

TALIM

ANNUAL PUBLICATION

VOL. 8

JUNE 1998



NEPAL AOTS ALUMNI SOCIETY

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EDITORIAL

We are happy to bring out the 8th issue of TALIM in time for the eighth annual general meeting of Nepal AOTS Alumni Society (NAAS) on 19th June 1998. We have been publishing TALIM every year to highlight the different activities of NAAS during the past year as well as some topical articles concerning management and technical issues. This publication is intended to provide an insight into what NAAS has been doing, its efforts in the promotion of human resources development in Nepal through various training programs, and its future programs. This year's AGM will elect a fresh executive committee for NAAS. A broad consensus is in the offing to elect a dynamic ex-com that will steer NAAS with renewed vigour and enthusiasm to meet the challenges of the next millennium.

The concept of World Network of Friendship was adopted during the Fifth AOTS Alumni Societies at the Nagoya Convention. A NAAS delegation led by the president participated in the convention held at the new Chubu Kenshu Centre at Japan in November 1997. Responding to popular demand, NAAS successfully organized two overseas training programs during the year on management of garment factories and hotel management and tourism marketing management. In view of the Visit Nepal Year 1998, the latter program was held consecutively at Kathmandu and Pokhara. Under the inter alumni exchange program, NAAS received two trainees from Sri Lanka (courtesy JASTECA) for the hotel management training, one Bangladeshi (courtesy BAAS) to undergo training in tissue culture technology and sent four Nepalese to Bangladesh for training on steel fabrication. BAAS also invited NAAS representation in the second annual quality convention organized by the Bangladesh TQM Society. This way NAAS has been developing good partnership with our SAFAAS friends. Recognizing the need to develop trainers among the NAAS members, a training of trainers program on Japanese management was conducted by two resource persons from Bangladesh. Also during the year, Mr. Toshio Ikawa conducted an interesting seminar on how to motivate the workers.

This publication is a result of cooperation of all NAAS friends, contributions from our advertisers and well wishers, and not to forget the efforts of the publication committee. We hope you find this TALIM an interesting reading material and a handy reference to contact NAAS colleagues. Your suggestions to enhance this publication shall be positively welcomed.

PUBLICATION COMMITTEE

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The authors are responsible for views expressed in their articles.

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TALIM

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June, 1998

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COVER : Ancient Durbar Square of Kathmandu

The Durbar Square is the historic seat of the royalty. With its old temples and palaces, it epitomizes the religious and the rich cultural life of the people. It was the hub centre of the old Kathmandu and some of the major Hindu festivals and cultural ceremonies still take place here. Among the various structures in the Square are the Taleju Temple built by King Mahendra Malla in 1549 AD, the gigantic figure of Kal Bhairab, the God of Destruction, the Big Bell and the Big Drums, and the Hanuman Dhoka or the Gate of Monkey-god.

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MESSAGE



On the occasion of the Eighth AGM, Nepal AOTS Alumni Society (NAAS) is happy to present our eighth annual publication of "TALIM" to our valuable readers. TALIM has been providing the readers some interesting reading materials and at the same time will acquaint them with NAAS activities.

I am certain that this publication will help further NAAS activities in the field of human resource development of our country as well as strengthen the bond of mutual cooperation and friendship with Japan and other AOTS member countries.

The TALIM publication committee has worked hard for the timely completion of the publication and I sincerely thank the committee for this. I would also like to thank the organisations and institutions for their valuable support to the TALIM publication.

Madhusudan Bhattarai
President
Nepal AOTS Alumni Society

NEPAL AOTS ALUMNI SOCIETY EXECUTIVE COMMITTEE, 1996-1998

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NEPAL AOTS ALUMNI SOCIETY

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Tel: 212082, Fax: 977-1-223187
e-mail: sako@mos.com.np |
| 6. ICTC Pvt. Ltd. | ICTC Building, Hattisar, P.O. Box 660,
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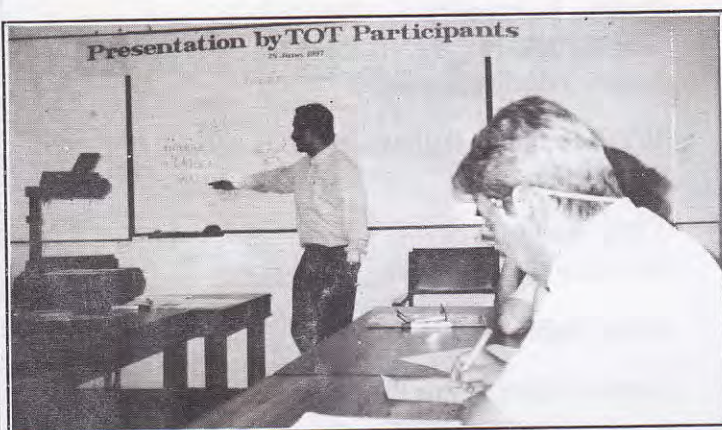
Seventh Annual General Meeting of NAAS

The Seventh Annual General Meeting of Nepal AOTS Alumni Society was held at Hotel Himalaya on 27th June 1997. The report on the annual activities of NAAS including the financial report were presented during the meeting. Likewise, two fresh AOTS trainees from Deurali Janata Pharmaceuticals and Nepal Ekarat Engineering Co. respectively gave accounts of their experience at Japan.



Talk Program by Fresh Trainees of TOT Participants

Mr. Ramesh Man Singh and Mr. Kumar Khanal, the two NAAS members who had participated in a training of trainers program in May conducted a half day talk program on the subjects 'Problem Solving: the QC Way' and '5 S' respectively. The talk program was held at Yamamoto Talim Ghar (YTG) exclusively for NAAS members on 28th June, 1997.



Training Program on Hotel Management and Tourism Marketing Management

A five-day each training on Hotel Management and Tourism Marketing Management was organised consecutively at Kathmandu and Pokhara on 4-8 August and 10-14 August 1997 respectively. The program was organized by AOTS, Japan under joint implementation of NAAS, the Hotel Association of Nepal, Hotel Management & Tourism Training Centre, Kathmandu, the Regional Hotel Association of Nepal, Pokhara and Pokhara Chamber of Commerce & Industry. Mr. Rick Masuda was the chief trainer in the program which included two participants from Sri Lanka.



Japanese Language Conversation Class

A Japanese language class has been started from July 1997 at Yamamoto Talim Ghar (YTG) under the coordination of Ms. Amira Dali who is also the chief trainer. The participants are some NAAS members as well as outsiders.

Seminar on How to Motivate the Workers

A seminar on "How to Motivate the Workers" was conducted by Mr. Toshio Ikawa from Japan under the AOTS lecturing tour program. Altogether 25 enthusiastic local businessmen, business consultants, and entrepreneurs attended the 2-day program held at the Blue Star Hotel on 25-26 August, 1997.



Nagoya Convention

Mr. Madhusudan Bhattarai, NAAS President led a NAAS delegation to the Fifth AOTS Alumni Society Convention held at Nagoya, Aichi, Japan on 1-5 September, 1997. At the convention, the president presented the NAAS report highlighting its activities and efforts at promoting human resource development in the country. The other members of the delegation included Mr. Ashok Aryal, Treasurer, Mr. Purushottam N. Manandhar, Advisor of NAAS and Mrs. Manandhar.



Training on Management of Garment Factory

A six-day training program on "Management of Garment Factory" was conducted under the OTP-6 program of AOTS, Japan at Hotel Himalaya, Kathmandu from 23 to 28 November, 1997. As in the previous two years, this program was implemented jointly by Juki Corporation and NAAS and attended by 50 Nepalese participants affiliated to the garment trade. Mr. K. Honma and Mr. Takaya of Juki were the resource persons in the training.



Training on Tissue Culture

Mr. Giasuddin Ahmed, General Manager, Agro Service Centre of Bangladesh Agro Service Centre had undergone a training on tissue culture technology from December 23, 1997 to January 11, 1998 at the laboratory facility of Nepal Biotech Nursery, Kathmandu which is managed by NAAS member, Mr. Brajesh Vaidya. He was in Nepal under the Inter Alumni Society Exchange Program of AOTS. Mr. Ahmed also visited some other parts of the country in the course of the program.



Computer Training Program

NAAS conducted the third computer training program (CTP-3) at its training hall at YTG from 18-30 January, 1998. The training on Windows applications was coordinated and conducted by Mr. Binod Baskota was attended by 6 participants who were given certificates at the end of the 2-week training program.



Talk Program by Fresh AOTS Trainee

A talk program on "Applicability of Japanese Management in Nepalese Business Environment" was organized at YTG hall on 10th April, 1998 as a fresh trainee experience report. The lecture on the subject was delivered by Mr. Padma Jyoti, Chairman of Jyoti Group of Companies, who had participated in the AOTS Top Management Seminar for SAFAAS (SFTP) in Osaka on July 14-18, 1997.



OUR SINCERE CONDOLENCES

We are deeply grieved by the news of the untimely demise of Mr. Rusi Ghista, President of the AOTS Alumni Association of Western India (AAAWI) and the Federation of AOTS Alumni Association of India (FAAAI) who passed away in Tokyo on 14 September 1997. As a fraternity of AOTS, Nepal AOTS Alumni Society (NAAS) wishes to express its sincere condolences to his family, friends and all those associated with Mr. Ghista. May his kind soul rest in peace.

NEPAL AOTS ALUMNI SOCIETY (NAAS)

Training under AOTS Japan

AOTS Alumni Scholarship 1997/98 (Japan)

S.N.	Name	Training Program	Training Period
1.	Mr. Jaya Satyal	PCCM-1	13 May-2 June, 1997
2.	Mr. Prakash R. S. Suwal	SHOP-1	2-22 July, 1997
3.	Mr. Prakash Kumar Nepal	FMMI	26 Jan-6 March, 1998
4.	Mr. Ram Drashan Roy	FMMI	26 Jan-6 March, 1998
5.	Mr. Rabi Lochan Rimal	PMMI	26 Jan-13 Feb, 1998
6.	Mr. Dambar Bahadur Adhikari	PCCM-1	9 June-29 June, 1998
7.	Mr. Bijaya Bahadur Manandhar	SHOP-1	17 June-7 July, 1998
8.	Mr. Padma Jyoti "AOTS Top Management Seminar for SAFAAS (SFTP)" July 14-18, 1997		
9.	Mr. Devendra Prasad Dhoju "Finance & Banking Management for SAFAAS (SFFI)" 20 Aug-2 Sept., 1997		
10.	Mr. Prabhu Keshar M. S. Pradhan "Finance & Banking Management for SAFFAS (SFFI)" 20 Aug-2 Sept., 1997		

Inter Alumni Society Exchange Program 1997/98

1. Mr. Ratan Agrawal - Inter-tech P. Ltd., Butwal
2. Mr. Durga Lal Sapkota - Nepal Material Handling Eng. Works, Gaidakot
"Design & Fabrication of Mini Boilers & Water Softners" at Modern Erection Limited in Bangladesh on 8-29 June, 1997.
3. Mr. Ramesh Man Singh
"Second Annual Quality Convention" in Bangladesh, Dhaka 19-20 Dec., 1997.
4. Mr. Surendra Das Shrestha - Balaju Engg. & Structure Works
5. Mr. Ram Kumar Singh - Lazimpat Metal Engg. Works
"Steel Fabrication Technology" at Modern Erection Limited in Bangladesh on 18 May - 6 June, 1998.
6. Ms. Samanti Parera - Colombo Hilton, Sri Lanka
7. Mr. Sean de Silva - Colombo Hilton, Sri Lanka
"Training on Hotel Management and Tourism Marketing Management" at Kathmandu on 3-9 August, 1997.
8. Mr. Giasuddin Ahmed from Bangladesh
"Tissue Culture Technology" at Nepal Bio-tech Nursery, Kathmandu on 23 Dec. 1997 - 14 Jan. 1998

Wishing the Eighth Annual General Meeting of

NEPAL AOTS ALUMNI SOCIETY

a grand success



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MOMENTS



Ya ... SubaRashee !!!



Gokuro San ...



Visit Nep. . Yokatta.. wa !



Arigato ... !

THE AICHI DECLARATION

RESOLUTIONS OF THE FIFTH CONVENTION OF AOTS ALUMNI SOCIETIES HELD FROM SEPTEMBER 1 TO 5, 1997 AT THE CHUBU KENSHU CENTRE, AICHI, JAPAN

1. We, the delegates to the Fifth Convention of AOTS Alumni Societies, offer our sincere felicitations to the Chairman, Vice Chairman, President, Senior Managing Director, Managing Directors, General Managers and other staff members of AOTS, Japan for the successful completion and inauguration of the new Chubu Kenshu Centre in Aichi with its most modern and hi-tech training and accommodation facilities. We also place on record our sincere gratitude to the Japanese Ministry of International Trade and Industry, the Aichi Prefectural Government, the Toyota Municipal Government, the neighbouring prefectural authorities and all the various business and industrial organizations for their invaluable support and assistance in making this project a reality.
2. We are on the threshold of a new millennium and "as time is short and our tasks are many," we re-dedicate ourselves to carry forward with renewed vigour and added vitality our mission of assisting the development of human and material resources of our society at large, by utilizing the collective skills and knowledge that we have acquired and enhanced through the training we have received with the benevolence of AOTS.
3. With great pleasure and pride we announce the formation of the "World Network of Friendship (WNF)" - a unique worldwide organization uniting all the Alumni Societies for the promotion of international friendship and understanding through technological, cultural and social exchanges utilizing the resources of the AOTS Alumni Exchange Fund.
4. We have not only achieved but exceeded the target of 100 million yen set by the Fourth Convention for the AOTS Alumni Exchange Fund. For this, we express our sincere appreciation and heartfelt gratitude to Mr. Nagaaki Yamamoto and AOTS staff and all others who have made generous contributions and we urge all the Alumni Societies to increase their contributions to the Fund.
5. Being aware of the financial constraints now faced by AOTS, we hope that such constraints will be overcome in the very near future, and we should cooperate and share the responsibilities with AOTS in its efforts to maximize the effective use of its resources.
6. We adopt AOTS "Guidelines for the Formation of AOTS Alumni Societies" and the "Standard Procedures on Registration of AOTS Alumni Societies" and we strongly recommend that an elected office bearer of the Alumni Societies should not hold office for more than six years in the same position and the Alumni Societies should present annual reports and accounts at their Annual General Meeting and send copies to AOTS.
7. We recommend that any Recruitment Fee charged by the Alumni Societies should be reasonable and made clear to the participants and AOTS beforehand.
8. We urge AOTS to support the Japanese Language, Computer and Management Education activities of AOTS Alumni Societies and suggest that appropriate certification systems be devised by AOTS.
9. We recognize the importance of the contribution and participation of women in AOTS activities and strongly recommend that they be afforded wider opportunities to enhance their involvement.
10. We recognize the efforts of some Alumni Societies to promote humanitarian activities for the good of local communities and encourage other Alumni Societies to do the same.
11. We request that AOTS support consultancy activities of AOTS Alumni Societies and encourage the formation of Regional Consultancy Networks.
12. We recommend the use of advanced communication systems like e-mail and the Internet to promote friendship and business within the AOTS family.
13. We appreciate the generous offers of various Alumni Societies to hold the Sixth Convention of AOTS Alumni Societies in the year 2000 and we unanimously accept the offer of JASTECA, Sri Lanka.
14. We offer our sincere thanks to the AOTS Alumni members who submitted their imaginative designs for the AOTS Alumni Exchange Fund Logo Competition and we offer congratulations to the winner.
15. We congratulate all the staff members of AOTS and express our sincere gratitude to them for their marvellous arrangement and care and attention in organizing this Convention.

NAAS Report Presented at the Nagoya Convention

This is the text of the speech delivered by Mr. Madhusudan Bhattarai, President of Nepal AOTS Alumni Society, at the Fifth Convention of AOTS Alumni Societies (the Nagoya Convention) held at the Chubu Kenshu Centre, Aichi, Japan.

Mr. Chairman, respected President of AOTS, Mr. Nagaaki Yamamoto, distinguished delegates, AOTS officials, ladies and gentlemen.

First of all, on behalf of Nepal AOTS Alumni Society and the people of the Himalayan Kingdom of Nepal, I would like to convey the warmest greetings to President of AOTS, Japan, Mr. Yamamoto, to the Chairman of this session and to all the distinguished delegates. I take this opportunity to express my cordial greetings to the very helpful and understanding AOTS officials and staffs.

Mr. Chairman, with your permission now, I would like to put forward the important activities of our Society with our humble intention to inform this august gathering on the strategic plan of our Society. For the details on our activities, I request you to refer to our publication "TALIM" that we have distributed here.

Our Society was formally registered in the year 1991 and we started our activities officially from the same year. In this sense, we are very young and very small, and we are still in the process of learning from our senior alumni societies. We are getting very good guidance from AOTS, Japan and AOTS, Bangladesh office. *MINASAN DOZO YOROSHIKU ONEGAITASHIMASU.*

Within the period of three years after we met last at KKC, Osaka, the few achievements we made are as follows :

- 1) We built our small training center where we are conducting our in-house training programs on Japanese management, running computer classes and Japanese language classes besides our regular meetings and other programs.

We have named this training center after the name of AOTS President, Mr. Yamamoto - as Yamamoto Talim Ghar (YTG in short) because with Yamamoto san's strong encouragement and parental affection, the small society like ours could establish our own training center. I believe many members from SAFAAS region present here have visited the YTG during the inauguration. We are very much privileged that Yamamoto san officially inaugurated the center during the SAFAAS Convention in 1995.



- 2) Another major activity in the year 1995 was the fourth SAFAAS convention which we organized in Kathmandu on 7th and 8th November. Altogether 40 delegates from 15 alumni societies of Bangladesh, India, Iran, Nepal, Pakistan and Sri Lanka participated in the convention, and we were very glad that the number of participants was biggest ever in the history of SAFAAS convention.

Yamamoto san's presence and special guidance on the occasion inspired all of us to further strengthen the mutual cooperation between alumni societies of SAFAAS region.

- 3) Our alumni society's main target is to disseminate the knowledge that we earned in Japan through AOTS. For this, we have established a system of Domestic Lecturing Tour (DLT) - meaning we go to different cities of Nepal for 2-day introductory training on Japanese management, with the cooperation of local chambers of commerce and industry. Of course, we also carry out follow up programs on requests. Within the past two years, we have completed four such programs in four cities and accomplished training to 91 persons. The responses are very encouraging and we are planning to carry this program on a regular basis. We are very much thankful to AOTS, Japan for supporting us in this program.

While conducting this Domestic Lecturing Tour program, we felt the need of grooming maximum number of resource persons from among our alumni members. For this purpose, we started the program of training of trainers too. The cooperation of AOTS, Bangladesh office is

Nagoya Convention

noteworthy in this regard. We received six resource persons during this period from Bangladesh. Under the AOTS Inter Alumni Exchange Program, two members of our society visited Bangladesh as resource persons.

Thus, exchange of trainees and resource persons among the alumni societies is playing a very crucial role in our activities.

- 4) Our next focus is on AOTS Inter Alumni Exchange Program. While training in Japan is also important and necessary, we believe training in and among the neighboring countries may be more relevant and quicker. We heartily agree with AOTS, Japan on the need to strengthen the Alumni Exchange Program. In the last 3 years, we had sent 14 trainees to Bangladesh, India and Pakistan under the Alumni Exchange Program, and have accepted 2 trainees from Bangladesh. This year, we are welcoming one trainee from Bangladesh on plant tissue culture technology.
- 5) Another successful program we are launching with the strong support of AOTS, Japan is the Overseas Training Program. We had organized 6 such programs in different fields and have had very good response from the respective industries. I would like to take this opportunity to mention about the special program on Tourism Marketing Management and Hotel Management executed last month. It was the first case in which our Alumni Society became the implementing agency of an OTP program instead of some particular Japanese company. Since tourism is the most potential industry in Nepal, with the special consideration of AOTS, Japan, last year we organized an OTP on Hotel Management. The responses were so big that this year again we had to organize similar program in two places - Kathmandu and Pokhara (another touristic city). Next year is the Visit Nepal Year. The Ministry of Tourism/HMG of Nepal has requested us to organize one more regular course plus another advanced training on Tourism Marketing Management next year. Thus, the contribution of AOTS in the promotion of tourism industry of Nepal is going to be very significant.

Mr. President, we would like to request you for your kind consideration on this, and I take this opportunity to invite you to Nepal on this special occasion.

Besides, we have been running other regular activities smoothly with the help of one office assistant at YTG. We hold our executive meetings once a month and various committee meetings are held every week at YTG. After 6 years of struggle, we could now hold our feet on the ground.

Here I would like to mention that since the Osaka convention,

123 trainees have been sent to Japan, 18 trainees to the SAFAAS region, and 751 people received their training within the country. For your information, the total number of trainees in the previous period 1991-1994 was 214 in comparison to 892 trainees since 1994.

Trainees Distribution in Various Training Programs

The pareto graph regarding trainee distribution in various training programs (1991-1996) shows that the number of trainees are highest in Overseas Training Program (OTP) and then in the Lecturing Tours conducted by Japanese experts, followed by the Program for Nepalese Entrepreneurs (PNEE) and Domestic Lecturing Tours (DLT).

Training Trend during 1968-1996

Development of human resources in Nepal by number of AOTS trainees trained during the period 1968-1996 is found to be in increasing trend, specially after the establishment of our Alumni Society in 1991, and even more so in the recent years after 1995.

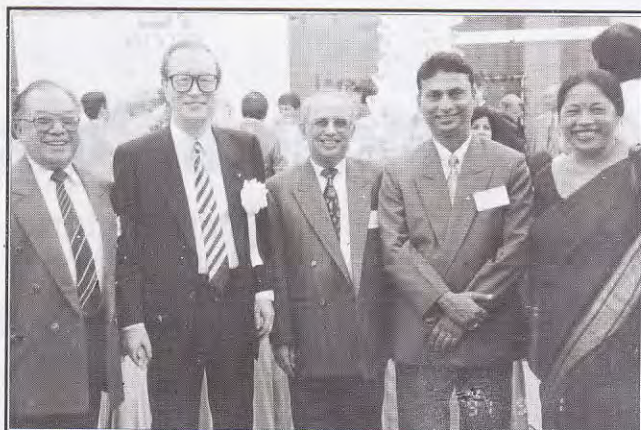
Management and Technical Training Ratio

The proportion of management and technical training ratio up to the year 1990 was 32:68, whereas, this ratio has changed to 91:9 in the period 1991-1996.

Finally, I hereby would like to mention that we NAAS delegates are very happy to have the opportunity to be here in this august gathering. We believe an exchange of ideas among the alumni societies in this forum will greatly contribute to the formulation of the future plans for HRD in our respective societies.

I would like to conclude by saying let us, the alumni societies, learn from each other with the strong support of AOTS, Japan

Thank you very much.





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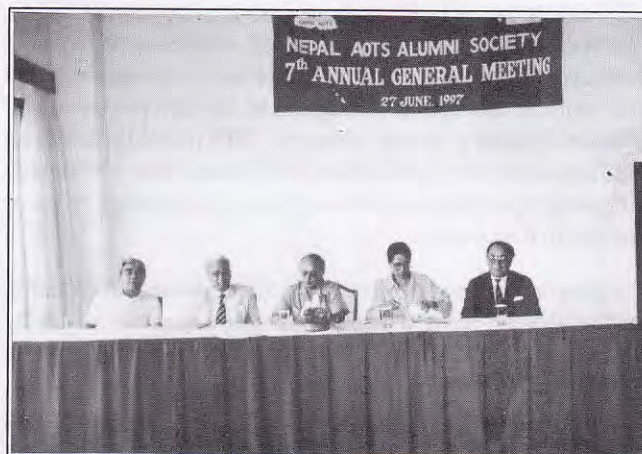
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Proceedings of the Seventh Annual General Meeting of Nepal AOTS Alumni Society

The seventh annual general meeting of Nepal AOTS Alumni Society (NAAS) was concluded at Hotel Himalaya, Kathmandu on 27th June 1997. The AGM was well attended by about 40 NAAS members, representatives of NAAS corporate members, life members and honorary member Senior Advocate Mr. Sindhunath Pyakurel. Since NAAS adopted the practice of maintaining the term of an executive committee for two years, no elections were held during this 7th AGM since a new ex-com was elected last year.

The AGM started with a welcome address by Mr. Madhusudan Bhattarai, President of NAAS, during which he highlighted the achievements of NAAS. A minute of silence was observed to remember T. Akimoto sensei who passed away during the year. In the first part of the meeting, Ms. Amira Dali, General Secretary, presented the general report on activities of NAAS during the year 1996/1997. Mr. Kumar Khanal, Joint Treasurer, presented the financial report of NAAS for the same year which was endorsed in the meeting. The Joint Treasurer's report on the repayment of the final instalment of the loan taken by NAAS from AOTS, Japan for the construction of Yamamoto Talim Ghar, the NAAS building at Koteshwor was greeted with a round of wide applause by those present in the general meeting. Special time was taken to express NAAS' gratitude to Mr. Nagaaki Yamamoto, President of



AOTS for his sympathetic attitude towards the development of NAAS.

In the next stage, the gathering was briefed on specific training activities of NAAS. Reports were presented by the following executive members :

- * Report on OTP : Mr. Dinesh Chapagain
- * Report on DLT and PNEE : Mr. Madhusudan Bhattarai
- * Report on lecturing tour (LT) of Japanese trainers : Mr. Ballav Pradhananga

Next in the agenda was presentations on the experience of fresh trainees of AOTS training programs and the relevance of the training to their business organisations. In this context, two trainees who had recently returned from AOTS, Japan gave accounts of the specific programs they participated in and their experience. Presentations were made by :

- * Mr. Hari Bhakta Sharma, Deurali Janata Pharmaceuticals, Kathmandu
- * Mr. Anil Ratna Sthapit, Nepal Ekraat Engineering Company, Hetauda

Some time was allocated for general floor discussions. The meeting concluded with brief vote of thanks by Mr. Asta B. Shakya, Joint Secretary. The lively atmosphere and the spirit continued during the dinner at the hotel. During this AGM, a drive for individual life membership among members was made as agreed in the sixth AGM in 1996.



Training Program on Hotel Management and Tourism Marketing Management

Two 5-day training programs on Hotel Management and Tourism Marketing Management were held consecutively at Kathmandu and Pokhara between 4th to 14th August 1997 under the AOTS Overseas Training Program (OTP-5). The objective of the training program was to assist Nepal in developing appropriate human resources in the area of hotel and tourism marketing management for the promotion of tourism industry in the country. The training assumed significance in the context of the Visit Nepal Year 1998 which the government has adopted as a national campaign to boost tourism in the country.

The program was an answer to the popular demand for training on the subject after a similar program was successfully undertaken by NAAS in the previous year. Responding to the need for wider coverage, for the first time, the program was held in two major cities consecutively. Both Kathmandu and Pokhara are important and significant touristic areas with great number of tourist hotels and travel service businesses.

Mr. Rick Masuda, with his extensive experience as hotelier in the marketing field as well as operation field with 10 years with the Hyatt Hotels and Resorts in Asia and Hawaii hops in and out of various countries as an international consultant and trainer. As in the previous year, Mr. Masuda was the resource person of the two programs this year.

Training at Kathmandu

The training program at Kathmandu held from 4th to 8th August 1997 at Hotel Malla was participated by 55 persons affiliated to hotels and other travel related service organizations in different parts of the country and working as managers and proprietors. The participants also included a gentleman and a lady from Sri Lanka representing the Colombo Hilton. They attended the training under the AOTS Inter Alumni Exchange Program.



The training was organized by NAAS in cooperation with the Hotel Management and Tourism Training Centre (HMTTC) and the Hotel Association of Nepal (HAN).

Honourable Minister Sarbendra Nath Shukla inaugurated the program on 4th August at Hotel Malla amidst a function attended by His Excellency Tomohiko Yanase, Ambassador of Japan. Mr. Dipendra Purush Dhakal, Secretary, Ministry of Tourism and Civil Aviation, Mrs. Moti Shova Shrestha, Executive Director, HMTTC, Mr. Yogendra Shakya, President, HAN, Dr. AKM M. Hussain, Representative, AOTS Dhaka, Mr. ARS Md. Anwarul Haq and Mr. Jawaharul Ghani, President and Vice President respectively of Bangladesh AOTS Alumni Society (BAAS). In addition, officials and other dignitaries related to tourism development, the media, NAAS members and the trainees attended the ceremony.

Certificates were distributed to all participants on 8th August by the Secretary of Ministry of Tourism and Civil Aviation in the presence of the Executive Director, HMTTC, the President and Vice President of HAN, the NAAS members and others.

Training at Pokhara

The training program at Pokhara was held from 10th to 14th August 1997 at the newly constructed Hotel Bluebird. There were a total of 53 participants in the program which was organized in cooperation with the Pokhara Chamber of Commerce and Industry (PCCI) and the Regional Hotel Association of Nepal, Pokhara Chapter (RHAN).

The Chairman of the District Development Committee inaugurated the program which was attended by Mr. Azad Shrestha, President of PCCI, Mr. Sundar Shrestha, Vice President of RHAN and other distinguished guests along with NAAS members and the local media people. □

Seminar on How to Motivate the Workers

As part of its regular human resource development activities, Nepal AOTS Alumni Society (NAAS) organized a two-day seminar on "How to Motivate the Workers" on 25-26 August, 1997 at Hotel Blue Star in Kathmandu, under the lecturing tour program of AOTS, Japan. Mr. Toshio Ikawa, as a resource person, came to deliver his valuable lecture in this seminar. At present, Mr. T. Ikawa is an advisor of Japan Small Business Corporation under the Ministry of International Trade and Industry, Japan, instructor at IIST (Institute for International Studies and Training), and is also associated with training programs of AOTS.

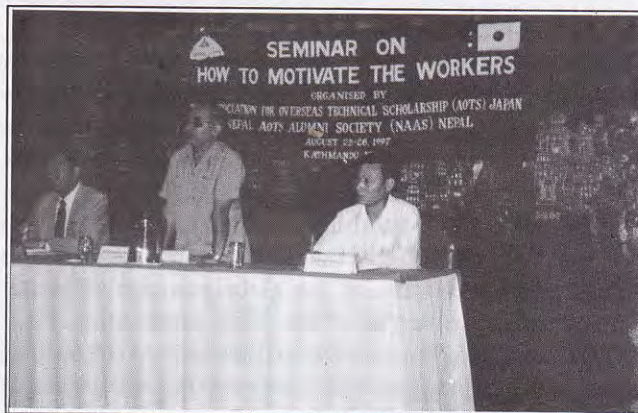
The seminar was conducted under a coordinating committee comprising of the following members :

Mr. Mahesh K. Nakarmi	: Co-ordinator
Mr. Ballav Pradhanang	: Member
Mr. Bidur Khanal	: Member
Mr. Brajesh Vaidya	: Member

Other NAAS members were also actively involved in organizing this seminar.

Altogether 25 participants from different organizations such as manufacturing companies, travel service and consultancy service keenly participated in this two-day seminar.

Ikawa Sensei who has been to Nepal on previous such seminars



under AOTS, delivered his lecture on various practical methods to motivate the workers. The content of the seminar was as follows :

- * Introduction (common difficult problems for management)
- * Creation and Contrivance
- * Desires of Human Beings
- * Mechanism of Growth of Motivation
- * Objective and Motivation
- * Wage and Motivation

In the opening ceremony of the seminar on 25th August, the welcome speech was delivered by NAAS President, Mr. Madhusudan Bhattarai. The key note address was given by program co-ordinator Mr. Mahesh K. Nakarmi.

After the conclusion of the seminar on 26th August, certificates were distributed to all the participants. The participants evaluated the effectiveness of the seminar. Some of the participants suggested that such program should be conducted from time to time. Ikawa Sensei was presented a souvenir on behalf of the participants. The vote of thanks was delivered by Mr. Dinesh Chapagain, Vice President, NAAS.

Our sincere thanks goes to T. Ikawa Sensei and AOTS, Japan and all the participants for their active cooperation in making this seminar a grand success. □



Attention :

NAAS monthly meetings on 1st Monday of every English month at YTG.

Time : 5:30 pm (summer) and 5:00 pm. (winter)

Fifth Convention of AOTS Alumni Societies

The Fifth Convention of AOTS Alumni Societies took place at the new Chubu Kenshu Centre (CKC) in Toyota City, Aichi Prefecture, Japan from September 1 to 5, 1997. A four-member delegation from Nepal AOTS Alumni Society (NAAS) took part in this convention. The members of the delegation were Mr. Madhusudan Bhattarai, President, NAAS, Mr. Purushottam N. Manandhar, advisor of NAAS, Treasurer Mr. Ashok K. Aryal, and Mrs. Manandhar. Altogether 205 delegates from 64 AOTS alumni societies and branches from 40 countries spread around the globe participated in this convention. The venue of the fifth convention CKC inaugurated during the convention is the new AOTS training centre which is equipped with most modern communication equipment and training facilities.

The fifth convention commenced on 1st September, 1997 with a special lecture by Dr. Yoshio Kondo, Professor Emeritus, Kyoto University, in conjunction with the training program for HRD project managers, and continued with separate meetings of the six regional federations of AOTS alumni societies.

On the second day of the convention, the General Assembly meeting started with an opening address from Mr. Nagaaki Yamamoto, President of AOTS, during which he reported on the activities of alumni societies and enthusiastically exchanged information about their experiences. As this was the last convention of this century, there was particular emphasis on the presentation of the alumni societies' vision for their future activities as they move forward into the next century. Discussions were held at large to plan for the activities in order to realize those visions. This was followed by five working committee meetings which discussed on the following topics.



1. Organization and management of alumni societies
2. Joint human resources development programs with AOTS
3. New joint programs with AOTS
4. AOTS follow-up services and networking
5. World Network of Friendship.

An exhibition corner was set up on the second floor of CKC where various alumni societies displayed illustrations of their activities with photographs, posters, art and crafts, videos, etc. The alumni societies worked together in a lively spirit to create a colorful and interesting environment filled with music. A logo competition was also organised to finalize a logo for the AOTS Alumni Exchange Fund.

On 5th September, the last day of the convention, the General Assembly meeting discussed extensively on the outcome of working committee and regional committee meetings. The Assembly finally approved a 15-point resolution under the title "The Aichi Declaration". The major highlights of the declaration were the formation of "World Network of Friendship" (WNF) for the promotion of international friendship, promoting understanding through technical, cultural and social exchanges utilising the resources of Alumni Exchange Fund, the creation of AOTS Alumni Exchange Fund and its utilisation, and fixation of the venue for the sixth AOTS convention, etc.

The fifth convention, efficiently managed by dedicated AOTS management staff and supported by various institutions, organisations and industries of Nagoya, Toyota and Kariya cities, was indeed a grand success. □

Training on Management of Garment Factory in Nepal

Nepal AOTS Alumni Society successfully organised a six-day training program on "Management of Garment Factory" which was graciously inaugurated by Honourable Minister Prakash Chandra Lohani, Minister of Commerce at Hotel Himalaya, Kathmandu from 23rd to 28th November, 1997 under the AOTS Overseas Training Program (OTP-6). This Program was the third in the series of training on the subject held by NAAS since 1995. As in the past, the training program on "Management of Garment Factory" was implemented by JUKI Corporation of Japan in cooperation with JUKI (Singapore) Pte. Ltd. and NAAS.

The main objective of the training course has been to assist Nepal in effective and efficient management of garment manufacturing for the development of the industry in the country. The training was a call for appropriate human resources development and the utmost use of modern technology for boosting the country's garment export. Altogether 50 participants including 31 women affiliated to various local garment industries as proprietors, managers or supervisors enthusiastically participated in the training program. These participants were short listed from among the numerous applications received in response to the public notice through media and the notice circulated by the



Garment Association of Nepal. The resource persons were Mr. K. Honma and Mr. Takaya, both experienced trainers of JUKI Corporation, Japan.

The program was inaugurated by lighting the *panas* by the chief guest, Minister Lohani, amidst a ceremony which was attended by Mr. Hideyaki Onishi, Counsellor, and Mr. Yoshiteru Iida, both from the Embassy of Japan, Mr. Kiran Sakha, second vice president, Garment Association of Nepal, Mrs. Laxmi Shrestha, Readymade Garment Training Centre, Ministry of Industry, and Dr. A.K.M. M. Hussein, Representative, AOTS Dhaka office. Besides, a number of guests associated with the garment industry sector, NAAS members and various media people also were present on the occasion.

Certificates were distributed to all the participants who successfully participated in the week-long training program. In his address to the gathering during the concluding ceremony on 28th November, Mr. Chandi Dhakal, the president of Garment Association of Nepal, summed up saying, "This is the need of the day. AOTS and JUKI Corporation have identified what our country and the industry needs and have tried to fulfil it by conducting these training sessions. This program will help to fill this large vacuum of professional garment technocrats" □



All ex-trainees of AOTS !

Register your names and join up NAAS.

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Training on Tissue Culture Technology

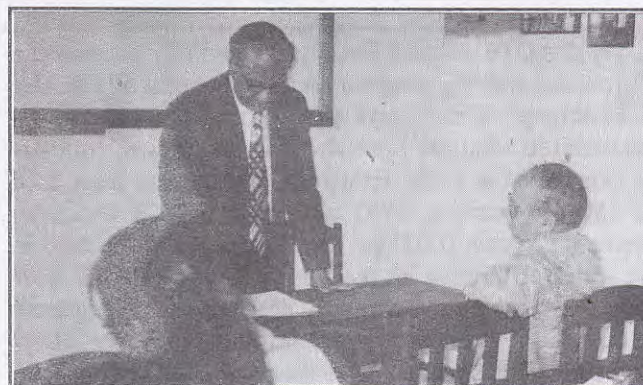
Mr. Gaisuddin Ahmed, General Manager, Agro Service Centre of Bangladesh Agro Service Center was at the laboratory facility of Nepal Biotech Nursery from December 23, 1997 to January 11, 1998. He came to Nepal Biotech Nursery for training on tissue culture under inter alumni resource exchange program conducted by Association for Overseas Technical Scholarship (AOTS), Japan. Mr. Ahmed was selected by Bangladesh AOTS office to take part in this training program in Kathmandu. He has a background of Agriculture, Seed Technology and Horticulture and has been in the government service for a long time.

Schedule of training program :

The training on tissue culture like any other training begins with a theoretical aspect, where a trainee is given a series of lecture on theoretical and scientific part of tissue culture. In this training Dr. Nirmal Joshee, an assistant professor at Kathmandu University and chief of research and development division at Nepal Biotech Nursery, gave most of the lectures on theoretical aspects. On the first day of training, after a brief introduction of the nursery, a lecture on various aspects on biotechnology was given. The world of biotechnology is vast and tissue culture is just a small part of biotechnology. The commercial firms like Nepal Biotech Nursery is using the same technology to propagate the plants in large numbers, which is otherwise impossible by other means. The lecture also highlighted the fundamentals of tissue culture, and commercialization, marketing aspects of tissue culture and lab to land process where the plants from the lab are transferred in the field, where the farmers are the ultimate beneficiaries.

The second phase of the training after the lecture was hands-on experience in the lab. Mr. Ahmed was shown how the media is prepared, how the subculturing is done and the processes of sand rooting, and after the sand rooting, how the plants are packed to transport them to different part of Nepal.

The third part of the training was to go and see the actual banana plantation. Mr. Ahmed, accompanied by Mr. Prabendra Lal Singh, Administrative Officer of NBN went to Mahendranagar. The city of Mahendranagar lies in the Far West region of Nepal. It takes about 1 hour by flight and 16 hours by bus. The farmers in Mahendranagar have bought tissue cultured banana plants (William's hybrid) and started commercial farming with the help from Agro Enterprise Center (AEC). In Mahendranagar, Mr. Ahmed met with Mr. Subash Singh, Regional Coordinator of AEC, and with his help, an interaction with farmers was conducted to show Mr. Ahmed various matters that arise during the plantation. He had a chance to actually converse with the farmers who were planting banana



in their field. Mr. Ahmed returned to Kathmandu after his short stay (3 days) in Mahendranagar.

The fourth part of his training program included meetings with several people concerned in agribusiness or have relationship with tissue culture. The first meeting was with the chairwoman Mrs. Jamuna Kayastha, and executive director of No-Frills Seed Company (NFC), Dr. Kayastha. This family owned business went into operation ten years ago producing various vegetable seeds. Currently, they are exporting seeds to Bangladesh as well. Mr. Ahmed discussed on having a relationship between his company in Dhaka and NFC. On that same afternoon, Mr. Ahmed went to visit Parijat Nursery at Godawari. Mr. Rajendra Rai, the owner of Parijat Nursery specializes in orchids. After visiting Parijat Nursery, another nursery, Ever Green Nursery was also visited. The next day, tissue culture lab at Kathmandu University was visited. Ms. Sweta Sinha, Lecturer, has been conducting various academic research on plants found in Nepal. A meeting with Dr. Tej Partap, Director of Mountain Farming at ICIMOD was held on the same day. He stressed that there need to be more cooperation with two countries regarding the agriculture. As per his schedule, Mr. Ahmed visited one more tissue culture lab. (A government owned research facility) at Nepal Agriculture Research Council (NARC) and met with research officer, Mrs. Lucy Joshee. The last meeting was with Dr. D. B. Shakya, Executive Director of AEC at Kathmandu. Dr. Shakya pointed out the possibilities of cooperation in agriculture sector that both countries should focus on.

The final part of the training was a short ceremony on Friday, January 9th. Mr. Ahmed gave a short presentation regarding his training at Nepal Biotech Nursery. At that time, Mr. Madhusudan Bhattarai, President of NAAS, Mrs. Amira Dali, Director of NBN, Dr. Joshee and Mr. P. L. Singh were present.

NAAS members at Yamamoto Talim Ghar (YTG) also invited him on December 24th for a welcome party. □

Applicability of Japanese Management in Nepalese Business Environment

Mr. Padma Jyoti, a prominent businessman and chairman of Jyoti Group of Companies, made a very interesting presentation on the subject "Applicability of Japanese Management in Nepalese Business Environment" on April 10, 1998 at the Yamamoto Talim Ghar amidst a close gathering of NAAS members and some guests. Although it was a very informal session, His Excellency Mr. Tomohiko Yanase, Ambassador of Japan to Nepal, and a few other members of the Embassy of Japan also attended the program. Mr. Padma Jyoti had participated in the AOTS Top Management Seminar for SAFAAS (SFTP) at Osaka on July 14-18, 1997 and subsequently joined NAAS as a member.

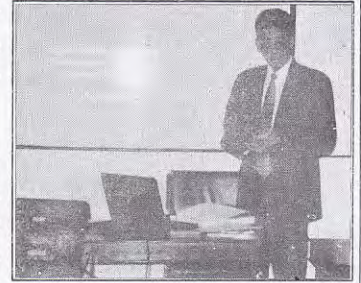
Mr. Jyoti gave a brief account of the AOTS Top Management seminar which he attended, and his Japanese connection in terms of his business in Nepal. He then outline the salient features of Japanese management and his understanding of it. He then dwelt on the "seeds of ideas", as he called, in three strategic areas :

1. Long term strategy
2. Product strategy
3. Human Resource Management system strategy

These ideas were very pertinent and relevant to the business philosophy any where in the world.

The lecture on applicability of Japanese management philosophy in Nepal was quite enlightening because ultimately, this is what we should be able to do - link the training experience in Japan with the Nepalese business environment. As Mr. Jyoti pointed out, "mere transplant will not succeed. Adaptation and evolutionary approach should be taken. Approach should suit the stage of preparedness at micro firm level and national level. Each company must find its own approach reflecting its capabilities and constraints". His closing line was a clear message from Japan. "There is always a better way." Very simple message, but could take us a long way if we understand it and make small improvements continually.

The program was followed by a lively cocktail dinner at the YTG lounge. □



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Good Manufacturing Practice : The Basic Concept

Kumar P. Khanal

Production Manager, Royal Drugs Ltd.



[A] Introduction to Good Manufacturing Practice (GMP)

It is very difficult even for some best known producers of the world to produce as per ideal GMP standard. This is because GMP is neither fully understood by a pharmacist who is actively involved in the production of medicines nor by the renown and large producers engaged in the production of medicines for half a century.

The concept of GMP became clear only after 1976, and was periodically amended as people became conscious of their health. The uni-direction flow of production line is developed to avoid cross-contamination. Even the smallest possibility of entrance for creepers, insects, birds have to be eliminated. Clean air under positive pressure is maintained to fulfil the above requirement. The records of raw materials, usage analysis, production, the flow chart of processing and in-process QC should be maintained up to one year after the expiry date. The experiment of new formulation regarding stability against temperature, moisture and light should be performed and recorded for future use. The individual pack and unit pack must consist of the expiry date and the maximum retail price.

The WHO GMP does not provide very precise directives that could be

followed regarding the GMP elements, but do provide sufficient guidelines to device, plan and record the operation. To attain the full specification of GMP at manufacturing stage, it is the prime responsibility of the pharmacist involved in production to follow the GMP. Whereas, it is the secondary responsibility of the drug authorities involved in inspection and instruction to follow GMP. Every country should have GMP guidelines available at operational level as a minimum requirement to allow production. Failing to attain such requirement, the manufacturer should not be allowed to carry out production. In the case of Nepal, the domestic GMP is the "Code of conduct for manufacturing" and it should be geared up to reach the WHO specification phase wise. Therefore, **"The quality drug is not the content [design] but the in built character that goes in by strict following of GMP"**.

or

"The quality is built in designing and actualized by manufacturing under GMP regulation"

[B] Elements of GMP

1. Environment

Medicines should be produced in a very clean environment, free from dust, moisture, light, temperature, pollution from fumes, litters of stale food or other purifiable by-products. Its location should be far from the city but linked

with roads, electricity and sufficient water supply.

2. Industrial Location

The pharmaceutical company should be isolated from thickly populated area. The road leading to the factory building should be paved. The field with loose soil should be either avoided or tree plantation done. Tree plantation should be 20-30 ft. away from the main wall of the building. This distance (10 ft.) should be paved. The total area of the industry should be 3-10 times that of main factory.

3. Factory Premises

There is no hard and fast rule about the shape and size of the pharmaceutical factory, which depends upon the number, types and quantum of the product. However, the size of the capsule and tablet manufacturing area should not be less than 6,000 sq. ft. of factory premises.

4. Specification and Facilities Required for Pharmaceutical Production

- a) The building face should not be open to light, whereas there should be sufficient natural source of light, so that work do not get interrupted even at the time of power failure. The corner of the walls, ground and ceiling should be curved to facilitate thorough cleaning.

b) Any greenery, gardening and tree plantation should be developed 20-30 ft. away from the factory building. A 15-22 ft. slopping paved areas should be developed in order to keep the building away from moisture, dust, creepers and insects. In between grassed lounge and paved area, a trench of 2ft x 2ft size should be built and filled with phenolic antiseptic solution.

c) Two sets of taller trees and man-height bush around the periphery close to the boundary wall to be built with only one gate for both in/out provision. Every morning, two hours before the factory starts, clean water has to be sprayed to wash away dust accumulated on leaves and bushes. Regular calmination, mowing and spraying of insecticidal solution on road level will avoid excessive harnessing of insects and worms.

d) No windows and doors should open to outside environment of factory premises. The windows on outer part of the factory should have double glass mounted on annular frame over double insulated wall for efficient maintenance of AC and dehumidifier.

e) The doors and windows should be fabricated with metal and rubber lined glass in a size of 4ft x 6ft for windows and 3ft x 6ft for doors.

f) The entrance door for workers should have double frame panels for wired nets and close glass doors with hard spring pushed shutter.

g) A provision should be made for positive dust free air maintaining 20 psi. A low pressurized area 'C' with 10 psi, highly pressurized area 'B' with 30 psi and general pressurized area 'A' with 20 psi and sterilised air (Hefa filter) can be maintained.

5. Services Within The Factory Premises

a) Maintenance of centrally controlled positive air unit or individual supply unit and monitored by pressure gauge of 'V' tube manometer assuring positive pressure outlet and negative pressure closure type.

b) To be safe, a thin muslin cloth supported by metal wire on the outlet ventilator will further ensure complete check of insects and dust from outside.

c) For antibiotic production, sterilized product manufacturing and eye/ear solution production area, there should be a provision for Hefa filter with anteroom seclusion on the entrance door.

d) Antibiotic production, dry-granulation and tablet compression areas should be air conditioned.

e) Capsule production, granule production and tablet compression areas must have dehumidifier.

f) Water from underground or municipality supply must be de-aerated, softened and de-ionised and supplied for the production.

h) Distilled water used for intravenous infusion, injection, and eye/ear

solution must be triple distilled, bacteria free and pyrogen free.

h) All the precautionary measures such as changing of shoes, clothes, masks, gloves, caps and aprons should be provided both for assuring quality of drugs and safety of workers.

i) Regular monitoring of bacteria free atmosphere within the factory and relative humidity determination are to be checked before starting the production.

6. Personnel

a) Qualified and experienced manpower should be engaged in building construction from formulation, development stage to stability determination stage.

b) Many faulty production and blunder in quality maintainance are entirely the negligence of a pharmacist. The production pharmacist, rather than in-charge pharmacist, should be made responsible for quality production.

c) A pharmacist specialized in analytical operation should be responsible for the development of methodology, validation of analytic method, checking calculations result and reporting on batch failure or passage.

d) A copy of analytic report attached on batch card and a copy for QC department record should be made compulsory. The analytical pharmacist needs OJT and he should bear the responsibility for

substandard product on seized sample.

- e) A qualified and experienced marketing manager with an MBA should lead the marketing and sales team.
- f) A general manager having wide experience on all aspects of factory management, production, costing, sales promotion and purchasing should manage the company.
- g) A large number of skilled workers should be trained for guided packing, store management and despatch of the product after billing.

7. Production Procedure

- a) Standard Operating Procedure (SOP) based on chemical characteristics of raw materials, and their behaviour with auxiliary substances should be thoroughly understood before drafting the initial formulation.
- b) Detailed method of production procedure should be developed and reserved as Master Formula (MF).

c) The MF can be amended as per need. So a constant control on procedure should be carried out in the laboratory as an experiment.

d) A suitable method of analysis should be developed to obtain result more accurately on MF.

e) A great deal of study is needed if a diversion on unit dosage form is desired. A hasty development of new dosage form may not be desirable, since validation of new dosage form has never been established before.

8. Quality Control

a) The Q C record of a product has to be preserved for one year after expiry date.

b) Records of QC failure either due to content or any physio-chemical characteristics should be preserved for 5 years, and such information should be given to Department of Drug Administration (DDA) to ensure that such failed product, by no means, be circulated for sale in the market.

c) The information of withdrawal batch should also be intimated to DDA as a legal procedure and also as a safeguard of public health.

d) Failing the compliance on reporting may result in grave consequences legally and on health safety, and this is the responsibility of the pharmacist.

e) In all the cases of faulty production or substandard detection, it will be the responsibility of the technical manager (pharmacist or any others) for complete withdrawal and compliance with legal procedures.

f) On arrival of raw materials, packing materials and auxiliary materials, the Q C report should be instantly made available to claim for insurance if failure occurs.

g) A regular check on quality of raw materials/auxiliary materials should be carried out every 3 to 4 months, and the rate of deterioration should be constantly monitored. In case of doubts, the General Manager should be informed referring to the batch number. □

Wishing the Eighth Annual General Meeting of
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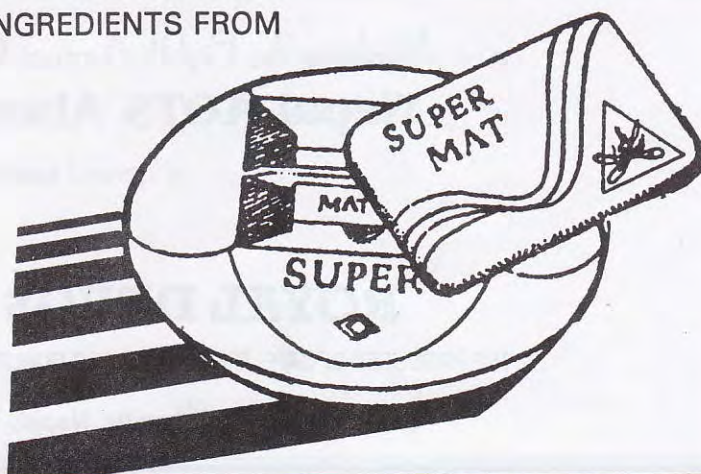


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Emerging Trends in Finance

Prabhu K. M. Pradhan
Acting DGM, Operation I, NIDC

Deregulation, new technology and competition are changing the shape of the financial services throughout the world. Number of institutional barriers segmenting the domestic and international banking sectors have been broken down. Accordingly, the concept of banking risks is also changing and this change has brought about increased competition. True, the rising competition will pose new challenges. This will call for an effective and greater transparency of accounts.

With the initiation of economic liberalization, Nepal has also witnessed a dynamic growth in the banking and financial sector. Mainly after reinstating democracy, the government's effort to create competitiveness in the financial sector has given birth to various new commercial banks, joint venture banks like Nepal Arab Bank Ltd. (NABIL), Nepal Grindlays Bank Ltd. (NGBL), Nepal Indosuez Bank Ltd. (INDOSUEZ), Nepal SBI Bank Ltd. (SBI) etc. and finance companies. At present, we have 11 commercial banks, 42 finance companies and 3 development banks (ADB, NIDC & RDBs).

There exists a good number of banks in the private sector that offer comparatively a better package of term lending and non-banking support services at lower interest rates to the clientele industries. Borrowers have better choice these days. In the changed liberal and autonomous financial sector regime, the success of banks and finance companies, therefore, lies on their efficiency, competitiveness and sustainability.

The Central Bank of Nepal has taken

various policy reform measures to foster competition in the banking sector. The elimination of the system of statutory liquidity ratio (SLR), for example, exempted commercial banks from investing 22 percent of their time deposit in treasury bills and Nepal Rastra Bank bonds, and enables them to invest more of their resources towards the productive sectors and improve their profitability. It has resulted in availability of large float money with banks. Besides, commercial banks are now permitted to set their own deposit and lending rates maintaining the minimum spread at 6 percent and also cash margins in issuing letters of credit for imports. Within the overall framework of capital adequacy, banks are being freed to venture in any form of financing including term-lending. As a result of financial liberalization process, a number of activities have been thrown open to the banks including the mutual funds, money market, portfolio management etc. The traditional markets are growing to be more sophisticated in their choice of financial services.

The rising competition among banks and also finance companies has posed new challenges in the financial sector. For the public sector banks, particularly the development banks like Nepal Industrial Development Corporation (NIDC) and Agricultural Development Bank (ADB) and two largest commercial banks Nepal Bank Ltd. (NBL) and Rastriya Banijya Bank (RBB), it is a question of survival at this competitive edge if their management style and systems, philosophy and operation modalities are not changed.

Nepalese experience of joint ventures banking has shown that they have been

more successful in achieving the anticipated results in terms of mobilizing savings and channelising them to productive uses. Joint venture banks alone hold 40% share of the total banking activities. Even in a year of industrial recession and depressed stock markets, joint venture banks have comparatively come out with a commendable performance. But the public sector banks like NBL and RBB including NIDC and ADB have not been able to operate efficiently.

The public sector banks on withstand challenges, posed by the recent opening up of the flood gates of competition in the banking sector due to liberalization, unshackling of permits and controls, deregulation of interest and globalization, by adopting the appropriate strategy on the following lines :

- * Public sector banks should be in the form of autonomous (i.e. freedom from red tape, treasury control and political control) public corporations rather than government departments.
- * To build a client-base of high credit standing by offering competitive rates and efficient services.
- * There should be a constant effort in the direction of upgrading skills in the operation of the banks.
- * New and alternative means of providing services should be explored from time to time depending on the client needs.
- * To introduce higher degree of office

mechanization by introducing and upgrading the computer system from time to time based on the client requirements.

Success stories of private banks in many countries are found where these banks possess operational and administrative leverage and have the capability to exercise independent credit judgements.

Above all, the response of the Nepalese banking and financial sectors to the country's economic liberalization has been quite encouraging. As a result, the number of commercial banks and finance companies in the private sector have increased rapidly. Overall, there are 130 institutions including commercial banks, development banks and non-bank financial institutions now working in the country in the financial sector. All this reveals, Nepal can fascinate foreign entities in financial services effectively. These rapid developments in the banking and financial sector deliberately support in the establishment of an international financial services centre (offshore centre) in Nepal.

The government of Nepal is willing to make this country a heart of international finance. It has already announced its plan to establish the international financial services centre in Nepal in the budget speech of the F/Y 1996/97 with a hope

to bring new resources and expertise in the country. His Majesty's Government of Nepal has already submitted - The International Financial Transactions Bill in the parliament. This Bill, once approved by the parliament, will provide an administrative framework to develop and submit specific legislation such as Offshore Companies Act, Offshore Banking Act, Offshore Insurance Act etc., to the parliament. Sandwiched between two giant and rapidly growing Asian economies like India and China, Nepal is well suited to be an international financial services centre in the region. Nepal will benefit in many ways from such a financial services centre.

Offshore banking is, of course, a lucrative business. Nonetheless, in the views of Mr. Joe Collins, Chairman, Collins & Associates making Nepal as an international financial services centre requires a cautious and tremendous care in the selection of "lead companies". Mr. Satyandra Pyara Shrestha, Governor, Nepal Rastra Bank also stressed in his inaugural speech at the conference on "An FFC Services Centre in Nepal" in 29 June 1997 that newly developed financial system should be prevented by all means to be used for money laundering purpose. He stated that one big money laundering scandal can be detrimental to the very existence of the emerging Nepalese financial sector. Hence, he suggested that

to achieve the status of clean reputed offshore financial centre Nepal needs a clean bill of financial health as well as recognition from the reputed financial centres of the world. For this, stringent regulatory framework is needed to attract the legitimate investors who use the financial services centre in Nepal for their business.

To sum up, the boom being witnessed in the financial sector due to open and liberal economic policy of the government is very encouraging and it is expected to gain momentum in the days to come providing ample opportunities for domestic and international financial entities offering financial services such as banking, insurance, mutual funds, investment banking etc. Industrial development is admittedly a challenging task in Nepal and it requires a strong capital base for funding mega projects like hydro power project in the private sector. The total capital fund of the commercial banks, as recorded at Rs. 4,460.7 million in Mid-July 1997, reveals that the entire banking sector can lend up to Rs. 1,561.2 million and Rs. 2,230.3 million respectively for fund based and non-fund based activities if they participate in consortium finance. The emerging trend of finance against the backdrop of aforementioned problems and challenges is therefore very much positive though it is fragile. For its healthy growth, a coordinated approach on all fronts is called for buttress.

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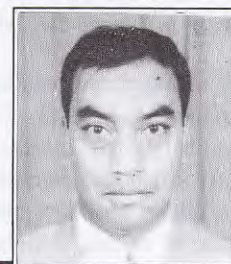
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Some Tips in Pharmaceuticals Management

Binod M. Rajbhandari

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The dusk of the twentieth century is the era when the results are counted not the efforts. Whatever the homework done and exercises carried out, ultimately it is only the result that speaks off. This statement applies in the management of the pharmaceutical industry, particularly in the marketing and distribution sub sectors. This area is more vulnerable and needs intelligent and professional skill, right from the concept of the product till it lies in the hands of the consumer. Since the success of the total scenario is proportionate to the acceptance of the third party like doctors and health institutions, the consumer has hardly any choice.

Synopsis

Management literally means the assembly of '5M', i.e. man, machine, material, method and money in logical combination to achieve the desired result. Machine and material are the physical factors that could be achieved by money, but it is the method of the man, and the characteristics of man (the services of whom play a vital role) can never be taken in definite terms. Hence, in another sense, management is a special kind of force that makes business decisions on what to produce, how much to produce, which market to serve, what price to charge, etc.

Market research analysis as complementary to the management, is simply hunting for facts or truth about a subject and examining them carefully in detail. It also examines competitive products and the way in which they

are sold and distributed. It is the process of gathering information to help business firms, industries and other organizations to make marketing decisions, find the right choice of products, determine appropriate price, and effective methods of advertisement.

Keys to Successful Management

In the fast changing situation of human attitude and behavior, a management insight is suggested here as keys to success.

1. Changing behavior of consumers

In this prosperous and sensible society, the consumers - firstly the medical practitioners, then chemists and finally, the users have different notions about a product. Since their taste vary, and rapidly become monotonous on continuous use, they seek new types (substitution), venture for best product with less side effects, and look for full price value of goods.

2. Competitiveness

Whether it is a multinational product, a domestic product or a propaganda based low profile product, they all compete in the same market. Hence, full competitiveness has to be developed.

3. Technological innovation

New product technology is being always accepted and can claim supremacy of a product although

the constituents are identical to others. This includes technology of method, process, quality control, elaborating advantage, inception in the market, etc.

4. Worker participation

This is something to do with optimum utilization of human resources and their motivation.

5. New trend in business scenario

The present situation where capital is being utilized to maximize the profit ratio, all the manufacturers, the wholesalers and the retailers try to retain minimum inventory level. In such cases, the transmission of the stock has to be fast to achieve the esteemed transaction without affecting much to the business opportunity.

6. Stronger requirements for social responsibilities

To retain consistency in business, one has to have moral compliance of both legal requirements and social obligation.

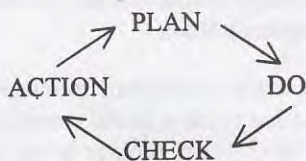
7. New trends of policies

The strategy and policy has to respond to the time, environmental situation and need of the market without hurting the philosophy of the organization. The philosophical slogan such as TACT (Think And Challenge Together) works a lot in the context of team spirit and responsibility.

Methodology : the PDCA cycle

All management resources are utilized by human beings. To explore the capability of human beings is a difficult task because they have distinctive abilities, personalities, and sense of values, desires and emotions. Due to this, a uniform approach can not be applicable to all people, rather it should be an individual approach.

Mr. Joshep M. Juran in October 1974 recommended the plan-do-check-act the PDCA cycle, which is more effective than the original theory of management control and quality control on management. This cycle fits in any stage of management activities whether it is a team work or individual work. This is a modified version of an American management expert, Mr. Taylor's system, where planning is separated from execution. This notion of separating planning from execution is based on the assumption that the bottom level is incapable of self-management. People hold different opinions about whether all human being are capable of self-management, but it would be preferably thought that every one has this talent if the opportunity is granted.



Plan :

For any piece of work whether to establish an industry, or manage, market, distribute and sale; one has to 'plan' by exercising self query of 6W and 1H., i.e., to find the answers for Who, What, Where, When, Whom, Why and How.

Do :

To grasp the appropriate method to do by considering both internal and

external environment; update the knowledge, skill and attitude to necessary level. These could be acquired through :

1. educating on the subject matter
2. on the job training (OJT)
3. self education (enlightenment)
4. experience and imitate others
5. indepth understanding of the policy and adapting to the philosophy

Check :

At this stage, the plan is reviewed minutely to justify the steps to carry on. Hypothetical evaluation and effectiveness is considered to test how much ability is upgraded. Normally, it is based on facts and quantitative data.

Action :

Now the time is ripe to execute the plan based on 'do' method after acid test of 'check'. Every level of human resource gets the opportunity to exert and display the activities with enhancement of newly acquired skill and knowledge.

Positioning the Organization

One should know ones position among the competitors, depending upon the resources available to meet the desired objective. Always try to compete with the parallel level and target to attain the higher level. The concept and goal should be clear from top to bottom level of the organization, for which there should be simple method of communicating both ways. To achieve this effect, all members of the organization should be visualized with equal importance and encouraged for frank deliberations by granting the amicable atmosphere.

Progress Analysis and Choosing Direction

After a reasonable time period set by the organization, the progress has to be

periodically reviewed. During this period, necessary changes could be made in any area of management. Simultaneously, new ventures could be made. One of the best-suggested ways is to find out the suitable quadrant from the figure below.

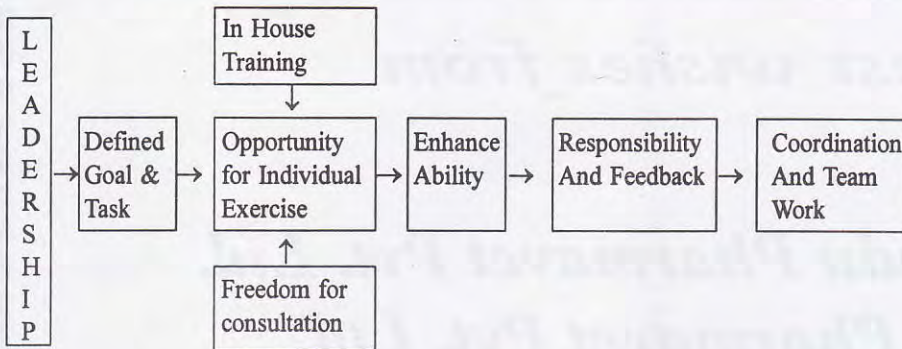


The subject matter in the above chart can be replaced by any other combinations, e.g. Old People/New People, Semi skilled/Skilled, Old Machine/New Machine, Traditional Technique/Modern Technique, Old Infrastructure/New Infrastructure and so on. This process will definitely help to shape up to the next target and determine definite direction for betterment. However, to translate all these sequences into practice, the human role is of utmost importance and should guided by a good leadership.

Steering

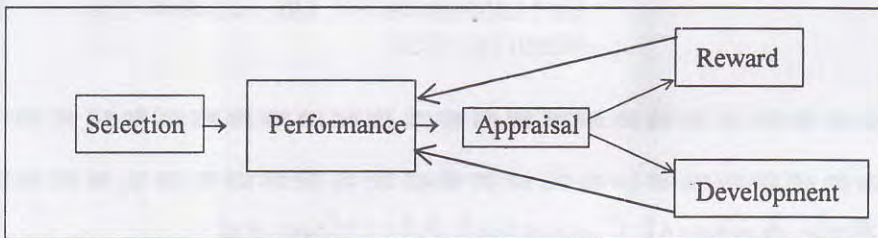
Leadership is not a matter of coercion like "Shut up and do as I say". Never give a chance to your subordinates to feel that the boss is always right, and avoid the tendency that they might develop doing what they are asked to do. Rather make them understand the problem of the boss and prepare them to share it with amicable feeling, that they are being loyal to the organization rather than to the boss. To gain these qualities, leaders must be witty, humorous and quick decision-makers.

The following chart shows that a leader must have well defined goal and task and should grant opportunity for individual exercise to manage the job oneself. However, it should be backed



by in house training and freedom for consultation or debate. This will enhance the ability of the subordinates who will then feel responsible and not hesitate to render feed back. This will ultimately be a coordinated team work. It will be always helpful to work on case history and past data.

However, there should be periodic restructuring of the position of the subordinates because it is obvious that people have aspirations and expectations, such as managerial praise, respect from co-workers, autonomy, opportunity to learn, to develop new competencies, reward-salary increment, fringe benefits, promotions etc.



Hence, it is important to select proper individuals and place them in proper position. Preference of selection should be in favor of internal members. The following human resource cycle precisely indicates the proper way of selection :

Recommendation

A cursory survey indicated that 85% of the doctors relied on representatives to update their medical knowledge, 13% wanted to have it through mails, and only 2% relied on medical journals. The survey also showed that 86% of the doctors like to see representatives at once, 11% at the first possible opportunity, and only 3% do not like to meet the representatives. This clearly shows that there is ample chance to grab the benefit of third party sale of pharmaceuticals provided these pillars and all the higher and lower subordinates work together with concrete theory elaborated herein. □

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Tissue Culture Technology : A New Era for Plant Propagation Industry

Giasuddin Ahmed

General Manager, Agro Service Centre, Bangladesh

Background

Considering my professional background in horticultural development project and Agro Service Centre in particular, Association for Overseas Technical Association (AOTS), Japan granted a scholarship to me under Bangladesh AOTS Alumni Society exchange programme for training in Tissue Culture Technology at Nepal Biotech Nursery, Nepal from 22.12.97 to 11.1.98 which was approved by the Ministry of Agriculture. The training programme was revised to incorporate related agri-business activities in Nepal. Dr. Nirmal Joshee, Asst. Professor, Tissue Culture & Genetic Engineering Science, Kathmandu University and Advisor, NBN and Mr. Brajesh Vaidya, Manager, NBN took the theoretical classes. Technical staff assisted practical classes.

The training aims at horticulture development through promotion of tissue culture in private sector with the technical assistance of Public Sector Education & Research Institutes.

Introduction to Plant Tissue Culture

The idea that isolated cells and pieces of tissues or organs could be grown in

vitro (literally "in glass," as in a test tube) in synthetic nutritive solutions, and that these cultured cells and tissues might regenerate shoots and roots to become normal independent plants, is of more recent origin. Prominent botanists stated that in vitro cell and tissue culture might be possible, and that cells grown in this way might be able to regenerate the necessary parts to reform intact plants, i.e., each cell of a plant might contain the necessary genetic information and the physiological machinery to regenerate the entire plant, if placed in the proper environment. This hypothetical capability was called totipotency. It was not until the 1920s that sustained organ culture succeeded, and not until the 1930s was true tissue culture achieved. These accomplishments were largely made possible by the discoveries of indoleacetic acid and naphthaleneacetic acid, two plant hormones that are very important in modern tissue culture.

In the early period of tissue culture, regeneration of roots, shoots, or any other organ in vitro was so rare that the prevailing view doubted the validity of the earlier idea of totipotency. In 1939, however, P.R. White, now widely acclaimed as the father of American plant tissue culture, published convincing reports of experiments in which he produced large number of

shoot buds from pieces of tobacco callus (unorganized tissue mass) grown immersed in a liquid culture medium.

Prospects of Tissue Culture

Tissue culture is a field of many dimensions. It varies from the gardener working in a modest home kitchen to the scientist working in laboratory. It reaches from the orchid hobbyist who has learned to multiply a few favourites to a million dollar industry producing pyrethrum. Specialists are learning to vegetatively hybridize plants from entirely different families. Genetic engineers are discovering how to identify and manipulate genes, how to remove individual characteristics from one plant and introduce them into another. Hobbyists, are free to pursue any avenue their aptitudes, time, and budgets will allow. Some will have studied chemistry, horticulture, or microbiology; others will have studied the ways of plant in field, greenhouse, or garden; all will have two traits in common, wonder and curiosity.

The simplest tissue culture hobby is the multiplication of easy, fast growing plants such as ferns, begonias, carnations, strawberries, or ficus. Much is still unknown about the culture of even the most commonly tissue cultured plants. Relatively few

plants have been grown to maturity, but the potential is enormous. The procedure requires considerably more lab know-how and equipment than simple micropropagation. It need not, however, be confined to the laboratories. The chemist who is looking for a tissue culture hobby may be challenged to explore the field of plant by-products in tissue culture. Flavourings, medicinals, oils, and dyes are a few of the products that are being sought from biosynthesis in plant tissue culture.

Conventional gardening is limited by the seasons of the year, but tissue culture knows no season. Gardeners who propagate by tissue culture will delight in year round micropropagation. If successful, they may find they have more plants than they anticipated. Excess plants are shared with friends or offered for sale, and many hobbies have turned into business. People who are physically unable to garden may find pleasure in watching and caring for plants in culture. There is little physical exertion required in the comfortable climate of tissue culture operations.

Tissue cultured plants are always true to type, more vigorous, more disease resistant and disease free. When the end product costs less than conventionally propagated material, tissue cultured plants sell themselves. "Pathogen free" Plants in culture open the door to more freedom of exchange of plants between foreign countries. Plant tissue culture have gained acceptance in world trade as the danger of introducing disease is virtually eliminated. Foreign exchange will increase as new hybrids are

developed asexually from protoplast fusion, and other feats of genetic engineering find practical application. Free exchange of tissue cultures will have a significant impact on world food problems by bringing more improved cultivars more rapidly to growers everywhere.

Secondary Products

Commercial application of tissue culture is also found in secondary products. A fascinating example is the gigantic pyrethrin industry in Ecuador. Each month 62,000 tissue cultured pyrethrum plantlets (*Chrysanthemum cinerariaefolium*) come out of the company lab for further propagation and growing-on. The 11 million plants that are planted annually in the high Andes provide a living for hundreds of villages who pick the flowers for extraction of insecticidal pyrethrins.

New Forests

The demand for timber, pulp, paper, and wood derivatives can only increase as population grow, but forests the world around are being over-utilized and consequently destroyed. Reforestation has not kept pace with the steadily growing demand for wood products. With the urgent worldwide need for reforestation seedlings (preferably from superior trees) it would seem that tissue culture might provide an obvious answer. Millions of dollars have been spent on research to solve the many riddles of propagation superior forest trees via tissue culture, particularly coniferous species.

Progress in discovering what is the potential for micropropagated forest

trees and what the options will be, rests on the curiosity, resources, education, and financial incentives of the individuals and organizations involved. One must be alert to the advantages and disadvantages of clonal forests. Cost of micropropagated transplants have been estimated as up to 3000% over conventional production. Further, the potential gain in quality and production of clonal forests must be weighed against the risks of mutations, disease or pest susceptibility.

Future Events

We can also look forward to changes in greenhouse practices due to discoveries in the laboratories. Hydroponics comes close to tissue culture in that plants are nourished by defined nutrients solutions. What can we take from tissue culture and advantageously apply to hydroponics? To what degree can we manipulate plant growth in the absence of sterile technique? The effects of gibberellic acid are well known. Cytokinins, applied to greenhouse plants in a very special manner, produce clusters of mini-cuttings which root in soil. □

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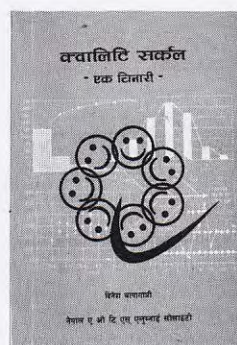
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17	Bishet, Hitler	Narayani Feed Industries	057-20310	057-20463	
18	Ghimire, Kapil Dev	Small Business Promotion Project	223361	415473	223361
19	Hada, Anil	Super Biscuit Industry	520034	226463	
20	Hada, Purna Prakash	International Comm. Inc. Hetauda	057-20808	270043	
21	Joshi, Bhawani Bhakta	Trans Everest Enterprises P. Ltd.	224538	227065	
22	Joshi, Kush Kumar	Nepal Ekrat Engineering Co.			
23	Joshi, Surendra Raj	Style Trade Line	224243	419785	
24	K. C., Krishna Bahadur	Laxmi Auto Engineering Works	270530	270530	
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27	Maharjan, Ashok	Swodeshi Bastra Kala Palpali Dhaka	414772	414772	
28	Maharjan, Suresh	United Auto Workshop		526389	
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30	Mathema, Kishor Bhakta	Harissiddhi Brick & Tile Factory	521451, 521178		
31	Nepal, Ramesh Prasad	Office of Energy Efficiency Services	483758	470887	474802
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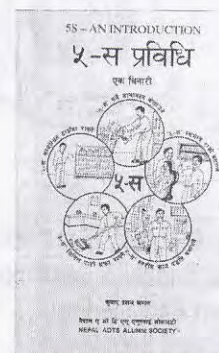


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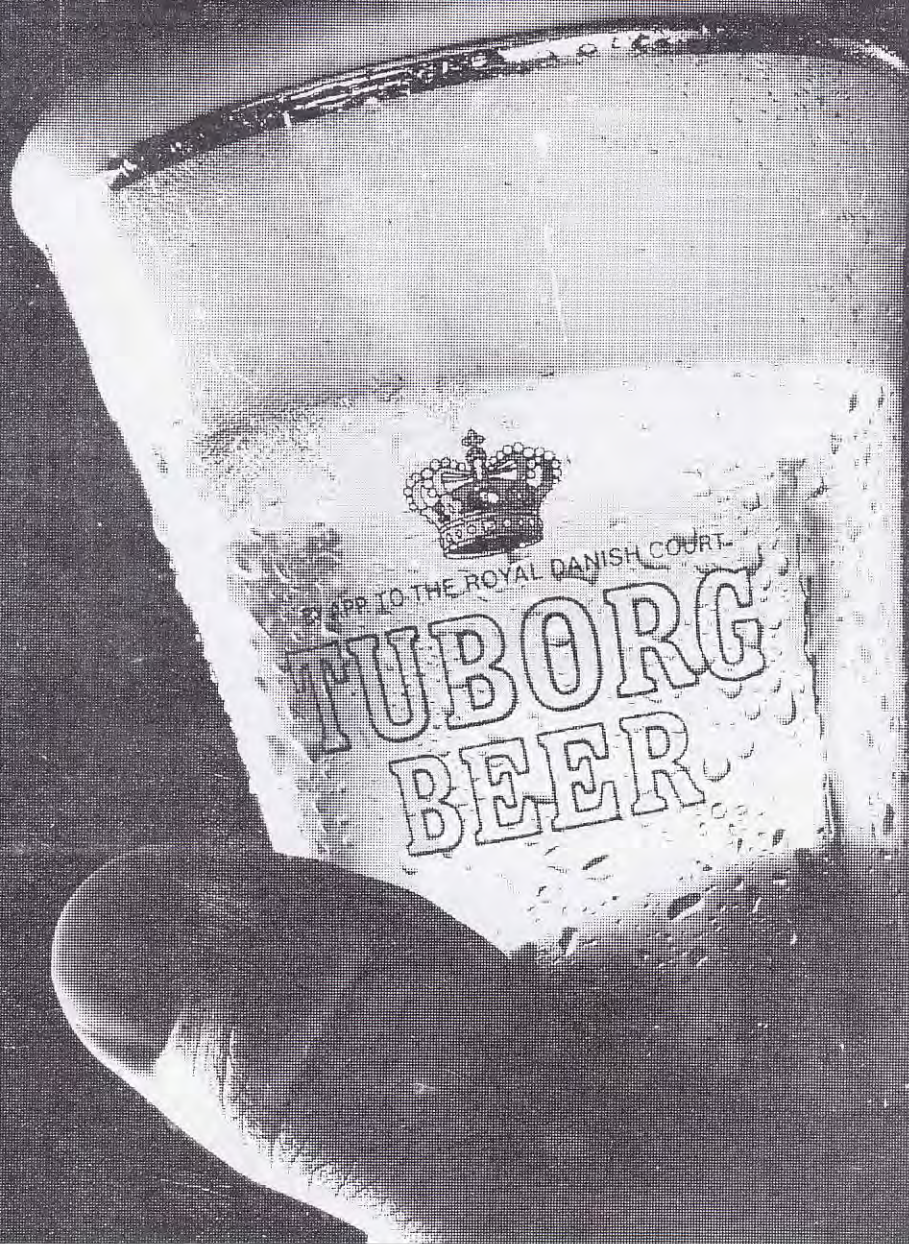
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