local people to earn money while continuing to live in the mountains. The people of Pokhara are currently excited by the idea of creating a huge database, and I and my colleagues are working with them to make this vision a reality.

The Japan Overseas Cooperation Volunteers have sent members to Pokhara, and various other organizations are cooperating actively with Nepal. I hope these like-minded groups will manage to transcend all differences in nationality and mind-set, and succeed in uniting their strength.

Dr. Jiro Kawakita

1920 Born in Mie Prefecture, Japan

1943 Graduated from Kyoto University

Associate Professor, Osaka City University

Professor, Tokyo Institute of Technology

Professor, University of Tsukuba

Professor, Chubu University

Professor Emeritus, Tokyo Institute of Technology

Present President, Kawakita Research Institute

Former Chairman, Japan-Nepal Society

Major: Cultural Anthropology and Geography

Doctor of Science

QUALITY AND IT : NAAS VISION 2000

Dinesh P. Chapagain

President, Nepal AOTS Alumni Society

On the very first day of my presidentship at Nepal AOTS Alumni Society, one of my very close colleague from the society asked me, "Dinesh ! What is your vision for Nepal AOTS Alumni Society ?" It was indeed an extremely important question. I know an organization can not move ahead smoothly without clearly defining its long term vision, its mission to achieve this vision, its strategy, objectives and goal to drive all efforts of all concerned people of the organization in one direction. Nepal AOTS Alumni Society was established in 1989. Its main objective at that time was to develop Nepalese human resources in technical and managerial skill, and promoting harmonious and friendly relationship between Japan and Nepal. This objective is still valid and will be valid in the future too. However, there are a number of questions what is our vision, or What do we strive for ? Where we want to reach, or even specifically, which area, who are the beneficiaries, what are the goals and targets, and when can we achieve all this ? The answers to all these and many other questions are all still not focused even after working for ten multiplied three hundred sixty five days of its establishment.

Though not specifically defined in a written form, NAAS always had a consensus vision to work at. However in today's context, the vision as a bit sight-shortened or short-term perspective. So, we can refer to them as NAAS's missions. We started with a mission and achieved some objectives at each phase of its mission. Let me throw some light on this matter.

In 1989, our mission was to gather all friends who are ex-trainees of AOTS in one place and form a formal organization. We achieved this objective within two years. In February 1991, NAAS formally registered with His Majesty Government of Nepal. Only 23 ex-trainees were registered as members of NAAS. This can be considered as the first phase of NAAS mission.

In 1991, our mission was to improve the number of NAAS members, and understand the working systems of AOTS and its alumnus in other countries. We also had a dream of building our own office building. We achieved this objective within four years. In December 1995, NAAS organized the SAFAAS Convention and at the same time opened its own office and training center and named it as Yamamoto Talim Ghar at Koteswor, Kathmandu. The dream came true. This may be considered as the second phase of NAAS mission.

Now, what ? was the question. The arc of ambition was growing. We had the training facility and we had dedicated

NAAS volunteer member. In 1996, our mission was concentrated mainly on providing maximum numbers of training and mobilizing resources. We succeeded in doing that. By the end of the last century, i.e., 1999, we provided opportunities of training to about 1900 Nepalese engineers and generated a lot of fund to take care of the operating expenses of the society as well as its training center. This we may be considered as the third phase of NAAS mission which we achieved within four years.

We are moving ahead with a mission, and, of course, with some specific objectives. But, we are yet to define our vision in a written form. NAAS is a unique voluntary association in Nepal. The association is a mere gathering of ex-trainees of an organization at Japan. It aims to train Nepalese human resources mobilizing its own financial and technical resources of course with the support from AOTS, Japan.

The very first question of my friend is still to be answered. I worked all these two years of my tenure as the president of Nepal AOTS Alumni Society keeping this question in my mind. What is the vision for NAAS ? We have defined short-term missions and achieved some goals. But without really defining the vision, our mission may lead to unwanted directions. It may be possible that some day, all our past efforts may turn out in vain.

Nepal is placed among the least developed country in the global economic map. We know, all of us are working very hard to uplift the economic condition of Nepalese people. However, the situation is not improving. This may be because we fail to give focus to our activities. Let me shortlist some of the important areas of human resources development activities NAAS has undertaken.

- * Garment factory management which assists export oriented labor intensive industry
- * Construction management which assists infrastructure development
- * Hotel and tourism marketing management which assists tourism and hospitality management
- * Telecommunication network planning which assists communication infrastructure development
- * Entrepreneurship program
- * Printing technology and management
- * Quality management
- * Computer application training
- * Others

Our areas are wide, our resources are limited. Somebody has rightly said, Nepal is a land locked country but not mind locked. The people here are intelligent, sincere and hard working. History has proven this. If NAAS concentrates on some important areas, I think it can perform much much better. I would like to define the Vision 2000 for NAAS as to be a number one training institute in Nepal for developing human resources in the area of Quality and IT.

Quality is a value system, an attitude of mind. It focuses more on customers. The external and internal customers. Concentrate more on customer services. To have a win-win strategy and achieve the objective in the real sense, Quality is the only answer. Japan has become one of the super economic powers because of this fact. awareness. NAAS, being an associate of Japanese AOTS why not to grab this opportunity to disseminate the knowledge of quality to Nepalese people. We have more strength in this area than others.

IT is a technology, a must for any profession and development activities in this millenium. A technology which is not restricted by the land lockedness of the country, which is global and far from physical barriers. Japan has tremendous strength in IT and Nepalese people have tremendous political. Let us blend these two help in developing Nepalese human resources.

Let NAAS use these two buzz words-Quality and IT- for

formulating the Vision 2000. In fact, NAAS has already done the ground work to go toward this vision.

- * With the inspiration of Professor N. Kano, NAAS has already formed a separate wing to implement training programs on Quality. NAAS has named it "Nepal AOTS Alumni Society Japanese Style Management Training Centre", or, in short JASMAN.
- * With the support of Centre of International Cooperation for Computerization (CICC), Japan, NAAS has already formed a separate wing to implement training programs on computer training. NAAS has named it "Nepal AOTS Alumni Society Computer Training Centre", or NACTC in short.

There is a lot of work to be done. We have just framed up the background with a vision to build up Nepalese manpower for the millenium with the knowledge of Quality and IT. Let us understand that Quality is a psychological parameter that has to be in-built in the mind of Nepalese society and IT is a technological parameter that has to be implanted within the organization for improving competitiveness. Japan has the best of these two in the world, and Nepalese people are handicapped in both these fields. NAAS has to act as a bridge to fill up this gap and be the number one training institute in Nepal.

Wishing the 10th Annual General Meeting
of
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IMPLEMENTING ISO STANDARDS IN NEPAL: A PRACTICAL ASPECT

Kush Kumar Joshi
Managing Director
Nepal Ekarat Engineering Co. Pvt. Ltd.

**“Quality is never an accident. It’s always the result of intelligent effort.
There must be the will to produce a superior thing”**

- John Ruskin

There are thousands of thoughts and slogans on Quality, which do not come up simply or are familiar to us. Based upon years of experience, and having come across thousands of slogans I believe the one mentioned above is the most appropriate one. It can be realized and enforced towards harnessing the Quality practice into the workplace. The “**will**” in the above saying has to come from the top management - the will to develop the **human resources** in the floor level to concentrate on Quality. Sweeping changes continue to reshape the workplace. The **human resource** professional needed today is a knowledgeable and skilled business partner. The human resource professional plays a vital role in helping the organization to remain competitive in the marketplace.

There are many tools to exercise on Quality improvements and Quality Assurance, but one that is proven and recognized by the international community is the **Quality Management System (QMS)**. The system is a quality assurance system. Under the ISO 9000 standard series if it is certified by the International Organization of Standardization (ISO)

Benefits of Quality Management System

The benefits are ultimately commercial and lead to a healthier business. This may mean more profit, higher profitability or in difficult times it may mean that the company has the extra edge needed to survive. The specific

benefits are:

1. It demonstrates to customers that the company is committed to quality.
2. It demonstrates that the company has implemented procedures to:
 - * Identify the requirements of its customers
 - * Ensure that it is able to supply products and services in accordance with those requirements
 - * Ensure delivered products conform to those requirements
3. It helps to create satisfied and loyal customers because goods and services are what they ordered.
4. It helps to reduce operating costs. Because the system will force improvement, it will improve competitiveness and profitability.
5. It provides evidence to customers that the Quality Management System has been independently assessed as being effective.
6. It provides evidence of a responsible attitude to Quality, including product and service liabilities.
7. It enables the company to compete for business when the customer insists on the supplier having ISO 9001 or ISO 9002.

THE INTENTIONS OF THE CLAUSES OF ISO 9000

Group	Clause	Title	Intention (To ensure that ...)
System	4.1	Management responsibility	<i>Senior management formulate, support and implement the quality policy</i>
System	4.2	Quality system	<i>The quality system is adequately documented</i>
System	4.5	Document and data control	<i>All documents and data relating to the quality system are properly controlled</i>
System	4.14	Corrective and preventive action	<i>All quality errors are corrected and investigated or better still, prevented</i>
System	4.16	Control of quality records	<i>All quality records are kept and safeguarded</i>
System	4.17	Internal quality audits	<i>These are planned, implemented and acted upon</i>
System	4.18	Training	<i>Needs are identified and training carried out</i>
Input	4.3	Contract review	<i>The customer's requirements are understood and the company is capable of meeting those requirements</i>
** Plan	4.4	Design control	<i>What is designed is what is specified</i>
Plan	4.6	Purchasing	<i>What is purchased is what is specified</i>
Plan	4.7	Control of customer supplied product	<i>Special care is taken over customer's property to be incorporated in the product</i>
Main	4.8	Product identification and traceability	<i>The right product gets to the right customer</i>
Main	4.9	Process control	<i>The main business process is carried out under controlled conditions</i>
Main	4.10	Inspection and testing	<i>Necessary inspection is carried out at Goods Receiving, In-process and Dispatch</i>
Main	4.11	Control of inspection, measuring and test equipment	<i>The correct equipment is used and calibrated regularly</i>
Main	4.12	Inspection and test status	<i>Only conforming product reaches the customer (or next process)</i>
Output	4.13	Control of nonconforming product	<i>Nonconforming product is prevented from unintended use</i>
Output	4.15	Handling, storage, packaging, preservation and delivery	<i>Product is handled, stored, packaged, preserved and delivered in such a way as to prevent any deterioration or damage</i>
Output	4.19	Servicing	<i>Any servicing obligations are met</i>
Output	4.20	Statistical techniques	<i>The use of these tools is reviewed regularly</i>

**** 4.4 Design Group** - **ISO 9001 only**
 - **This is for guidance only to make the clauses fall in a logical order**

Where we are ...

In Nepal, we are in a preliminary stage in Quality Management. We are still in that age, where government standardization bodies are pursuing with the manufacturers to standardize their product. Most of the companies are still running their show with the traditional approach characterized by

- * *Concept of quality vs. price*
- * *Least priority in human resources*
- * *Unaware of international trends*
- * *Lack of professionalism*

How can we do it?

As already discussed we need to establish the following prerequisites to go ahead to establish the Quality Management System.

1. Management "Will"
2. Clarity in "Vision"
3. Organizational set-up
 - 3.1 Physical Environment.
 - 3.1.1 House keeping.
 - 3.1.2 Adequate plant facilities.
 - 3.2 Competent human resource
 - 3.2.1 Motivation
 - 3.2.2 Transparency
 - 3.2.3 Adequate training

Success Story

Implementing ISO 9000 system in Nepal Ekarat Engineering Co. Pvt. Ltd. (NEEK).

Before we go for how NEEK implemented the ISO 9000 system, let me present a brief on NEEK:

NEEK is a manufacturer of Distribution Transformer from 1 - 3000 kVA and up to 33000 kV voltage system in joint venture and technical know how with Ekarat Engineering Public Co. Ltd. Bangkok, Thailand.

NEEK was established in 1992 and has produced 4,500 units of Transformers different sizes of till date and repaired up to 10,000 kVA power transformer and up to 66 kV voltage system.

NEEK is The first ISO 9000 certified manufacturing company in Nepal.

The total number of staffs include : 80 Technical and 24 Administrative

Implementing the ISO 9000 System in NEEK

Before the project started the top management had to demonstrate its commitment. The situation in the company had to be assessed in order to judge the amount of work to be done, the resources required and the time it would take to succeed. Then it started implementing the system on phase wise:

• Phase One:

- * *Briefing all employees on the reasons for implementing an ISO 9000 Quality Management System with the background on the history of ISO 9000 and the intention of the clauses.*
- * *Appointing the Quality Management Representative (the key person) and the implementing team.*
- * *Making a process model of our business to enable us to establish exactly what we had to control*
- * *Identifying the areas where current practice was not to ISO 9000 requirement*
- * *Writing the Quality Policy Manual (an outline of our system) and our commitment to ISO 9000 Standard.*

• Phase Two :

- *Documenting the actual procedures for implementing the policy defined in our quality manual, and developing the necessary work instructions / checklist/ standard forms.*
- *Using a software designed to implement document control to improve efficiency*
- *Revisited the areas of improvement identified in phase one.*
- *Reviewing the prepared documents by the certification body.*

• **Phase Three**

- * *Implemented QMS in accordance with designed procedure.*
- * *Trained five staff members to be Internal Quality Auditors (as required by Clause 17 of ISO 9000).*
- * *Initiated a ruling audit program designed to check system compliance twice in a 10 week period.*
- * *Corrective measures taken to remedy faults revealed by internal audits*
- * *Before our compliance assessment a comprehensive audit was conducted to ensure we were ready to be judged competent to receive ISO 9000 certification.*

Phase Four

Initial assessment from Certification body.

The Benefits to NEEK of achieving ISO 9000

- A. Increased customer satisfaction, leading to:**
- customer loyalty
 - less (or *NO*) reason for our customers to look elsewhere
 - increased reputation in our mark
- B. It tells our customer that...**
- NEEK is committed to **QUALITY**.
 - NEEK has procedures to ensure that:
 - their needs are identified
 - their requirements will be met
 - they will get what they ordered
- c. Reducing the operating cost because:**
- no re work
 - there will be less waste of material, manpower, time, energy and less work.

The overall result will be stronger NEEK and higher profit.

□

*Wishing the 10th Annual General Meeting
of*

Nepal AOTS Alumni Society

a grand success

June 25, 2000

Chirag Foam Industries Pvt. Ltd.

BID, Balaju, Kathmandu, Nepal

Tel : 350384, 430773

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“नेपाल ए.ओ.टि.एस. अलम्नाई सोसाइटीसँगको मेरो १४ वर्षको सहयात्रा”

अमिरा दली

उपाध्यक्ष, नेपाल ए.ओ.टि.एस. अलम्नाई सोसाइटी

Amira Dali needs no introduction. She is the most active and dynamic member of Nepal AOTS Alumni Society who has played a very vital role in the establishment of the society. Breaking traditions, TALIM has for the first time included a write-up in Nepali in its publication. Being the 10th Anniversary, TALIM could not resist presenting a virtual documentary of the trials and triumphs of Nepal AOTS Alumni Society since its establishment 10 years ago - something which all NAAS members should understand. NAAS members will also appreciate that it could be only Amira Dali to make such a vivid and heart-ending presentation, and that the same justice would not be meted out in English considering the context.

पृष्ठभूमि

नचिताएको र नपत्याउँदो एकछिनको सानो घटनाले पनि मान्छेको जीवनमा कस्तो परिवर्तन ल्याउँछ भन्ने कुरा AOTS सँगको मेरो भेटबाट चरितार्थ हुन्छ जस्तो मलाई लाग्छ । जापानमा आफ्नो अध्ययन पूरा गरेर घर फर्कने तरखरमा थिएँ, सोफिया युनिभर्सिटीमा म सँगै पढेको ग्रीसको साथीले जापानमा अझ केही पढ्ने सिकने इच्छा प्रकट गर्‍यो । AOTS माफत ट्रेनिङ लिन पाइन्छ भन्ने सुनेकीले मैले उसलाई AOTS मा लिएर गएको थिएँ । त्यो बेला पहिलोपल्ट AOTS मा सिरोतासान् र कासिवाबारा सान्लाई भेट्न मौका पाएँ र उहाँहरूले AOTS को ट्रेनिङको बारेमा सबै जानकारी दिनुभयो । यो घटना सन् १९८० को जनवरी-फेब्रुअरीतिरको थियो ।

कुरा के पढ्ने भने मेरो ग्रीसको साथी जापानी भाषा बोल्न, लेख्न र पढ्न जान्दैनथियो र कुराकानीको क्रममा सिरोतासान्ले मेरो साथीको सट्टा मलाई नै AOTS ट्रेनिङ लिएर हुन्छ नि भनेर सिफारिस गर्नुभयो । मैले पनि सोचें 'ठीककै छ,' यसका लागि मैले कम्पनी खोज्नुपर्ने थियो र आफ्नो रिसर्चको विषय-वस्तु बनाएको कम्पनीसँग गएर कुरा गर्ने । तुरुन्तै सकारात्मक जवाफ पाएँ । साथीको लागि गएको मान्छे आफ्नै लागि पो ट्रेनिङको ढोका खुल्यो । ६ महिना भित्रै सब कुरा मिल्यो र सन् १९८० को अक्टोबरदेखि नै १ वर्षको ट्रेनिङ सुरु गरिहालें । यसरी मेरो AOTS सँग भेट एकदम अप्रत्याशित किसिमले भयो र त्यस भेटघाटबाट आजको म यस रूपमा NAAS सँग आबद्ध हुने मौका पाएँ ।

जापानमा युनिभर्सिटी उत्तीर्ण गरेर सिधै AOTS को ट्रेनिङमा जाने अवसर धेरै थोरैले मात्र प्राप्त गर्ने रहेछ । किनभने AOTS को टेक्निकल ट्रेनिङ धेरैजसो OJT हुने कारणले गर्दा कुनै संस्थामा काम गरिरहेका मान्छे मात्र ट्रेनिङमा आउने रहेछन्, मेरो जस्तो case एकदम विरलै पर्ने जस्तो छ । मेरो सन्दर्भमा, भाषाको ओरियन्टेशन पनि जरूरत थिएन, AOTS को ट्रेनिङ सेन्टरमा बस्नु पनि आवश्यक भएन, किनभने विद्यार्थी बेलामा बस्ने गरेको घरबाटै ट्रेनिङमा आउने-जाने गर्दथे । जापानी भाषाको खासै समस्या नभएको कारण मैले ट्रेनिङ लिएको कम्पनी Mitsui Knowledge Industry कम्पनीको स्टाफ सरह बिहान ९ बजेदेखि बेलुकी अवेरसम्म OJT हुन्थ्यो । जापानी चलनअनुसार महिला स्टाफले टेबुलको सरसफाई, चिया बनाउने र सर्भ गर्ने जस्ता कामहरू पालैपालो गर्नुपर्थ्यो, QC Circle मा भाग लिनुपर्थ्यो र मैले यी कामहरू पनि जापानी महिला स्टाफ सरह नै गरेँ । AOTS बाट follow up मा आउनु हुने व्यक्तिहरू पनि त्यहाँ म त्यसरी घुलमिल भएर

बसेको देखा खुशी भएर फर्कनुहुन्थ्यो । एक वर्ष पूरा भएपछि ट्रेनिङको अवधि छ महिना अझ बढाइयो । AOTS को डेढ वर्षको ट्रेनिङ (शायद नेपालीहरूमध्ये सबभन्दा लामो हो कि !) सकाउँदा त जापानी corporate culture मा पूरा भिजिएर फर्कने सौभाग्य मैले पाएँ । यो सन् १९८२ मार्चको कुरा हो । जापानमा त्यो बेलासम्म मैले अलम्नाई सोसाइटीको बारेमा 'अ' पनि सुनेकी थिएँन ।

NAAS को शुरुआत

जापानको ६ वर्षको वसाईपछि सन् १९८२ को अप्रिल महिनामा नेपाल फर्केर आएँ । आफ्नै देशमा पनि सब कुरा नौलो र अपरिचित लाग्थ्यो । काम खोज्ने सिलसिलामा सरकारी, अर्धसरकारी तथा प्राइभेट कम्पनीहरू घुमियो । मेरो दिमाग चाहिँ केवल AOTS को ट्रेनिङ लिएको बेलाको जस्तो काम गर्ने वातावरण भएको ठाउँ खोज्ने धुनमा थियो, कहाँ पाउनु र नेपालमा त्यस्तो ठाउँ ? अन्ततः एउटा जापानी कम्पनीमा काम गर्न सुरु गरेँ, १८ वर्ष वितिसक्यो पनि अझै यही कम्पनीमा कार्यरत छु ।

सन् १९८५ तिर जाइका अलम्नाइको एउटा जमघटमा मेरो भेट श्री अशोक बानियाँज्यूसँग भयो । उहाँ सन् १९७९ तिर ट्रेनिङमा जापान आउनु हुँदा टोक्योमा मैले घुमाइदिएकी थिएँ । त्यसकारणले उहाँले मलाई धेरै माया गर्नुहुन्थ्यो र जहिले भेट भएपनि AOTS अलम्नाई खोल्न घचघच्याउनु हुन्थ्यो । जहिले पनि 'लौ न लाग्नु पढ्यो' भनिहाल्नुहुन्थ्यो । यसै बीच मेरो भेट श्री पुरुषोत्तम नारायण मानन्धरज्यूसँग भयो, तर AOTS को ट्रेनीको रूपमा भने होइन । मेरो एउटा जापानी साथीले उहाँको सँगै खाने र पिउने साथीको रूपमा श्री मानन्धरज्यूको परिचय गराइदिनुभएको थियो । कुरा गर्दा गर्दै उहाँ त नेपालको पहिलो AOTS ट्रेनी (१९६६) हुनुहुँदोरहेछ भन्ने थाहा पाइयो । यसरी NAAS बनाउने क्रममा २ जना वरिष्ठ ex-trainee हरूलाई भेटेपछि मेरो पनि आँट आयो ।

यही समयतिर नै बाङ्लादेश AOTS अफिसका डा. हुसेनले श्री अशोक बानियाँ लगायत केही साथीहरूलाई अलम्नाई सोसाइटी बनाउन चिठीपत्र सुरु गरिसक्नु भएको रहेछ । श्री अशोक बानियाँज्यू तथा श्री पुरुषोत्तम नारायण मानन्धरज्यूको सक्रियतामा साथीहरूलाई contact गर्ने काम शुरु गर्‍यो । सन् १९८६ को फेब्रुअरीमा AOTS, TOKYO बाट श्री योसिमुराज्यू नेपाल आउनुभयो । उहाँले ल्याउनुभएको लिफ्टमा नै नेपालबाट ट्रेनी जम्मा ४९ जना भइसकेको उल्लेख थियो । पहिलो चोटि उहाँको उपस्थितिमा ex-trainee २३ जना जति जमघट भयो र अलम्नाई सोसाइटी खोल्ने प्रण गर्‍यो । यो नै NAAS को इतिहासमा पहिलो तथा साँच्चै महत्वपूर्ण जमघट थियो ।

नेपाल ए.ओ.टी.एस (NAAS) को नियमित भेटघाट

सन् १९८६ को फेब्रुअरीदेखि हामी जम्मा भएका साथीहरूले नियमितरूपमा भेट्ने निर्णय गर्‍यो। भेट्ने, मिटिङ्ग गर्नको लागि ठाउँ चाहिँ श्री पुरुषोत्तम नारायण मानन्धरज्यूले आफ्नो घरको एउटा कोठा उपलब्ध गराउनुभयो। पहिलो औपचारिक मिटिङ्ग सन् १९८६ को मार्च महिनाको १४ तारिखका दिन १२ जना साथीहरूको सहभागितामा सम्पन्न गर्‍यो र महिनाको एक चोटि नियमित रूपमा जम्मा हुने क्रम पनि त्यसै समयदेखि जारी राख्यौं। दुःखद् कुरा त्यो बेलाको एकजना साथी आज हामी मात्र यस संसारमा हुनुहुन्न।

पंचायतकालमा NGO संस्था बनाउन कठिन थियो। तैपनि हामी जम्मा भएर भावी कार्यक्रमहरू बनाउँथ्यौं। श्री पुरुषोत्तम नारायण मानन्धरज्यूले मीठो खाजा खाउनुहुन्थ्यो, अफिसबाट फर्केर भोकाएको पेटमा मीठो खाजा खान पाउँदा हामी मख्ख पर्थ्यौं। सन् १९८७ को जुन महिनामा हामी चार जना (श्री अशोक बानियाँ, श्री रमेश नेपाल, श्री जितेन्द्र बहादुर श्रेष्ठ र म) ले रु.२०० रजिष्ट्रेशन दस्तुर तिरेर नेपाल ए.ओ.टी.एस अलमनाइ सोसाइटी संगठित गर्न श्रीगणेश गर्‍यो। सन् १९८९ को जुन ९ तारिखका दिन श्री पुरुषोत्तम नारायण मानन्धरज्यूको घरमा १३ जना सदस्य सहभागी भएको बैठकले श्री मानन्धरज्यूको अध्यक्षतामा तदर्थ समिति गठन गर्‍यो र संस्थागत रूपमा अगाडि बढ्न प्रथमतः जिल्ला कार्यालयमा दर्ताको काम सदस्य सचिव श्री रमेश नेपाललाई काम सुम्प्यो।

समय बित्दै गयो। श्री मानन्धरज्यूलाई मात्र धेरै दुःख नदेऔं भन्ने साथीहरूको सल्लाहअनुसार हामीले आफ्नो नियमित मिटिङ्ग मेरो अफिसमा पनि गर्न थाल्यौं। यसबाट अलि अप्ठ्यारो महसुस हुन थाल्यो र हाम्रा सक्रिय सदस्य श्री किरण शाक्यज्यूको विशेष पहुँचबाट पुल्चोकस्थित श्री अक्षयश्वर महाविहारको एउटा कोठामा हामीले हाम्रो नियमितरूपमा हुने मिटिङ्ग गर्न थाल्यौं। महिनाको एक चोटि कोठा उपयोग गरे वापत केही रकमचाहिँ विहार लाई तिर्थौं। सोसाइटीको कार्यालयले गर्नुपर्ने काम सदस्य साथीहरूमा बाँडेर Documentation & Communication जस्ता कामहरू चाहिँ मैले मेरो अफिसबाटै गर्थे। मेरो अफिसमा AOTS Table नै खडा गरी धेरै वर्षसम्म यहीबाट AOTS को औपचारिक काम चलाएँ।

वार्षिक कार्यक्रमहरू बनाउँदै गर्‍यो। त्यसताका जम्मा हुने साथीहरूले सोसाइटीको लागि दिलोज्यान दिनुहुन्थ्यो, कार्यक्रमहरू बढ्दै गए। AOTS जापान र AOTS बङ्गलादेशबाट पनि समय-समयमा हामीलाई निर्देशनहरू प्राप्त हुन्थ्यो। सन् १९८९ को डिसेम्बरमा AOTS जापानको सिरातासान् र AOTS ढाकाबाट डा. हुसेन आउनुभयो। जि.शि. कार्यालयमा सोसाइटीको दर्ताको काम नसकिएको भएता पनि उहाँहरूको उपस्थितिमा हाम्रो पहिलो साधारण सभा सन् १९८९ डिसेम्बर २ मा बस्यो। त्यस मिटिङ्गमा २४ जना साथीहरू जम्मा भएका थिए। जापानमा ट्रेनिङ्ग लिएर फर्केका हामी साथीहरू त्यो दिन अति खुशी थियौं। AOTS को मालामा उनिएका, एउटै धारणा, एउटै उद्देश्य बोकेका हामीमा एउटा संस्था जन्माउने, हुर्काउने र अगाडि बढ्ने एउटै प्रण थियो र हामीमा अपूर्व जाँगर उम्लिरहेको थियो। जति बेला जहाँ बोलाए पनि साथीहरू जम्मा भई हाल्ने, काम बाँडी हाल्ने, समय भित्रै सिध्याई हाल्ने हाम्रो कार्यशैली थियो। चोखो मन थियो, ताजा जाँगर थियो, साथीहरू बीच सुमधुर आत्मीयता थियो त्यसैले सदस्यता पनि विस्तारै बढाउँदै लगियो।

सन् १९९१ को फेब्रुअरीमा श्री रमेश नेपालज्यूको अथक प्रयास पछि प्र.जि.अ. कार्यालयमा 'नेपाल ए.ओ.टी.एस अलमनाई सोसाइटी (NAAS)' विधिवत् रूपमा दर्ता भयो। यसले हाम्रो काम गर्ने जोश र जाँगर अझ बढायो, डराउँदै वा सङ्कोच मान्दै काम गर्नु पर्ने स्थिति अब रहेन, हामी निर्धक्क भयौं।

वैधानिक रूपमा पहिलो Annual General Meeting सन् १९९१ को मार्च १९ मा गर्ने निर्णय गर्‍यो र यसका लागि जापानबाट डाइरेक्टर जनरल श्री यामामोतोजू स्वयं पाल्नुभएर हामीलाई आवश्यक निर्देशन दिनु भई हाम्रो हौसला अरू बढाई दिनुभयो। हाम्रो भावी कार्यक्रमहरू पनि हामीले आत्मविश्वासका साथ अगाडि सायौं। "तालिम"को पहिलो अंक पनि प्रकाशनमा ल्यायौं। कामको चाप बढ्दै गयो, महिनाको एक चोटि मिटिङ्ग गर्ने ठाउँ एकातिर, काम गर्ने फाइल अर्कातिर हुँदा हामीलाई आफ्नै अलग्गै ठाउँको आवश्यकताको महसुस हुनथाल्यो। यसै बीच 'जापानी management को ट्रेनिङ्ग संचालन गरौं' भन्ने आवाज साथीहरूबाटै आयो, जापानी भाषा कक्षा संचालनको पनि कुरा चल्यो, यी कार्यक्रमहरूका लागि ठाउँ त चाहियो, हामी भाडा तिरेर बस्न सक्ने अवस्थामा पनि थिएनौं। तर साथीहरूको संस्थाप्रतिको प्रतिबद्धताले ती इच्छाहरू पनि पूर्ण भए, श्री अशोक बाँनियाज्यूले तुरुन्तै 'मेरो कालीमाटीको घर सिँगै खाली छ, अफिस कोठा र ट्रेनिङ्गहलका लागि हुने कोठा, न मिनशुल्क NAAS लाई उपलब्ध गराउँछु' भनेर संस्थाप्रतिको आफ्नो माया दर्शाउनु भयो। वरिष्ठ सदस्यको त्यस मायालाई कुनै सदस्यले पनि त्यो अवस्थामा नकार्नै कुरै आएन। AOTS जापानको केही सहयोग पनि प्राप्त भयो। हामी साथीहरूले ट्रेनिङ्ग र मिटिङ्गको लागि मेचहरू किन्न आआफ्नो खल्तीबाट पैसा फिक्क्यौं, मैले आफ्नो ठूलो टेबुल लगेँ। मेच किन्नका लागि श्री अशोक बाँनियाज्यू र श्री पुरुषोत्तम मानन्धरज्यू सँग मखन घुमेको हिजो भर्खरै जस्तो लाग्छ। 'आफ्नो अफिस भयो वा' भनेर मख्ख पर्थ्यौं। डा. हुसेन र तत्कालीन हाम्रो अध्यक्षले सन् १९९१ को नोभेम्बरमा संयुक्त रूपमा अफिस उद्घाटन गरेपछि हामीले त्यहाँ आफ्ना कार्यक्रमहरू संचालन गर्न थाल्यौं। आफ्नो भनेपछि माया लाग्ने र हेछु त्यो बेलाका सारा साथीहरू मिलेर कोही कुचो लगाउँथ्यौं, कोही भुईँ पुछ्थ्यौं, आफ्नो घरसरह हेरचाह गर्न मन हुन्थ्यो सबैको। अफिस चलाउने मान्छे राख्ने क्षमता हामीमा अझै पनि थिएन, काम बाँडेरै गर्थ्यौं र अफिसिएल कामहरू मेरो अफिसबाट मैले नै गर्दैरहेँ।

समय र परिस्थितिले हामीलाई घच्च्याउनु थाल्यो, परिपक्व र वयस्क बन्न सिकाउनु थाल्यो, पखेटा उम्रिसकेको चरालाई भई। सोसाइटीको काम गर्दागर्दै थाकिन्थ्यो, कौसीमा बसेर खाने बियर र स्नाक्सको मज्जा त्यो बेला अर्कै हुन्थ्यो।

त्यही मज्जाको बीचमा पनि नयाँ सोचाईले जन्म लिन थाल्यो। साथीहरूमा 'यतिकै काम गर्दै जाने हो भने आफ्नै घर बनाउने की?' भनेर। त्यतिबेला असंभव लाग्थ्यो, बादल माथिको कुरा जस्तो लाग्थ्यो। तैपनि आफ्नै घर बनाउने सपना देख्यौं।

सपनालाई बिपना पार्न गरिएका प्रयास

विरालोले घर सारे जस्तो मिटिङ्ग गर्ने ठाँउ सारिरहनु पर्ने स्थिति थियो। मिटिङ्ग मात्र गरेर पनि पुग्दैन थियो, ट्रेनिङ्गहरू पनि संचालन गरिरहनु पर्‍थ्यो। सोसाइटीलाई आत्मनिर्भर गर्न मात्र पनि जग्गा किनेर घर बनाउने हाम्रो ठूलो लक्ष्य थियो। जग्गा किन्ने इच्छा हामीले डा. हुसेन समक्ष पनि राख्यौं, बलेको आगोमा घिउ, उहाँले हामीलाई अझ बढी उक्साउनु



पहिल्याउने पनि हाम्रै काम थियो, त्यसको लागि विभिन्न कार्यक्रमहरू AOTS लाई अनुरोध गर्थौं ।

१२ महिनामा १० महिना एक एकवटा कार्यक्रम पन्थौं । तर साथीहरूको संस्थाप्रतिको एक्यवद्धता, Team Work Spirit र एक आपसमा भएको विश्वासले गर्दा कार्यक्रमहरू चलाउदै गर्थौं र घरको निर्माण कार्य पनि टिम बनाएर सुरु गर्थौं । लक्षित अवधिभित्र घर बनायौं । सदस्य साथीहरूमा नै श्री श्रवण बजाज, श्री सनम अमात्य, श्री सुभाष प्रधानाङ्गहरू जस्ता इन्जिनियर हरू हुनुहुन्थ्यो । नक्सा कोर्नेदेखि घर निर्माण कार्य नसकिएसम्म दिनरातको परवाह नगरी खटिएर समय दिनुभयो । उहाँहरू घर बनाउने काममा खटिनुहुन्थ्यो भने अरू साथीहरू ऋण भुक्तानको लागि कार्यक्रमहरू चलाउन व्यस्त हुनुहुन्थ्यो । संस्थाको लागि पैसाको महत्व बुझेका थियौं । घर बनाउँदा पनि आ-आफ्नो खल्तीबाट पैसा फिक्न हामी पछि परेनौं । यसरी सबैको सक्रम सहयोग र योगदानमा भव्य घर ठडिँदा खुशी लाग्यो । त्यस घडीमा सब जनाको खुशीको आँसु छुल्किएको थियो । यस खुशियालीमा बियरको चुस्की लिँदै अर्को मज्जा पनि थप्यौं ।

४ बर्ष अधिसम्म असम्भव ठानेर थान्को लगाइने गरिएको विचार, सपना ठानिएका चीज, विपनामा यसरी प्रत्यक्ष पाउँदा आफूहरू नै सपनामा छौं कि भन्ने भान भएको थियो सबैलाई । धन्य छ साथीहरूको Team Work र प्रतिबद्धता NAAS प्रतिको ।

NAAS एक संस्थापित संस्था

भाका भन्दा छिट्टै ऋण तिर्नौं, काँधको बोभ हलुको भएको महसुस भयो । आफ्नै घर भयो, अफिसमा काम गर्ने स्टाफ भयो, कामको परिमाण बढ्दै गयो, NAAS लाई चिन्न थाले धेरैले । टेनिङ्गबाट फर्कने साथीहरूको संख्या पनि धमाधम बढ्न थाल्यो । अब NAAS ठूलो परिवारको भइसकेको छ । १० वर्षमा यसले धेरै ठूलो फड्को मारिसकेको छ ।

बाल्यकालीन वृद्धि अब NAAS लाई आवश्यक छैन किनभने बाल्यकालमा वृद्धि तीव्र गतिमा हुन्छ, यही गतिमा वृद्धि हुने हो भने कहाली लागदो रूप हुँदो हो मान्छेको पनि । NAAS ले पनि बाल्यकाल पार गरिसकेको छ अब शारिरिक अथवा वाहच वृद्धितिर होइन कि आन्तरिक, गुणात्मक विकासतिर लाग्ने समय आएको छ । आवश्यक पर्ने र सम्बन्धित सबैले NAAS को परिचय पाइसकेका छन् । १० वर्ष अझ भनौं १४ वर्षको दौरानमा साथीहरूले बगाएको पसिनाको फल व्यर्थ नजाने गरी यसलाई स्फूर्त अवस्थामा जोगाउनु छ र नेपालको औद्योगिक विकासमा सानै भए पनि योगदान पुऱ्याउदै जानु अत्यावश्यक छ ।

समयको उतार-चढाव सगै हामीमा पनि परिवर्तनहरू आउलान् तर AOTS को मालामा उनीहरू बसुन्जेल एउटै सोचाई एउटै धारणा राखी जोश र जाँगर मा कमी आउन नदिई NAAS को विकासको लागि कार्यरत हुने प्रण गरौं । NAAS को 'हिजो' ले गर्दा 'आज' छ र 'आज' ले गर्दा 'भोलि' पनि रहनेछ । पुराना साथीहरू र नयाँ साथीहरूले पनि NAAS को भविष्यका लागि सोचौं । हामी अब पूरा विश्वस्त छौं हामी पनि Team Work गर्न सक्छौं, विश्वासको वातावरणमा मिहेनत गरेर लागिपर्न सक्छौं संस्थाको लागि । यो १४ वर्षको सहयात्राले सिकाएको ठूलो पाठ मलाई यही नै हो ।

अस्तु !!

थाल्नुभयो । AOTS जापानबाट कार्यक्रमहरू पनि धमाधम आउन थाले । प्रत्येक मिटिङ्गमा जग्गाको कुरा गर्दागर्दै हामीले आ-आफ्नो खल्तीबाट पैसा झिकेर Fund Raising Campaign सुरु गर्थौं । जग्गा खोज्न श्री मधुसुदन भट्टराईज्यू लाग्नुभयो । जोशै-जोशमा हामीले जग्गा खोज्न थाल्यौं, भरथेक गरी संस्थामा बचाएको पैसा, साथीभाइहरूबाट उठाएको पैसाले हामीले सन् १९९३ को अक्टोबर महिनामा जग्गा किनिन्छाड्यौं एउटा घरमात्र बनाउन पुग्ने । हामीलाई अगाडि, पछाडि दाँया बाँया केही सोच्ने फुर्सत थिएन, जग्गा किन्नु थियो किन्यौं । हाम्रो जोशले सही दिशा समातेको रहेछ । ठूलो उपलब्धि हासिल गरेकोमा खुशीयाली मनायौं ।

एउटै इच्छा, एउटै आकांक्षा, एउटै सोचाई र धारणा बोकेका साथीहरूको समूह थियो । हामी बीच रचनात्मक एवं सिर्जनात्मक कुरा हुन्थ्यो । सहमतिमा एकैचोटी 'गरौं गरौं' भन्ने स्वर निस्किएलाथ्यो । 'घर बनाउनु पन्थो । १९९५ को डिसेम्बरमा SAFAAS Convention काठमाण्डूमा हुँदासम्ममा आफ्नै घर निर्माण गरिसक्ने' सपना फेरि ठूलै देख्न थाल्यौं । जाबो ४ वर्ष मात्र पुगेको सोसाइटीले घर बनाउने सपना देखेर हुन्छ ? भन्ने एउटा मात्र साथीको चिसो स्वर निस्किएको भए पनि हामी त्यही बेला नै चकनाचुर भएर, आज कुन अवस्थामा हुन्थ्यौं कुन्नि.....?

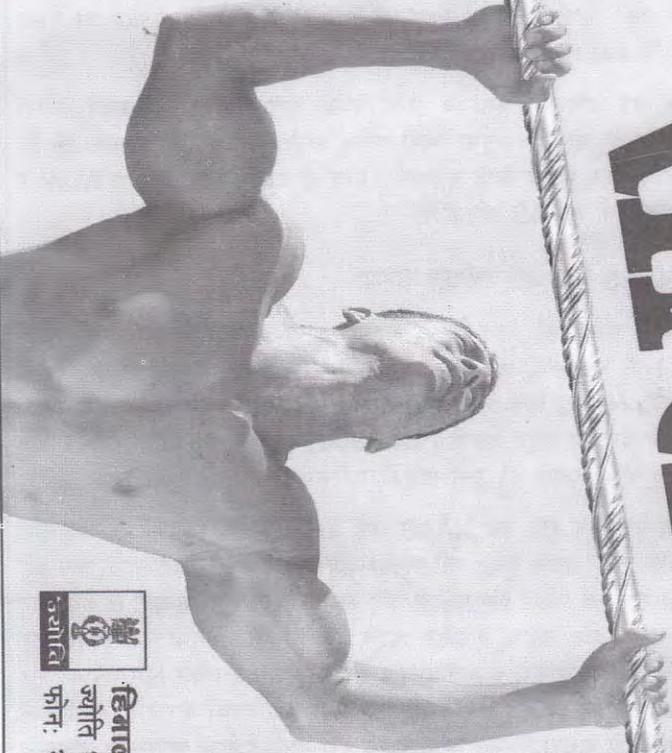
Team work को एउटा दरिलो नमूना थियो NAAS । सन् १९९४ को जुन महिनामा AOTS Alumni Societies को Fourth Convention ओसाकामा हुने थियो, हामीले सल्लाह गर्थौं, ४, ५ जना अझ सकेसम्म धेरै जना Convention मा जाने र साथमा घर बनाउने Proposal लिएर जाने, AOTS सँग ऋण सहयोग भए पनि माग्ने । कत्रो आँट, ऋण पनि लिने! अहिले सम्झदा पनि कहाली लाग्छ । कहाँबाट यस्तो साहस आएको होला भनेर । त्यसबेलाका उपाध्यक्ष श्री मधुसुदन भट्टराई, सक्रिय सदस्य श्री दिनेश चापागाई, श्री अशोक बाँनिया, श्री अशोक अर्याल र म छ जना गर्थौं । Convention मा भाग लिएर अरूबाट धेरै कुरा सिक्ने त छुँदै थियो त्यो भन्दा बाहेक श्री यामामोताज्यूसँग भेटेर हाम्रो Proposal अगाडि राख्ने हाम्रो अर्को महत्वपूर्ण काम एवं उद्देश्य पनि थियो । डा. हुसेन र AOTS Delhi का श्री नाकासिमाज्यूको सहयोगबाट हामीले त्यो मौका पायौं । सोसाइटीको अरू साथीहरूको शुभेच्छा, हाम्रो प्रयास र श्री यामामोताज्यूको विशेष मायाबाट हामीले घर बनाउन सहयोगको रूपमा AOTS बाट ऋण पाउने भयौं त्यो पनि १ प्रतिशत ब्याजमा । हामी त्यहाँ गएकालाई त कहिले नेपाल फर्किएर शुभ-समाचार साथीहरूलाई सुनाऔं र काम सुरु गरौं भइ हाल्यो । ऋण लिएपछि ऋण भुक्तान गर्ने बाटो

प्रत्येक इन्जिनियर, आर्किटेक्ट, कृषक, ठेकेदारलाई धारा हुन्छ, फलामो डाडीको योन्स स्ट्रुच्य डिजाइनको ल्या आधार हो जसबाट निर्माण किफायती र बलियो बन्छ ।

हिमाल स्टील टोरेस्टील त्यस्तो शक्तिशाली फलामो डाडी हो जुन अन्तर्राष्ट्रिय पवित्रिबाट अन्तर्राष्ट्रिय गुणस्तरमा वेपारको तयार पारिएको छ । यसको शक्ति स्तम्भ ४२.५ किलो कर्वा मि.मि. योन्स स्ट्रुच्यको टानी ज्यारेन्टी दिन्छो र यसको बढी बण्ड स्ट्रुच्यले तपाईंको निर्माणमा बढत जयउँछ ।

तपाईंको सुजनशीलता र हाम्रो हिमाल स्टील अडिक्न साथी एक अर्काको ।

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ज्योति भवन, कान्तिपथ, पो. ब. १३३, काठमाडौं
फोन: २२५२३०, २२५४९०, फ्याक्स : २२६३१४

WORLD'S FIRST QUALITY CIRCLE ON INTERNET

P. C. Bihari,

Executive Director

World Council for Total Quality and Excellence in Education

Quality People are not created by chance, but a constant and conscious effort is needed to groom them. Building upon that ethos, a group of quality experts, academicians, administrators, managers, teachers and students from the USA, Switzerland, Singapore, Mauritius, India, Sri Lanka, Bangladesh and Nepal met in India in February 1999 to form the World Council for Total Quality and Excellence in Education, WCTQEE. Their conviction is that grooming up of quality people should start right from the schools where students should be exposed to the right environment that enables them to adapt quality consciousness as their second nature.

To pursue the commitment to making every student a total quality person and a highly productive future citizen, Mr. Dinesh Chapagain, Founder Council Member, WCTQEE and President, Nepal AOTS Alumni Society, initiated the WCTQEE/Nepal. He facilitated the implementation of Students Quality Control Circles (SQCC) in The Himalaya Vidya Mandir, a high school in Kathmandu, and is credited for the award winning case presentation by the student delegation of the school in the Second International Convention on Students Quality Control Circles '99 (2nd ICSQCC) hosted by City Montessori School, Lucknow, India in December 1999.

The following excerpt has been taken from the report of Mr. P.C. Bihari, Executive Director of WCTQEE

The Deming Hall of 2nd International Convention on Students Quality Control Circle (ICSQCC-99) was packed to its capacity. There was curiosity and amazement writ large on the faces of global participants of the convention. Those present in the Deming Hall included Donald L Dewar, President, QCI International, USA, David Hutchins, MD, DHI International, USA, Ichiro Miyauchi, JUSE, Japan, Hamidi Othman, NPC, Malaysia, Andre Lim Singapore, Nikhil Treebhooon, Director, EPZDA, Mauritius, Ms. Neelum De Silva, Sri Lanka, Lee Jenkins, USA, Jeffery J Burgard, USA, Dr Ian Brown, USA, and Dr. R.C. Agarwal, President, Quality Circle Forum of India. The historic moment came at 2PM local time when world's first Quality Circle on Internet presented its case study 'How to strike a balance between recreation and studies'.

This most innovative Internet circle constituted by the students from various parts of the world named NETsqcc "Don Dewar" was conceived and launched by P.C. Bihari under the aegis of International QCC Academy, CMS Degree College, Lucknow in close cooperation with its Chief Coordinator Vineeta Kamran, the Principal of CMS

Degree College and also the convenor of ICSQCC-99.

The key coordinators who played the pivotal role in the success of the projects are Vivekanand Lochun, on-line manager, EPZDA, Mauritius and Pankaj Asthana, Maharshi Vidya Mandir Public School, Lucknow. In fact, Mr. Lochun has earned the distinction of bringing students Quality Circles in his country, Mauritius by involving three of its students from Mauritius. Mr. Asthana is associated in student's quality movement since 1993 and has visited many countries for presenting his papers on it.

Rajiv Milind, Additional General Manager, Rail India Technical & Engineers Services (RITES), New Delhi, Ms. Shi Huey, Management Consultant, Singapore and Ms. Archana Bihari of CMS Degree College were the other coordinators of this circle.

The globally known Quality Lady Dr (Mrs.) Vineeta Kamran is the chief coordinator while its mentor, Mr. P.C. Bihari is also its Global Coordinator and Trainer.

The Indian members of this circle were badged by Mr. Wayne Kost, President, Philip Crosby Associate, Winter

Park, Florida, USA, while the Mauritian members were badged by Mrs. Vineeta Kamran in Quatre Borne, Mauritius.

These members used to meet twice a month on second and fourth Sunday, at 1030 GMT at ICQ Chat Mode with their coordinators also on-line at various terminals across the world. They had their brainstorming sessions on the Internet to identify their problem and later to analyze, investigate, solve and implement it on themselves.

Seven Personal Contact Programs (PCP) were organized for the members of this circle. Five PCP were held in India at Delhi, Srinagar and Lucknow for the Indian members while one PCP was organised at Mauritius for its students all addressed by its mentor P.C. Bihari in association with country coordinators-Lochun for Mauritius and Pankaj Asthana for India. The final PCP was held at International QCC Academy with all the members of Don Dewar Circle from across the world from Dec 13 to 14, 1999. It was in the final Personal Contact Program when all the members could physically interact with each other instead of through Internet. In the final PCP, all the members, amply demonstrating the success of the experiment, made the rehearsal for case study presentation. The monogram of the circle was designed by QCI International, California, USA while the dress for all the members were made in India itself after the brainstorming sessions held on the internet meetings after the case was prepared.

The 20 minutes clock precise presentation on Power Point was a treat to the eyes. The well-orchestrated presentation had global symphony and a promise for more cohesive and emotive global groups for redefining Quality beyond products and processes. The opening remarks of the leader during presentation that "Why to restrict the benefit of Student Quality Movement to a particular institution or country and why not to spread it across the globe through internet" and the thanks giving emotional observation of Sucheta," won the hearts of all the audience who applauded them with deafening applause by clapping incessantly.

In his keynote address, Donald Dewar said, "First let me say that I am very humbled and honored that my name is

included in the title of this circle. I believe that it is the first ever Internet circle. I know that it takes some very special people to make these things happen." Don in his key note address also said that, "Prior to the birth of this Internet circle, I had heard of fax circles, telephone circles, and even postal circles. I knew of prediction of video circles but I doubt if that has even happened. But it will. I feel sure it will be an Internet video circle—a future extension of our present Internet circle".

Congratulating the mentor of NETsqcc Don Dewar, Mr. Bihari, Mr. Nikhil Treebhoohun also observed that this Internet circle has brought proud to all those who were involved in this unique experiment and it would serve as the new paradigm in collaborative learning beside more cohesion, love and understanding among the people belonging to various parts of the world.

It was a unique coincidence that Mr David Hutchins, the global authority on JIT and other management arena, was also present during the CSP of Don Circle. It may be recalled that Mr. Hutching was also present when the world's first Students Quality Circle, Jai Jagat, mentored by PC Bihari gave its maiden case study presentation in Hong Kong in October 1994.

Mr. Jagdish Gandhi, the messiah of Student Quality Movement who was the motive force of this experiment called this global students circle on internet said that such interaction on internet followed by real and physical interaction is the blue print of tomorrow's world when geographical boundaries would become insignificant and humanity will enter into the cyber world for global peace and harmony.

The convention also saw the presence of Nepalese students in substantial number participating in the convention. It is solely due to relentless efforts of Mr Dinesh Chapagain the quality expert of Nepal and also Chairman of MISSION that Students Quality Circle has made its presence felt in that country. Mr.Chapagain is now also associated in the future Internet Student Quality Circle Project NETsqcc "Philip Crosby" that shall have members from Nepal, Sri Lanka, Maldives, India, Mauritius, USA and Bangladesh.

□

QUALITY MANAGEMENT ACTIVITIES AT NEPAL BIOTECH NURSERY

Brajesh Vaidya
Nepal Biotech Nursery

INTRODUCTION

Nepal Biotech Nursery (NBN) is the first commercial tissue culture Company to be established in Nepal. We are using tissue culture techniques to raise plants of ornamental, medical, agricultural, and horticultural importance. The main emphasis is on Himalayan flora. Since its inception 10 years ago, NBN has served farmers and consumers for various crops in Nepal.

Philosophy

Nepal is endowed with nature's gift in many forms. Our philosophy is to grow in moderation while revering and caring the environment at the same time. We also believe that it is our duty to return the favour that we borrowed from the surroundings that we live in through greenery development and providing education on environment and ecology to the future generation. We believe in building success utilizing natural resources but in the meantime only with respect to the nature and the place that it came from. Since our establishment in the year 1989, our aim has been to propagate genetically enhanced disease free and virus free plants to be distributed to the local farmers to strengthen the productivity, hence supplementing their income generation.

Production capacity

The production capacity of NBN is 500,000 plants per year. This includes all different kinds of plantlets. We are gearing to produce 1 million plants annually within next 5 years.

Research and Development

NBN has initiated research on orchids, fodder and other commercially viable plants in conjunction with Department of Biology, Kathmandu University (KU). The result of this research will benefit the scientific community and help to

establish plantation on commercial scale. NBN and KU was granted a research project by Worldwide Fund for Nature (WNF), Nepal for research on conservation of a few endangered orchids of Kathmandu valley. Also NBN conducted research on tissue culture of high altitude medicinal plants, which was funded by King Mahendra Trust for Nature Conservation (KMTNC), Nepal. Currently NBN is preparing a book on Orchids of Nepal to be published by next year.

INTRODUCTION TO TISSUE CULTURE

What is tissue culture ?

Nepal Biotech Nursery produces plantlets through tissue culture. Tissue culture is a method in which cells are propagated in an artificial medium in vitro until certain number of plants are produced. The plantlets produced are the clones of the mother plant used for initial culture. Tissue culture is done in a sterile, clean condition in a well equipped lab oratory. The plantlets produced through tissue culture have certain benefits such as uniform growth, virus disease free and any required number of plantlets could be produced in spite of seasonal and temperature variations. Due to tissue culture, NBN has been able to do mass production and rapid propagation of plants in a short duration of time.

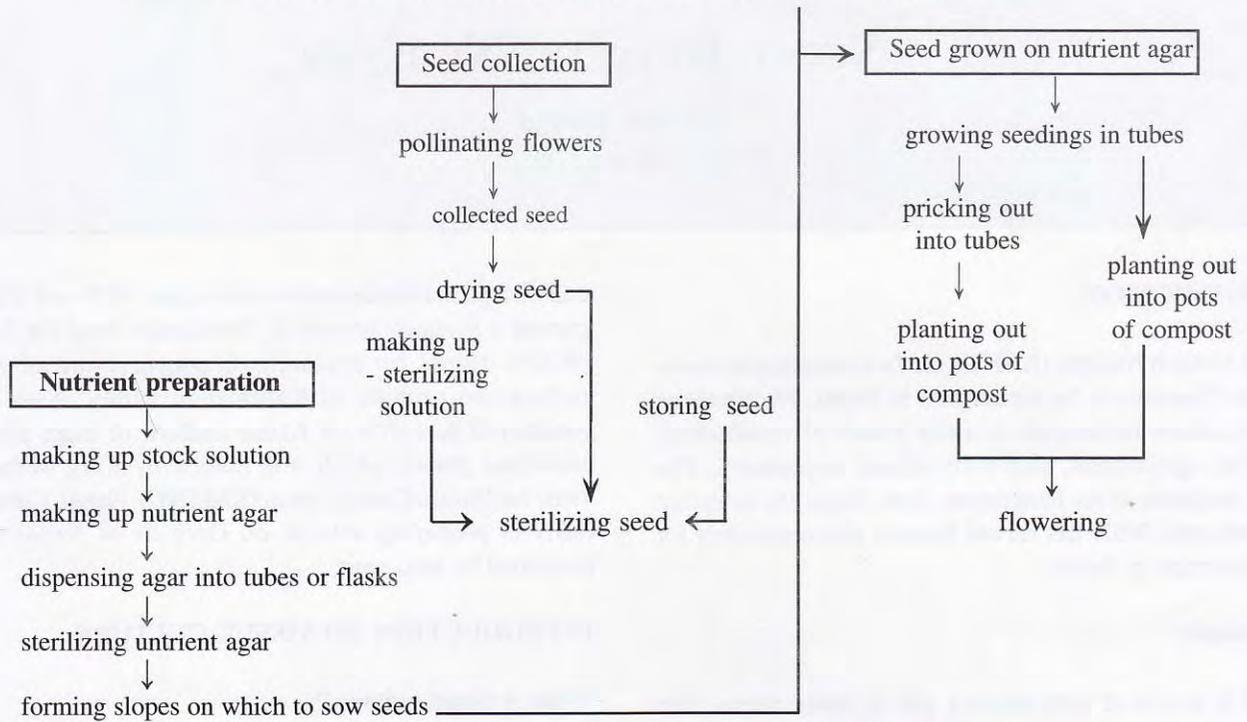
The major benefits of tissue culture are :

- * Mass production in a short period of time
- * Establishment and maintaining virus free stock

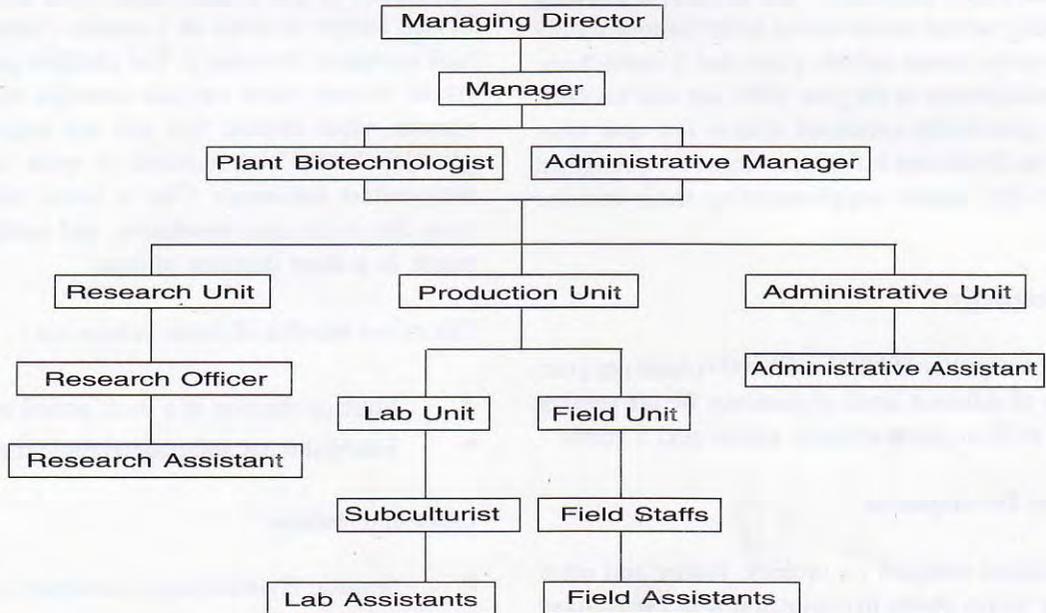
Other applications :

- * Somatic Hybridization (protoplast fusion)
- * Induction and selection of mutants
- * Biosynthesis of secondary products

The process of growing orchid plants from seed



Nepal Biotech Nursery Organization Chart



STAFF OVERVIEW

1. Education level

Currently, NBN has 29 staff including all field staff. The educational background is given a level number in this context. The level 6 is the highest for Ph.D. holder whereas level 1 is given to the staff without any educational background or who are illiterate.

Educational level in number and percent

Level	Type	Number	in %
6	Staff holding Ph. D.	1	3%
5	Staff holding Master's Degree	3	10%
4	Staff holding Bachelor's Degree	4	14%
3	Staff who have passed school	3	10%
2	Staff who can read and write	13	45%
1	Staff who are illiterate	5	18%
Total number of staff		29	100%

2. Daily Decision Making Process and Judgement Level

Everyday each staff has to make certain simple "technical" decisions based on his/her work. These decisions made by a particular staff will be translated into the process as a whole and will affect the next process if wrong decisions are made. Sometimes whole batches of plants are destroyed when the judgements are not proper.



Average number of technical decisions made by different levels each day

Title	Level	Number of Decisions	in %
In Management			
Managing Director	5	0	0
Manager	4	6	12
Plant Biotechnologist	6	5	10
Administrative Manager	5	0	0
In Research Unit			
Research Officer	5	3	6
Research Assistant	4	5	10
In Production Unit			
Subculturist	3	7	14
Lab. Assistant	2	8	16
Field Staff	2	8	16
Field Assistant	1	8	16
In Administrative Unit			
Administrative Assistant	4		
Total		50	100

Quality and Quality Work :

Does educational background make any difference in Quality and Quality Work ?

Yes, IT DEFINATELY DOES !! Because Nepal Biotech Nursery is producing plantlets through tissue culture, it requires highly skilled and highly trained manpower for the work to be done. For the work that is done inside the lab, due to handling of plantlets in sterile condition, a staff must not only be neat and clean but also should know the basics of biology, botany and chemistry. Also tissue culture industry is an export based industry. International customers want the plant products as per their own specifications. Besides individual requirements of the customers, each country that we are exporting to has its own rigid Phytosanitary regulations. To be able to pass the plant quarantine, plants go through close scrutiny in the port of entry in respective country. To meet the standard for all these organizations, the company should be well organized, managed and each and every step should be well planned. Besides, each and every staff should know his/her work perfectly.

Simple problems associated with daily routine work :

Lack of basic technical education and proper training to resolve even simple problems :

- Not being able to make proper judgement on time. For example : The temperature in the glass house rises during the summer. The staff is supposed to check the temperature in the thermometer and spray with water and open the exhaust fan to bring the temperature down. Sometimes either the responsible person is overconfident or does not understand the relationship between plants and high temperature, he fails to spray water and turn the exhaust fans on.
- Even after the problem source is identified, reaction to implement the solution is slow, thereby causing the chain reaction of delays in the system.
- During staff monthly meetings conducted on first Sundays of the month, when these problems are discussed, it is difficult for some staff to understand what we are talking about.

So, what happens over a period of time is that small problems are added to make one large problem, and either a supervisor or manager has to put in lots of effort and time to solve them.

Consciousness of Quality and Quality Work :

What is Quality and Quality Work at NBN ? Quality and Quality work comes from :

- General cleanliness
- Proper sterilization
- Right amount of chemicals and chemical composition
- Temperature, light and humidity control
- Watering and fertilizing on time
- Proper steps of work
- Attitude and knowledge (Basic human quality and education)

a) General cleanliness : The main work is done in a culture room in a laminar flow, in front of a HEPA (High Efficiency Particulate Air) filter. It strains out particles as small as 0.3 microns assuring high degree of sterility. If the HEPA filters are not working properly, then the problems occur.

The biggest problem in the industry like ours is RoC (Rate of Contamination.) Contamination occurs when a plant or medium inside the sterile bottle is infected by fungal

and/or bacterial colony. The accepted norm of RoC for tissue culture industry all over the world is 3%.

How does contamination occur ?

- * Due to insufficient cleaning and sterilization.
- * Due to mishandling of plants.
- * Due to environmental factors and seasonal variations.

b) Proper sterilization : All bottles, and chemical media need to be sterilized properly. The hot air oven and autoclave do most of the sterilization. The bottles with media are placed inside the autoclave for 15 minutes in 15 psi and 121°C. When sterilized in hot air oven, the temperature of glassware, should be 160°C to 180°C for 1.5 hours. If not sterilized properly, the RoC becomes high even before tissue culture is done.

c) Right amount of chemicals and chemical composition : Many types of chemicals, hormones, sucrose, agar and plant additives are added to make tissue culture media. The chemicals are categorized as macronutrients, micronutrients, iron supplement, hormones and others. Some of the chemicals such as hormones are required in small amount. (For example, 0.1 mg/liter) These chemicals need to be measured in precision balance with care. Small difference in amount can produce strange plants, and destroy the whole batch.

d) Temperature, light and humidity control : Once the plants are cultured in the bottles, they are taken in the growth room. Even if one of three factors mentioned are not operating properly or not as required, then the plant growth either slows or retards. At NBN, at present, all three factors are operated manually.

e) Watering and fertilizing on time : Once the plants are ex-agar or taken out of the bottles, they are transferred in humidity controlled seed boxes for acclimatization. Again temperature, humidity and watering and fertilization are important. These are also done manually, either by spraying or misting pumps.

f) Proper steps of work : In tissue culture, there is a series of work that need to be done step by step. Problem arises if a step is missed. This generally happens mostly inside the lab during sterilization process and main culturing process. For instance : Each time a Subculturist cuts the plants with forceps into pieces, she has to dip the forceps in sterilizing box and sterilized water. Sometimes, she conveniently, forgets to dip the forceps to be sterilized. And chances are, the contamination occurs.

g) Attitude and knowledge (Basic human quality and education) : The intrinsic value that each human

possesses is greater than the education that he/she receives in the lifetime. Even if the person is well educated but has no desire to learn further or has no desire for self-improvement, then on the long run, there is no benefit of teaching that person about quality. On the other hand, even if the person is not well educated, and he or she has desire to learn more, then certainly that person is going to excel others in the field. Attitude cannot be changed but amount of knowledge can be changed.

We talk about quality and producing quality products, but if the person cannot differentiate between quality and off quality, then we have to start from the scratch. At NBN, what I have seen and experienced is that there are four types of people :

- * People that are not educated, do not want to be educated and do not want to learn about anything. They just want their salary at the end of the month.
- * People that are not educated, want to be educated and want to increase their knowledge. I see a hope in this type of staff.
- * People that are educated but do not want to learn more and they think that they know everything. They always run into trouble.
- * And finally, people that are educated and always crave for more information and knowledge. These are the brains of my office.

There are many weaknesses that I see in NBN when we talk about quality. We have not been able to provide quality service and materials to our customers. It will certainly take a long time before we achieve what we want. As I mentioned earlier, for the quality development of the company, we have to learn to give quality and receive quality. And to say the least, it definitely depends on individual education, etiquette,

and ethics and morale.

A basic training on 5 'S' and QC was done in 1998 by Nepal AOTS Alumni Society. After the training, the staffs were asked about the training. Somehow most of them did not see any relevancy of this kind of training to our work. They preferred more of technical training.

CONCLUSION

Building quality consciousness is an uphill task, when it comes to people who are uneducated or illiterate. Even before we talk about quality we need to educate them so that they can differentiate between what is quality and what is not quality, what is quality product and what is not quality product. Be it a formal education in school or informal teaching by the parents at home, people need to have knowledge from the childhood. Understanding the concept is then easy. Obstacles will remain in the implementing process. Then again, we will have to go back and teach them again.

Finally, where do we lack and where we need to improve ? NBN needs :

- Qualified technical experts
- Trained manpower
- Educated workforce/labors
- Adequate infrastructure (such as cold storage facility at the airport)
- To be able to choose option of automation rather than using the human labor.

And I hope that in the future, training from NAAS, and fellow AOTS organizations from this region will lend us a hand in improving our knowledge, and education, so that NBN will work towards quality and quality work. □

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MANAGING MANUFACTURING INDUSTRIES: PROSPECTS & CHALLENGES IN NEPAL

Hari Bhakta Sharma

Executive Director

Deurali-Janta Pharmaceuticals Pvt. Ltd.

Introduction

Managing manufacturing industries to a sustainable level, in the present changing environment, is a highly challenging task in Nepal. Since developing countries like Nepal have to import various goods and services to fulfill the need of their people, the scope for manufacturing industries in such countries is always at plus points. On the otherhand, successful management of such industries in developing economies is also with full of challenges. Recent trend in our country reflects that manufacturing industries in various sectors, viz. textiles, pharmaceuticals, steel mills, spinning mills, electronic assembling, agricultural products etc., has been engulfed by various problems and it seems that they are moving on the wrong track. The incidence of virtual collapse of industries in these sectors was highly phenomenal. Moreover, ineffective government policies lacking serious policy measures to protect virtual closures of such industries is one of the major factors apart from the recession of recent years lacking government spending on developmental activities. The political instability of last few years and non responsive attitude of the government bodies has made the situation more aggravated as more closures are expected in the coming days.

In the given changed context of today's world – where the globalization in trade with advancement in Information Technology has accelerated the process of virtual integration of the world markets – the prospects of one particular market is becoming seriously vulnerable from the stiff competition of companies from around the world. In such circumstances competing with companies, from around the world, will be one of the toughest challenges for local manufacturing industries in developing countries, where a sizeable market exists for their products and services.

Prospects

Since the manufacturing sector of the underdeveloped nations like Nepal is still far behind that of the developed ones - the prospects, in the manufacturing sector, is still very high. Transformation of our economy from the current

import-based economy to a sustainable *manufacturing-based economy* is highly imperative, in the present day context. A sustainable manufacturing base within the country will add more value on the goods and services produced and/or extended locally, and will also generate more employment opportunities for the growing population. Due to our poor indigenous production base, most of the commodities required for our people are still met by imports.

From the import substitution on the initial phase to the gradual orientation in export on the long run – will have to be the most desirable strategy to be considered while managing the manufacturing sector in Nepal. The geographical location of Nepal, being sandwiched between the two giant and fast growing economies of the world, will have a direct impact on the development of our manufacturing industries either by exposing them to stiff competition or by opening vast opportunities of these markets. Because of the poor status of Nepalese industries, the most eminent impact on manufacturing industries in Nepal will be to face the cut-throat competition from the companies of these markets. In many instances, the imported goods are substantially cheaper than the goods produced locally – as our industries have not been able to get the benefit of economy of scale - first due to the small market size, and second, due to the liberal import policies of our country. This problem is further compounded by the illegal import in our market from the vast open boarder on our southern part.

In spite of these drawbacks, manufacturing industries still pose a high prospect in Nepal, especially in essential goods and agricultural products, due to following reasons :

- Local market is still one of the biggest opportunities for our industries as Nepal imports very high percentage of goods to fulfill the market demand, proving an additional incentive for locally produced goods
- Impact of recent trend of opening market boundaries of nations and specially because of the trade agreement with India which provides preferential status to the

goods produced in Nepal, thereby opening the biggest market of our region

- Proximity of our location to the biggest consumers of the world, covering both the northern and southern boundaries of Nepal (representing Tibetan part of China and India respectively) and
- Liberal government policies and commitment to improve the present status to attract investment from local as well as international investors to invest in the manufacturing sector.

Challenges

Managing success in today's market requires efficient leadership quality and ability to make a team of dedicated people ready to create new visions and processes to keep an organization in the forefront of the market. In the given circumstances, newer enterprises require not only the balanced use of proper technology, human resources and financial resources but also the proper environment and infrastructural support within the society they operate, to enable them to rationally maximize their output and to increase their profit. On the other hand, proper marketing strategies and programs are some other equally challenging and critically important attributes of operational success for manufacturing industries in the developing world like ours.

In view of the everincreasing managerial problems in the current markets, various enterprises, specially engaged in manufacturing activities in Nepal, face serious operational challenges - internally and externally - for their sustainable growth.

Some of the internal challenges of an organization, in our context, would be :

- Lack of proper knowledge and skill of top management,
- Improper technology and poor financial resources,
- Lack of organizational direction resulting from poor vision/objectives,
- Lack of professionalism within the organization,
- Unavailability of skilled and trained personnel in various departments,
- Poor coordination between various departments within the enterprises etc.

The external challenges for an enterprise, on the other hand, would be :

- Instability in government policies and programs,
- Poor infrastructure and utilities,
- Red tapeism in the government bureaucracy,

- Poor ancillary support for manufacturing sector thereby necessitating reliance on import for equipment, spare parts and qualified technical personnel,
- Lack of availability of rawmaterials and inputs within the country, thereby also necessitating their import from other countries,
- Increased costs of clearing, forwarding and transportation of materials on imports due to our land - locked geographical location,
- Highly unstable and fluctuating (increasing) currency exchange rate etc.

Conclusion

In order to overcome these internal and external challenges, today's manufacturing enterprises in the countries like Nepal should foster a skill of combining human strength with that of the technology to achieve the superior performance of their products - in terms of quality, efficacy and productivity of the goods they produce. Manufacturing industries should also be able to generate the confidence and credibility of customers towards their products, giving them the value for money they would spend on such goods. Delivering these expectations would require great diligence, executed with great caution and confidence, to enable the customers to feel highly satisfied with the products they purchase from these industries. If these practices are implemented successfully, they will not only increase the life span of the manufacturing industries but also fulfill the aspirations and expectations of the customers, stakeholders and employees.

Many new enterprises would need to evolve a fresh competitive formula with a distinct combination of strategies, process, relationship and values of the organization - which would set them clearly distinct from the crowd. Without having such a success formula, manufacturing enterprises in Nepal will always find themselves boiling with the heat of cut throat market competition from the goods imported specially from India and China. On the other hand, the high quality of leadership with greater ability of the managers of such new enterprises will become highly imperative to make these organizations able to cope successfully with the underlying challenges. The leadership ability of the entrepreneurs on focusing their diligencé and their energies on refining and extending their winning system within the entire organizational system would be the most important success formula for the manufacturing industries in Nepal in the coming days.

□

IT TRAINING IN JAPAN

APPLICATION PROGRAM – PRODUCTION MANAGEMENT SYSTEM

Ashok Manandhar
Systems Analyst



During last December 1999 – January 2000, I got an opportunity to participate in a month long training programme in Japan titled “Application Program – Production Management System” (AP-PMS), sponsored by KEIRIN, Japan. The training programme was held at the Center of the International Cooperation for Computerization (CICC), Tokyo. Our lodging facility was arranged at AOTS/ Yokohama Kenshu Centre (YKC), Yokohama. Thus, we got an ample opportunity to learn, experience and enjoy the Japanese commuting train.

This training programme was not the first of its kind. CICC/ AOTS, Japan has been offering and/or sponsoring such IT training programmes for the last two years on various topics such as Case Tool, Client Server Architecture, Networking, Multimedia, etc. for participants from various countries. From Nepal there were two participants myself and Mr. Binod Vaidya. Participants of this AP-PMS training programme included IT professionals from China, India, Vietnam, Myanmar, Sri Lanka, Pakistan, and Nepal.

Both CICC and AOTS are the organizations jointly formed by the Ministry of International Trade and Industry (MITI) and private sector institutions of Japan. The contribution and support made by such training programme to the development of IT sector of Nepal is highly commendable. We must all be obliged to the institutions and individuals involved directly or indirectly to make this happen.

This training programme gave me a very good orientation and exposure to the large computer application systems. It gave me a penetrating idea on how larger computer application systems work especially with respect to GLOVIA. It really made a significant contribution to my knowledge and my professional arena. I would like to extend my heartfelt gratitude to Keirin, Japan, AOTS, Japan; CICC, Japan, and Nepal AOTS Alumni Society (NAAS), Nepal.

The first 3 weeks of training were on GLOVIA system, and the last week was on CIMWare solution of Hitachi. The sessions on Hitachi CIMWare solution were really exciting. Two guest lectures on “Today’s Trend on Computerization” were perhaps a kind of eye-opener sessions.

GLOVIA is an integrated system designed especially for large manufacturing industries. Its main components include :

- Sales and Marketing
- Production
- Materials Management
- Procurement
- Project Management
- Service Management
- Products and Services
- Finance

Sales and Marketing component deals with sales forecasting and sales order management.

Production component deals with such aspects as capacity planning, shop floor planning, handling work order, and Repetitive manufacturing.

Materials Management relates to inventory information maintenance, physical inventory, Master Production Schedule (MPS), and Materials Requirement Plan (MRP).

Procurement component handles purchasing, materials supply, and other vendor related information.

Project component allows users to manage tasks on a project basis. In this component, users deal with project definition, project management, project resource planning, and project accounting.

Under Products and Services component, users define engineering aspect of products including BOM and costing.

Financial component includes accounts payable, accounts receivable, billing, general ledger, cash management and financial integration management.

A field visit was arranged to Numaju Fujitsu Complex, where we got a chance to look at the computer hardware and software manufacturing establishment. We were taken there by the famous bullet train, which was an unforgettable experience.

Fujitsu is one of the leading companies in the computer technology of Japan.

JAPAN AS I EXPERIENCED

Chintamani Bhattarai

Managing Director
Lumbini Finance & Leasing Co. Ltd.



Personal Experience in Japan

I was one of the two participants who participated in The Programme for SAFAAS Entrepreneurs (PSFE) from Nepal organised by the Association for Overseas Technical Scholarship (AOTS) in Yokohama Kenshu Centre, Japan. The well scheduled two-week programme was from the 7th of April to 20th of April 1999 and attended by 25 participants from different countries. Since it was my first visit to Japan, I hardly needed anything special to enjoy every event of those 15 days in such a well organised and highly automatized cities like Yokohama and Tokyo. I have observed several remarkable places, creations and events during the period. Some of those which impressed me and I can easily recall are - the mono rail of Yokohama, Sea Paradise, Yokohama Tower, the Yokohama Kenshu Center and its facilities, the well organised lecture and classrooms, study sessions conducted by learned professors. Yet another well organised and most enjoyable study tour of Kanegawa, Hamamatsu, Toyota city of Nagoya, wonderful ancient city of Kyoto in a bullet train and a tour of King's Palace, Tokyo Tower and city tour of Tokyo etc.

The objective of the programme was to learn about Japan - its people and society, the management practices, to learn the experiences of small and medium size enterprises of Japan in order to broaden the efficiency and managerial experiences of the participants, exchange of views among participants and with Japanese executives for sharing the practical experiences. Here, I will shed light on some of the distinct features of Japanese society and effect in the management and entrepreneurship development which I believe are the fundamental factors of Japanese society and its tremendous growth and developments.

Western influence has had some effect on the modern Japanese people and society and the fraction of new generation wants to give less importance to the traditions. However an important aspect of Japanese society which

as per the experts of Japanese economy and society of fifties and sixties, are the major factors behind the remarkable economic development of Japan. As a participant from a small underdevelopment country with lots of western influence in every aspect of economy and society, I personally have no hesitation in confirming the views of those experts.

Generally the Japanese people are diligent, loyal, emotional and hard working. Japanese people believe that people must be in harmony with nature.

Japanese society is a stable- rice crop society. It has no class distinction, no specific leader and is a country of general people. It takes every aspect in long term basis and hardly believes in "hunting type" nature like the Westerners. The main feature of this society is collective and collaborative and believes in group-oriented approach and spirit of team work.

Japanese Business Entrepreneurship

Appropriate enterprise policies provide greater importance to the small and medium enterprises (SMEs) in Japan. As quoted by Prof. T. Ikawa, 99% of Japanese business organisations are SMEs.

To understand the industrial and economic development of Japan, we can go through the provision of SME policies and their effectiveness and practicality as those policies are the real secrets of Japanese economic development. The SME policy structure is so well defined and relevant to different issues that any one can go through it and take decision on what to do. Its guidance for strengthening business foundation for structural reform and some other special measures encourage a prospective entrepreneur towards SMEs. It has special provision for different types of financing as there are special governmental institutions to support financing for SMEs only - special provision has been provided in the tax system to support individual entrepreneurs in SMEs and to the organisations themselves. The provision of the policy include training and consultation, provision for

Experience

the modernisation of SMEs, ensuring receipt of orders from public sources, special measures for the development of regional SMEs, the provision for bankruptcy prevention etc. All these aspects have contributed a lot for the entrepreneurship development in Japan.

Points to learn

On returning to Nepal after the programme, I always tried to find out the basic link between the nature of Japanese people and the society and its remarkable economic development. Finally I arrived at the following conclusion.

After the devastating days of bombing of Hiroshima and Nagasaki in the World War II, Japanese economy was in shambles. The emotional nature of the situation pushed the Japanese people to develop more loyalty toward the country and started working harder to rebuild the country and its economy. In the mean time, the government started encouraging the people towards entrepreneurship development through appropriate SME policies and many other related laws to protect the interests of such enterprises. The collaborative and collective approach

of the society, the long term approach of the entrepreneurs, and the process continued in every sector of business and industry all over the country leading to a remarkable economic development in 25 to 30 years time.

At the completion of my short training programme in Japan, what I have not been able to understand is the type of market economy that we are talking about here in Nepal. Japan, of course, is a country of free market economy, and at the same time, they have so much protection given to their domestic enterprises through different laws and policies. Why can't we adopt the Japanese model of entrepreneurship development with some modification as per our requirement ?

According to Prof. T. Ikawa, business has not developed in the desired level in South Asia and the ASEAN countries, because there is no encouragement from the governments for small companies. Governments in these countries want companies to grow large and be independent by themselves. This concept, as per him is against the real development of business.

I will be pleased, and the programme of the AOTS would be fruitful in the real sense, if any of our authorities at the policy level give a thought in this aspect. □

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QUALITY MANAGEMENT TRAINING IN GARMENT FACTORY

Geeta Shrestha

Chief Instructor

Readymade Garment Training Centre



I am very grateful to Nepal AOTS Alumni Society (NAAS) for providing me the opportunity to take part in the Quality Management Training in Garment Factory at J. K. Fashion in Dhaka, Bangladesh from 6-25 May, 2000. The training was participated by another Nepali, Mr. Ganesh Shrestha from Deepak Garments. In the process of training, I gained valuable first hand knowledge of various aspects of Quality Management in the garment industry. I am indebted to all the people of Bangladesh - both from BAAS and J. K. Fashion who helped me through the training. Without their support and patient guidance, I would not have been able to complete the training.

My stay at Dhaka was exhilarating. I found the people of Bangladesh very cooperative, friendly and very concerned for their nation. I am very impressed by their culture, which is simply superb. I am equally influenced by their daily lifestyle. Their belief in simple living and high thinking was evident in their way of working. They kept themselves busy in one way or another, and not wasting any time.

The last time I visited Bangladesh was in 1994. I was taken aback by the changes that took place in such a brief period of time. The nation is definitely marching towards



the development in a planned and properly managed way. The future of the nation seems to be bright and prosperous.

From the experience that I gathered from my stay in Bangladesh, they not only love Nepal but also respect Nepalese people for what we are and what we can be. They seem to be aware of our potentials and are very keen to help us exploit the potentials.

In the end, an additional measure of thanks is due to Dr. A.K.M. Moazzem Hussain, the Representative of AOTS Dhaka Office. He not only managed our stay at Dhaka, but also helped us through each and every step of the training procedure. He made sure that our stay at Dhaka was pleasant, and was the key figure who made it possible for us to achieve our objectives. In simple words, he was a real guardian for us.

Overall, I'll cherish and treasure every moment of my stay at Dhaka. I was fortunate to get such an opportunity that allowed me to gain an insight to modern management techniques of garment manufacture. I'm sure that the lessons I learned from the training will be beneficial, not only to me, but also to my organization, the Readymade Garment Training Centre at Kathmandu. □

EXORDIUM TO JAPANESE STYLE MANAGEMENT

Pushpa Pani Gautam

Managing Director
Podrej Steel Industry



Japan "the land of the rising sun" is known to the world for its rich culture, hospitality and above all its dynamic economy. From the ruins of the Second World War, it has made a comeback to establish itself as a leading economic power. Many view upon this success with mysticism, but if we take a step further to unveil the truth, we find that it is the Japanese style of management which is the backbone of this great success story.

I had an opportunity of participating in the Executive Program on Corporate Management for Bangladesh and Nepal (BNEP) which was organized by the Association for Overseas Technical Scholarship (AOTS) in Japan. The program was attended by nineteen participants from Nepal and Bangladesh.

The program aimed at two major objectives. Firstly, to deepen the participants' understanding about the strategies, principles and systems adopted by the Japanese companies in various fields such as personnel management, production, marketing and finance. Secondly, to enable the participants to sort out the capabilities of using these method of management in their respective fields.

During the thirteen days of AOTS executive program, lectures were given on Japanese management topics by eminent management experts and professors. Theory was supported by field trips to industries which enabled the participants to get an inside story and gave the program a practical approach.

Understanding the Japanese Management system

The Japanese management system has carved out its own distinct characteristic different from the system followed by other nations of the world. It is fast gaining popularity due to its simplicity and wide range of applicability. Summary of the basic lineament which guide the Japanese style of management may be elicited under the following subjects.

A) Workers are an asset

The first and foremost characteristic of Japanese management system is their concept towards the workers. In this regard, the workers are taken to be the greatest asset of the organization. They are always kept on top of the priority list and all possible steps are taken to keep them complacent.

When one visits a Japanese industry, one gets the feeling of having entered into a family. There is a strong sense of co-operation between the workers and each individual is harmoniously giving in his superlative effort for the betterment of his organization. There is not the slightest hint of any restrain between the management and the workers. Fresh graduates are generally hired by the companies and are recruited following the "training on the job" method. Once hired, they are given life time employment and they now become an extension of the company they work for, firing of workers are rarely heard of. As a result, strikes and lockouts are eliminated and the company marches forward hand in hand towards the goal of success.

B) Bottom up management

Unlike the general management system which follows the top-down management, Japanese management system follows the bottom-up management. According to this method, idea generation is not concentrated to the higher hierarchy of management. In fact ideas are generated by the bottom level employees and gradually transmitted towards the upper level.

C) Participation by all

The Japanese system of management does not believe in dictatorship. It lays great emphasis on general participation by all members of the organization towards its upliftment. Every worker is respected as an individual having his own sense of wisdom. Even the lowest order

Experience

of the organization are encouraged to contribute any idea which may be fruitful for the organization.

D) Kaizen Management

The presentation on Kaizen was brought to us by Professor Seiichi Fujita of Sanno University.

Kaizen in Japanese means small changes. It is estimated that 50% of Japanese companies follow the Kaizen principle one way or the other. According to the Kaizen system, it is the responsibility of an individual to seek improvement in his work area. The system believes that the individual doing the actual field work is best acquainted with the work and is thus the best source of solution to the augmentation of that work.

The Kaizen approach follows the following modus-operandi

- 1) Firstly suggestion from workers regarding measures for improvement of their area of work is taken.
- 2) The suggested measures are discussed in a meeting consisting of representatives of workers and management.
- 3) Finally if the suggested measure is approved by the meeting then the worker having made the suggestion is rewarded with a small monetary recognition

The three main Kaizen principles are eliminate, reduce and change. In simplest form, Kaizen may be defined as "the elimination, reduction, or change of any activity that will make work more efficient or safe"

E) The 5-S

The 5-S are initials of five Japanese words. This method is very popularly used in Japan. It is suitable for increasing efficiency in the smallest of office to the largest of organizations.

The 5-S are

- 1) **Seiri** : sort out necessary and unnecessary things and get rid of what you do not need.
- 2) **Seiton** : neatness, design, layout to eliminate search you should find any item within 30 seconds
- 3) **Seiso** : eliminate trash, filth, dust, be clean and inspect that it is done.

4) **Seiketsu** : standardize, define the ideal state and standardize the solution

5) **Shitsuke** : self discipline, doing the right thing as a matter of course, from a habit create a discipline workplace

F) Middle Management

Middle management plays a major role in the Japanese system of management. Few workers are elected by majority to play the role of middle managers. These managers serve as a liaison between the management and the workers. They play a significant role in fostering good human relation between the various sections of the organization and thus avoid any predicament arising as a result of any communication gap.

G) Cost management

Graphical approach, i.e., slope concept is the latest method of financial evaluation to identify the best investment proposal among the alternative.

H) Production Management

Production is the life blood of the organization. Thus production management is seen as major importance in the Japanese style of management.

Production management of Japanese companies have some unique features. Two typical system that demonstrate these special features are

i) Total Quality Control (TQC)

Japanese production management strongly believes in highest quality standard. It is interesting to learn that Japanese companies do not pursue short term profit by production of inferior quality goods, instead, they opt for quality control production which ensures stability of the company and long term gains

ii) Just in Time (Toyota JIT Production)

It is a system which emphasizes on the availability of the required resource exactly at the time of need it has to be planned in a manner that would avoid both over stocking of inventories or shortage of inventories which would both give rise to serious production drawbacks.

I) Technological strategy

The technical strategy adopted by Japanese companies is basically oriented towards positive innovation. Technologies available from various developed countries are considered and innovation is carried out on them to suit the required work and its environment.

J) External relations

Relation with suppliers and customers are dealt with utmost care. The Japanese management system is very customer conscious. It leaves no stone unturned to see a satisfied customer. After sales service are given great prominence. At the end, it all slowly and steadily adds to the goodwill of the company in the market.

Field study

Field trips were organized to different companies which gave the participants an opportunity to witness a first hand experience of the Japanese system of management in action. This aided to the clearer understanding of our theoretical knowledge and gave it a touch of practicality.

I would like to share the experiences of a few field trips that were included in the course of the program.

i) Toyota

A visit to the world's largest automobile manufacturing company was an experience out of this world. There we got an opportunity to witness the worlds latest technologies. The sight of numerous waving robot arms producing majestic looking automobiles every minute reminded me of a scene from a science fiction movie. We saw the results achieved through Kaizen in the factory. We were also given a briefing on JIT for which Toyota is famous.

ii) Kyoto Plant of Snow Brand Mild Products.

Admist the Kyoto plant I had to seriously convince myself that I was in a dairy plant and not a space station, because that is what it looked like. The latest art of technology was present and everything around had a touch of quality in it. The plant laid emphasis on quality (TQC) as a foremost objective and used the technology strategy for its development.

Japanese system of management and its suitability for Nepal

There cannot be a second conjecture regarding the competency of the Japanese style of management. But due to various economic, political, and social perplexity, it is not possible for us to adopt the A to Z of the Japanese system of management. However, there are vast scopes of Japanese management which are suitable for our present work scenario.

The Japanese concept suitable in terms of Nepalese context are

- The employees are to be considered as an asset to the company rather than a liability
- Progressive improvement through KAIZEN
- Total quality control method of production.
- Principles of the 5 S
- Motivation management
- The theory of participation
- Good relation with customers and suppliers
- An efficient after sale service

Personal application of the Japanese system of management

After my return from the AOTS program, I took the first steps towards introduction of the concept of "participation by all" in my industry.

In a short period of two weeks, the overall response and the results from the workers have been very positive . New ideas are pouring in and every worker appears a little more responsible toward his part of the job.

Conclusion

The thirteen-day AOTS program has certainly been of great importance to all the participants. It has made us realize the changing times and the management concepts that are changing along with it. It has given us the required launch to enter into the modern world with wider concepts of management and do away with the traditional and conservative views. The understanding of the Japanese style of management shall certainly play a major role in all our management activities in the future. Hats off to all the organizers of the AOTS program for formulating such a well organized and lucrative program.

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69	Rajbhandari, Sarju	Mercentile Communications Pvt. Ltd	240920	474511	
70	Rajbhandari, Sunil	Nanis Fashion	524113	524113	
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73	Rijal, Sanjeev	Nepal Juite Industries	21-22529, 243561	411205	266459
74	Sapkota, Durga Lal	Nepal Material Handling Engineering	056-22541		056-21278
75	Shah, Satya Narayan	NRB Dept. of Mint, Sundhara	246615		221750
76	Shakya, Asta Bahadur	ABC Screen Printing Co.	278849	281472	
77	Shakya, Bindu	Marcopolo Business House	415432, 416432	417041	418832
78	Shakya, Kiran Narsing	Subash Printing Press	533191	533191	533603
79	Shakya, Mani Ratna	Deurali-Janta Pharma Pvt. Ltd.	371061	532667	
80	Shakya, Raju	Otard International	413933	414378	416720
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84	Shrestha, Bijendra	Pacific Commercial Co. P. Ltd.	430525, 431525	278721	430414
85	Shrestha, Imojini	Modern Printing Press	253195	253195	225524
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116	Vaidya, Brajesh	Nepal Biotech Nursery	541349	271073	525417
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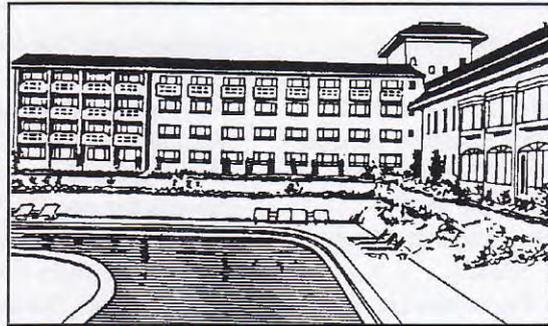
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45	Shrestha, Amar Lal	Daree Printer	415399	415399	412746
46	Shrestha, Bhusan Krishna	Pape Inc. Traders	246303, 253404	533809	225524
47	Shrestha, Gopal Krishna	Himal Cement Company Ltd.	331762, 331764	526531	330136
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60	Tamang, Ladhuram	Hyonjan Electrical Engineering	270991, 284014	355648	279543
61	Todi, Subodh H.	Godawari Marble Industries P. Ltd.	411187	412268	412961
62	Upadhya, Sharad Chandra	Janak Education Material Center Ltd.	610170	473284	
63	Upreti, Ganesh Prasad	Wagle Trading Co.	353136	355365	353348
64	Vaidya, Anand	Vaidya Electronics	480041	480041	

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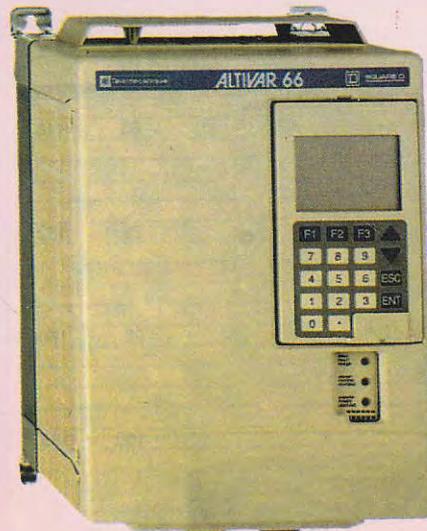
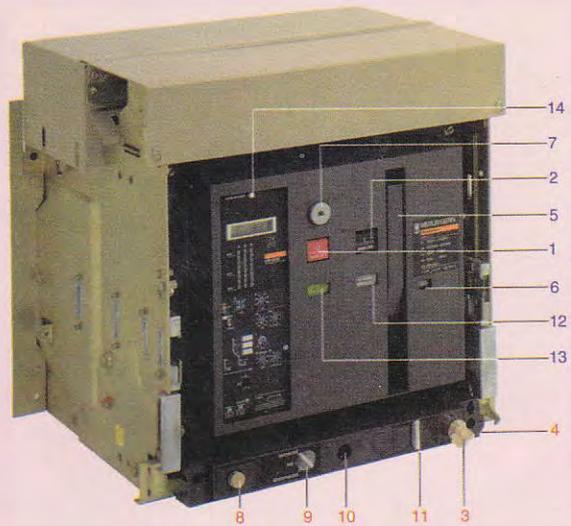
- Load Side Management.
- Energy Auditing
- Consultancy on Power System Development & Distribution

We also deal.....

- Fuel-efficient kerosene operated eco- friendly Turbine Generator upto 1 MVA

We Also Build.....

- H.T. Substations
- L.T. Installations
- Industrial Automation, Etc.



HYONJAN ELECTRICAL

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