

# TALIM

Vol. 13

July 2003



NEPAL AOTS ALUMNI SOCIETY



# ACTIVITIES OF NAAS 2003 - 2004

(Aug. 2003 - July 2004)

Activities	2003 Aug.	2003 Sept.	2003 Oct.	2003 Nov.	2003 Dec.	2004 Jan.	2004 Feb.	2004 Mar.	2004 Apr.	2004 May	2004 Jun.	2004 Jul.	Person In-Charge
<b>1. JASMAN Trainings</b>													
1.1 In-house Training	*		*		*		*		*		*		K. Khanal
1.2 Domestic Lecturing Tour (DLT)			11-12		*								"
1.3 Third Regional Quality Convention												*	"
<b>2. NACTC Training</b>													
2.1 Basic Computer Literacy	*	*	*	*	*	*	*	*	*	*	*	*	M. Bhattarai
2.2 Web Page Development	*	*	*	*									"
2.3 Advance Course on Computer based Graphic Design		*	*	*	*								"
<b>3. Scholarships</b>													
3.1 Alumni Recommended	*		*	*									A. Dali
3.2 CICC		*	*	*			*	*					M. Bhattarai
3.3 WNF													B. Vaidya
<b>3. Others</b>													
3.1 TALIM Publication												*	B. Vaidya
3.2 14th AGM												*	M. Nakarmi
3.3 NAAS Registration Renewal												*	R. K. Singh
3.4 Bo-nen-kai					*								P. N. Manandhar
3.5 Lecturing Tour by Prof. Ando						6-7							R. M. Singh
3.6 Information Management Dissemination	*		*	*	*		*	*	*		*		B. Shrestha
3.7 Finance and Assets Management			*			*		*	*			*	B. M. Rajbhandari

DLT at Rupandehi Industrial Association, 11 - 12 Oct., 2003

DLT at Siddhartha Hospital, Dec., 2003



## EDITORIAL

Nepal AOTS Alumni Society (NAAS) has completed thirteen years successfully with the cooperation of its active members, and continuous support of the Association of Overseas Technical Scholarship (AOTS), Japan and numerous well-wishers. NAAS looks forward to continue this spirit with added enthusiasm, dedication and commitment to excel in its future endeavor.

The highlight of the past year has been the visit of Mr. Shuji Ogawa, President of AOTS, Japan to Kathmandu to attend the inaugural function of the AOTS Overseas Training Program on "Design and Management of Infrastructure Using Information Technology" in February 2003. It was indeed a great privilege to welcome the AOTS President to the NAAS center. His words of inspiration and acknowledgement of our efforts have boosted highly motivated us to move forward with more vigour.

NAAS has been slowly recovering from the bad phase it went through the past three to four years. Activities and performances have increased compared to last year. About 20 people were trained in Japan under AOTS and CICC programs in various areas of management and IT; two in Bangladesh under WNF; and about 100 within Nepal under the OTP and NAAS training in Japanese management and IT under JASMAN and NACTC respectively. We have also had a series of in-house presentations by NAAS members who have shared their knowledge and experience on specific management areas with other interested members.

Departing from previous practice, the 6th Convention of AOTS Alumni Societies was held in Colombo, Sri Lanka in October. Ms. Amira Dali, President of NAAS led a delegation to the three-day convention. It was a privilege for NAAS to be selected from the SAFAAS group to share the experience in the Society's progress during the convention. It has been satisfying to note that the progress made by NAAS had been highly appreciated. NAAS is among the most active alumni societies. Prof. Dinesh Chapagain, Advisor and past President of NAAS presented a paper titled "Scripting on Clean Board" in the 7th Annual Quality Convention at Dhaka, Bangladesh in November. Likewise, Mr. Binod Rajbhandari, Treasurer of NAAS presented a paper titled "Status of 5-S in Nepal" in the International Convention on 5-S held in Colombo at the time of AOTS Convention in October.

This publication is a result of the cooperation of all NAAS friends who have contributed write-ups, advertisers and well wishers, and, not to forget, the untiring effort of the publication committee. We hope you find the contents of this issue interesting and useful.

Happy reading !

### Cover page

*Capturing the moment!* NAAS executive committee members and advisors with Mr. Shuji Ogawa, President, Association for Overseas Technical Scholarship, Japan. The photograph was taken at the NAAS center on 7th February 2003. The President visited Kathmandu to address the august gathering at the opening function of the Nepal-Japan Training Program on 'Design and Management of Infrastructure Using Information Technology'.

# TALIM

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*Wishing the 13th AGM  
of*

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## President's Message



Nepal AOTS Alumni Society (NAAS) has become thirteen years old now, so NAAS is celebrating its 13th birthday this year.

As a result of our concerted effort to give "continuity" to our activities, this 13th volume of TALIM is in your hands at the moment. Each volume of TALIM has become the mirror of our activities. The issues of TALIM are the inscriptions of our steady progress.

We passed through the amalgamation of changes and improvements in the last 13 years and arrived at the "present" with many assignments and challenges awaiting us. From now on, we need to revitalize our Society by recharging ourselves with new enthusiasm and moving ahead towards our collective vision. Let us now think what small things we can do for the Society and for the human resources development of our nation. Even a small cooperation and contribution from the members will boost the strength of the Society to give "continuity" to our activities in a broader and more intensive manner.

The quality of unity and teamwork that we possess are our strengths for our progress. Let us keep the spirit on.

A handwritten signature in dark ink, appearing to read 'Amira Dali'.

**Amira Dali**  
President  
Nepal AOTS Alumni Society



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## ● SPECIFICATION

CLASSIFICATION		DAYSTAR
GENERAL	LENGTH x WIDTH x HEIGHT (mm)	2,240x790x1,150
	WHEEL BASE (mm)	1,505
	GROUND CLEARANCE (mm)	130
	SEAT HEIGHT (mm)	700
	DRY WEIGHT (kg)	160
	SEATING CAPACITY (person)	2
ENGINE	SYSTEM	AIR COOLING 4STROKE 4VALVE
	DISPLACEMENT (cc)	124.1
	BORE x STROKE (mm)	56.5x49.5
	COMPRESSION RATIO	11.5:1
	CARBURETOR TYPE	PD TYPE
	TRANSMISSION	5STEP RETURN
	STARTING SYSTEM	KICK & ELECTRIC START
	MAX. POWER(ps)	132
FRAME	MAX SPEED (km/h)	115
	FUEL CONSUMPTION (km/l)	46.8
	TYPE	DOUBLE CRADDLE
	FUEL TANK CAPACITY (l)	17.3
	BRAKE (FR/RR)	DISK/DRUM
	TIRE (FR/RR)	DISK/DRUM
	TIRE (FR/RR)	90/90-18/130/90-15
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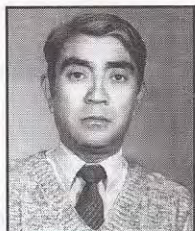
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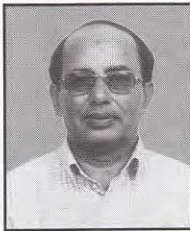
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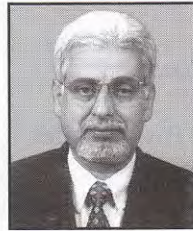
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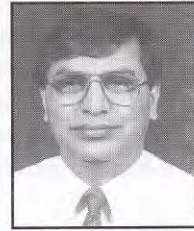
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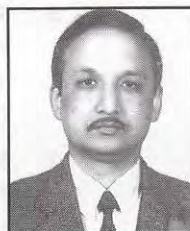
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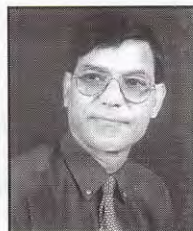
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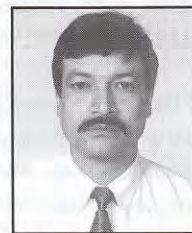
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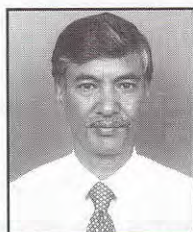
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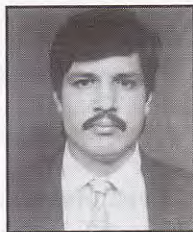
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## ABOUT NEPAL AOTS ALUMNI SOCIETY

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 276 Nepalese have already received training in AOTS, Japan and more than 2000 in Nepal itself. NAAS has its own training center, 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 Economy, Trade and Industry (METI) 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 association 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.

### Nepal AOTS Alumni Society

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### List of NAAS Sub-committees 2003-2004

S. N.	Sub-Committee Name	Name	S. N.	Sub-Committee Name	Name
1	JASMAN	Kumar Khanal	7	TALIM PUBLICATION	Ramesh Man Singh
		Ramesh P. Nepal			Brajesh Vaidya
		Ramesh Man Singh			Ashok Aryal
		Kishore B. Mathema			Kiran N. Shakya
		Binod Man Rajbhandari	8	AGM COMMITTEE	Mahesh Nakarmi
		Brajesh Vaidya			Purushottam Manandhar
2	NACTC	Madhusudan Bhattarai			Asta Shakya
		Prakash R. S. Suwal			Suresh Maharjan
		Pradeep Manandhar	9	TOURISM MGT. SEMINAR (WNF)	Brajesh Vaidya
		Ramesh Man Singh			Amira Dali
		Jyoti Tandukar			Madhusudan Bhattarai
		Ashok Manandhar			Ajaya Ratna Sthapit
3	ALUMNI RECOMMENDED SCHOLARSHIP	Amira Dali	10	CONSTITUTION UPDATING	Prakash R. S. Suwal
		Ramesh Man Singh			Asoka M. S. Bania
		Madhusudan Bhattarai			Ramesh Man Singh
		Mahesh Nakarmi			Ram Kumar Singh
		Prakash Rudra Shrestha	11	SPECIAL FUNCTIONS/ OTHER ACTIVITIES	Purushottam Manandhar
4	CICC SCHOLARSHIP	Madhusudan Bhattarai			Binod Man Rajbhandari
		Prakash R. S. Suwal			Asta Shakya
		Pradeep Manandhar			Shanta Bahadur Malla
		Jyoti Tandukar			Bhawani B. Joshi
		Ashok Manandhar	12	NEW PROJECT	Amira Dali
5	FINANCE AND ASSET MANAGEMENT	Binod Man Rajbhandari			Ramesh P. Nepal
		Purushottam Manandhar			Dinesh P. Chapagain
		Ashok Aryal			Shashi Bhattarai
		Pradeep Manandhar			Bishnu Dass Dongol
		Ballav B. Pradhanang	13	INFORMATION MGT./ DISSEMINATION	Bijendra Shrestha
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		Prakash Rudra Shrestha			Kundan Khanal
		Mahesh Nakarmi			Binod Banskota
		Shrawan K. Bajaj			



## World Network of Friendship (WNF) Program

The World Network of Friendship (WNF) was formed with the consensus of all AOTS Alumni Societies during 5<sup>th</sup> Convention of AOTS Alumni Societies held in Aichi, Japan, in September 1997 with an initial fund raised through different sources commenced by a personal contribution of 5,000,000 Yen by retiring AOTS President Mr. Nagaaki Yamamoto. Earlier to the formation of WNF, there was Inter Alumni Society Resource Exchange Program. However, the basic guidelines were drawn in the second steering committee meeting held at Dhaka, Bangladesh in November 1998, which was revised by the WNF management committee at the third meeting held in Kuala Lumpur, Malaysia on December 11<sup>th</sup>, 2001.

WNF's mission statement is "The creation of a better world through the ties of friendship and the individuals as well as collective endeavor of our members". To implement this mission, 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 a belief in self help and equal-partnership, through human resources development, exchanging information and learning from each other's experiences.

The undermentioned chart provides a glimpse of the WNF program where Nepal AOTS Alumni Society (NAAS) is involved. NAAS is also trying to tap suitable host companies to offer training to the participants of regional alumni societies during 2003 and 2004 in the areas of their interest.

With this entire endeavor WNF program can be beneficial to the countries in the region and will certainly be an effort to attain the aim stated in the WNF resolution.

### Congratulations

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*on the occasion of the 13th Annual General Meeting*



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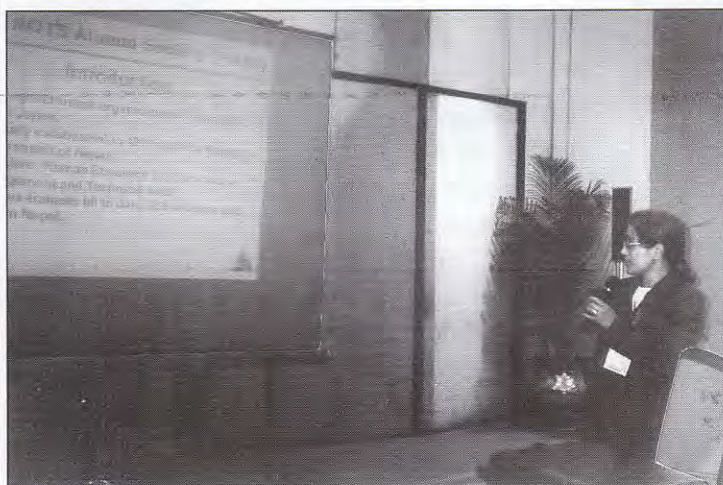
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## 12th Annual General Meeting of Nepal AOTS Alumni Society

NAAS held its 12th AGM on 27 July 2002 at Hotel Himalaya, Lalitpur. The AGM also elected a new NAAS Executive Committee headed by Ms. Amira Dali as the President. The general meeting was followed by a gala dinner. His Excellency Mr. Zenji Kaminaga, Ambassador of Japan to Nepal was the distinguished guest of honour during the dinner attended by NAAS members, representatives of institutions supporting the society, and other guests.



## 6th Convention of AOTS Alumni Societies

A delegation of NAAS comprising of Ms Amira Dali, President, Mr. Purushottam Manandhar, Advisor, and Mr. Binod Man Rajbhandari, Treasurer attended the 6th Convention of AOTS Alumni Societies held at Colombo, Sri Lanka on 28-30 October 2002. NAAS was selected among the SAFAAS alumni societies to make a brief presentation on the activities and development of NAAS.

## International Convention on 5-S in Sri Lanka

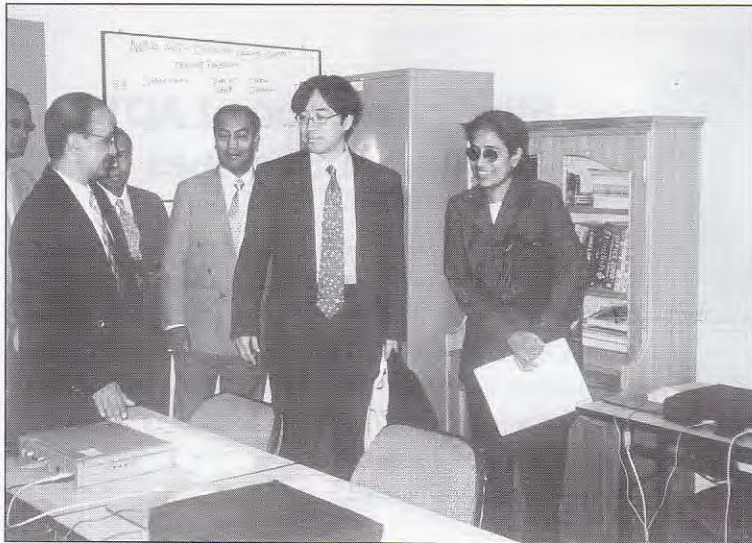
Mr. Binod Man Rajbhandari, Treasurer and WNF Program Coordinator of NAAS travelled to Sri Lanka to attend the 5-S Convention organized by JASTECA in Colombo on 28-30 October 2002 during which he also presented a paper titled "Status of 5-S in Nepal". Mr. Rajbhandari later made a presentation of the same paper for the benefit of NAAS members during the bo-nen-kai party of NAAS in December.





## 7th Annual Quality Convention of Bangladesh

Prof. Dinesh Chapagain, Dean of Kathmandu University School of Engineering as well as Advisor and ex-President of NAAS participated as a resource person in the 7th Annual Quality Convention organized by Bangladesh Society for Total Quality Management (BSTQM) on 1-2 November 2002 at Dhaka, Bangladesh. He presented a paper titled "Scripting on Clean Board" during the convention.



## Visit of METI, Japan's Representative

Mr. Makoto Kanazawa, Section Chief for South East Asia, Asia Pacific Division, International Trade Policy Bureau, Ministry of Economy Trade and Industry (METI), Japan visited NAAS on 8 November 2002 on a familiarization mission to enhance coordination between METI, AOTS and AOTS alumni societies. Dr. AKMM Hussain, General Manager, AOTS Dhaka Office was also present during Mr. Kanazawa's meeting with NAAS.

## In-house presentation by BNTP Trainees

On 22 November 2002, two NAAS members, Mr. Kishore Bhakta Mathema and Mr. Bishnu Das Dangol, participants of the Top Management Program under the Bangladesh Nepal Training Program (BNTP), gave a presentation at the NAAS Center enlightening the audience on various aspects of Japanese management that the two presenters learned during their participation in the BNTP program at AOTS, Japan.





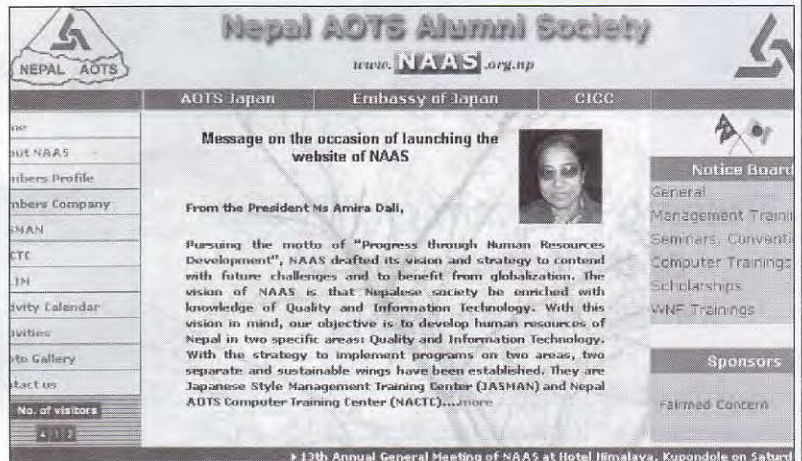


## Bo-nen-kai party

NAAS celebrated its annual year-end party on 27 December 2002 at the Kathmandu Revolving Restaurant in the heart of the capital. For the first time this year, NAAS organized a lucky draw for door prizes during the party. Almost 70 members including their family and two guests from the Embassy of Japan, enjoyed the bo-nen-kai party in the backdrop of lively classical music played by a live band. The party was preceded by a talk on "Status of 5-S in Nepal" delivered by Mr. Binod M. Rajbhandari.

## Launching of NAAS website

NAAS has launched its own website that consists of background on NAAS, information related to its activities, profile of its members, TALIM issues etc. The website can also be used to link up with the sites of AOTS, CICC and the Embassy of Japan in Nepal. The website was formally launched during the annual year end party (Bo-nen-kai) of NAAS on 27th December 2002. Please visit [www.naas.org.np](http://www.naas.org.np)

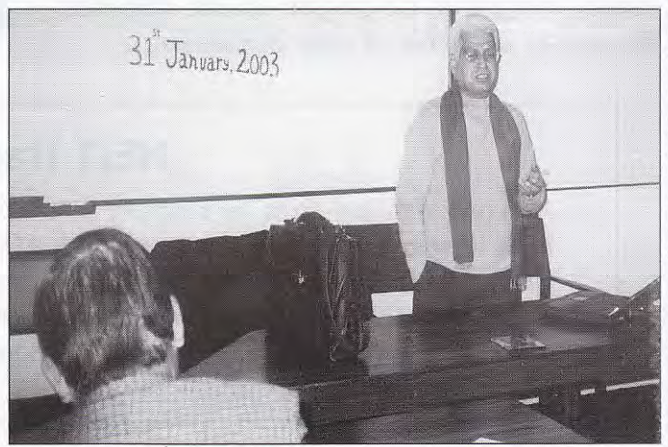


## Visit of President of MEIKEN Consultants Co., Japan

Mr. Kazuo Miyata, President, Meiken Consultants Co. and Mr. Nobuo Ishii, Deputy General Manager of Research & Development Division of the company visited NAAS on 21 January 2003 to interact with NAAS and to facilitate the implementation of AOTS-MEIKEN training program on "Design and Management of Infrastructure Using IT" to be held one month later in Kathmandu. It was also a goodwill visit of Mr. Miyata.

## Talk Program by Prof. Dinesh Chapagain

Prof. Dinesh Chapagain, Advisor and ex-President of NAAS gave a very interesting presentation on the subject of developing quality consciousness with an early start titled "Scripting on Clean Board" amidst a keen gathering of NAAS members on 31 January 2003 at NAAS. This was the paper Prof. Chapagain presented as a resource person during the 7th Annual Quality Convention at Dhaka in November 2002.







## Visit of AOTS President to NAAS

It was a great privilege for NAAS to welcome Mr. Shuji Ogawa, President, AOTS, Japan who visited the NAAS center on 7 February 2003. Mr. Ogawa along with Mr. Yoshitaro Nagoya from AOTS, Japan and Dr. AKMM Hussain, General Manager, AOTS Dhaka Office visited Nepal to initiate the Nepal-Japan training program on "Design and Management of Infrastructure using IT" held in Kathmandu. On the occasion, the President had a brief meeting with the executive committee of NAAS.

## Training Program on "Design and Management of Infrastructure using IT"

Nepal-Japan Training Program on "Design and Management of Infrastructure using IT" was held on 6-12 February 2003 at Hotel Soaltee Crowne Plaza, Kathmandu. Altogether 40 Nepalese with GIS background participated in the program which was organized by AOTS in cooperation with Meiken Consultants Co., Japan, Meiken Digital Technology System . Ltd., Nepal, Federation of Nepalese Chambers of Commerce and Industry and NAAS. The then Honorable Minister for Information and Communication Mr. Ramesh Nath Pandey inaugurated the program amidst a function attended by a number of other dignitaries.



## NEIT Training on IT

As a part of follow-up of the initiative announced by former Prime Minister of Japan, Mr. Yoshiro Mori in promoting the IT sector in Nepal, AOTS Japan held a two-week IT course for Nepalese entrepreneurs (NEIT) in Japan in association with Federation of Nepalese Chambers of Commerce and Industry (FNCCI). Altogether 28 Nepalese entrepreneurs and computer professions participated in the program held on 5-18 March 2003. Some of the ex-trainees of this program have become NAAS members.





## NAAS-AOTS Agreement

Mr. Shuji Ogawa, President, AOTS Japan and Ms. Amira Dali, President, NAAS exchanged the Agreement on the Work in Connection With Recruitment and Recommendation of Participants and Other Works Related to AOTS Management Training Courses in Japan on 7 February 2003 during his visit to NAAS.

## BNTP Training in Japan

Ten Nepalese entrepreneurs including two ladies attended the top management seminar for Bangladesh and Nepal, Bangladesh Nepal Training Program (BNTP) at Yokohama Kenshu Centre (YKC) from 14-23 May 2003.



## Training on Total Quality Management (TQM)

NAAS and Nepal Pharmaceutical Association jointly held a two-day training program on Total Quality Management at Yamamoto Talim Ghar, NAAS on 24-25 May 2003. Altogether 23 participants from Nepalese pharmaceutical industry keenly attended the program conducted by NAAS in-house resource persons.



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## President's Activity Report of NAAS

### 6th Convention of AOTS Alumni Societies (28-30 October 2002, Colombo, Sri Lanka)

#### Introduction

Nepal AOTS Alumni Society (NAAS) is a non-government organization of the ex-trainees of AOTS Japan. NAAS was officially established in 1991 with the objective of human resources development in management and technical fields in Nepal through various activities in line with its parent organization, AOTS Japan. So far, 276 Nepalese have already received training in AOTS Japan and more than 2000 in Nepal itself. NAAS has its own training center in 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 Center (NACTC) and the Nepal AOTS Japanese Style Management Training Center (JASMAN).

#### Background

NAAS started its journey in 1986 with a humble beginning. It began in 1966, when first trainee to AOTS from Nepal, Mr. Purusottam Manandhar went to Japan. In between 1966 to 1986, during the span of 20 years, 49 Nepalese people were trained in various sectors. And in February 1986, the first meeting held in Kathmandu in presence of AOTS representative from Japan had 23 ex-trainees present. Although NAAS was officially registered with His Majesty's Government of Nepal in 1991 only, it had already started its work in Human Resource Development (HRD) programs in accordance with AOTS Japan prior to its official existence.

#### Achievements of past 12 years

##### 1. Construction of Training Center

One of the biggest achievements of NAAS towards self-sustenance was construction of own training center named Yamamoto Talim Ghar (YTG). This training center with an area of 280-sq. m. was completed in 1995 to be inaugurated during the 4<sup>th</sup> SAFFAS convention by Mr.

Nagaaki Yamamoto. This training center has computer training hall, a general-purpose training hall, office space, an executive office and a small library and has facilitated various training programs and lectures, computer classes that helped NAAS to build its base for achieving its goal.

##### 2. HRD activities

With the common motto of "Progress through Human Resource Development", NAAS cooperates, implements and organizes programs or skill and knowledge upgradation of Nepalese people broadly in three categories:

- a) Training in Japan.
- b) Training in other countries : Mostly under WNF
- c) Training within Nepal:
  - i. Training by experts from Japan under programs such as Overseas Lecturing Tour (OLT) and Overseas Training (OTP) Program.
  - ii. Training by Nepalese experts under Domestic Lecturing Tour (DLT) program.

Total of 259 in Japan and 2425 in Nepal have been trained in various sectors. Detailed breakdown is given in annex I.

##### 3. NAAS Vision

Pursuing the motto of "Progress through Human Resources Development", NAAS drafted its vision and strategy to contend with future challenges and to benefit from globalization.

**Vision :** Nepalese society enriched with knowledge of Quality and Information Technology.

**Objective :** Developing human resources of Nepal in two specific areas:

- a) Quality
- b) Information Technology



Through awareness building activities, training, workshops, seminars within Nepal and sending participants in other countries including Japan for such programs.

**Strategy :** Establishment of two separate and sustainable institutions:

- a) Japanese Style Management Training Center (JASMAN)
- b) Nepal AOTS Computer Training Center (NACTC)

Although two separate wings of NAAS, JASMAN and NACTC were established in 1999 and formalized in the year 2000, work under the separate wings inside NAAS had already begun prior to their establishment, beginning in 1996. This gave an opportunity to NAAS to exercise its work on self-sustenance and viability. So far the result has been better than overall expectations of the members of the society. The reason for this achievement is outlined below.

### Sustainable Management

The factors that played the crucial role on sustainability of NAAS in the last 12 years are:

#### 1. Team work and Unity

NAAS since its inception has always believed in teamwork and unity. Most of the time the work is divided among the ex-trainees and the members who work on voluntary basis. These types of work are carried out by the committees or sub committees headed by executive members or active members. The committees are responsible for all tasks given to them and reports to the executive committee. Overhead cost is minimized through use of volunteers.

#### 2. Regular Programs

NAAS conducted total of 11 different types programs in Nepal in the span of 12 years. Please see Annex II for the details. All programs (2425 participants) contributed in making NAAS an organization that can stand on its own feet. The business groups and ex-trainees sponsored the programs that were conducted in Nepal. The amount saved was used for the daily expenses as well as the percent received from OTP were used for the same purpose. All programs are

either conducted through JASMAN or NACTC. NACTC's programs that have trained 612 students have generated funds for the Society as well. All students who come to NACTC for computer and IT training pay for their regular classes.

#### 3. Fund Raiser

NAAS has been registered as a non governmental organization (NGO) or non profit organization (NPO) with His Majesty's Government of Nepal, so fund raising for the purpose of sustenance is accepted in normal situation. Fund raising is done through the following means:

- a) **TALIM (Annual publication):** TALIM meaning training in Nepalese is an annual publication of the society. This publication provides insights on the work that NAAS does in a whole year. It includes technical & management papers as well as experiences garnered by the trainees in various AOTS training. Since the beginning, TALIM publication has always been sponsored by the industries/ groups of people or individuals as their contribution to the society. Besides the advertisement space sold in the magazine gives NAAS adequate funds as well.
- b) **Fund raising parties:** NAAS conducts regular fund raising parties in a year. A typical example is Bo-nen-kai or end of the year party. It has got a special meaning where most of the active members, their spouse/ family member gather to celebrate the work done throughout the year. Again this type of party is done through contribution from each members for dinner as well as corporate sponsors to match the amount raised from the members. This type of party is popular and successful and at the same time raises the funds needed.
- c) **Support from the Embassy of Japan (EOJ) and Center of the International Cooperation for Computerization (CICC):** In the past, support from EOJ in the form of Grassroots Grant Project (GGP) has been received by NAAS. Such aid has been used in institution infrastructure development project. Likewise similar type of grant has been continuously received from CICC on IT sector for NACTC administered programs. Both programs supplement and generate funds as well.



#### 4. Key roles played by the members (Volunteers working towards development of the society)

In spite of hurdles and limited resources, NAAS is in the present position where no members thought where it would be 12 years ago. Why and how? The key clue to this achievement has been the acknowledgement made by individual members on deficiency of resources. The driving force behind the institutional development has been the zeal of individual members dedicated to uplift the society. A typical example:

#### Construction of NAAS Training Center

It already has been mentioned above that one of the biggest achievement has been to construct our own training center and office building. The key to the success to build a training center and office within 5 years of establishment of the society has been:

##### 1. Individual contributions

From purchasing a tract of land to building a house, all members have contributed in one way or another. Personal donations were made in the form of cash as well as construction materials. The members took responsibility on purchasing materials such as cement, steel bars, bricks or better yet some even provided free transportation services with their own trucks. From small items to large quantity of materials, the members brought them themselves. The groups of engineers were on site most of the time supervising the work.

##### 2. Internal loan mobilization

Some interest free loans were taken internally from the members to be paid back over the period of years. Since no grants were received for construction, this was necessary to collect the total amount needed to construction.

##### 3. Attainable objective

It was always a dream of NAAS members to have their own place to work, gather and have meetings. It carries a special meaning to all members especially the senior members and the founder members, to those have seen the birth and infancy of NAAS.

#### Future goals

##### 1. SAFAAS Training & Information Center (STICK)

A conceptual model of SAFAAS Training and Information Center, Kathmandu (STICK) was proposed and accepted during 5<sup>th</sup> SAFAAS Convention in Dhaka. This center at the regional level minimizes the dependence on the resource centers of AOTS and maximizes the collaborative efforts of the concerned alumni societies leading to increased cooperation and friendship. The activities of this center will be training and information dissemination on specific topics related to business, management and policies etc. Under the management of STICK, a library will be constructed:

##### 2. Japan Nepal Business Library

A state of the art library has been proposed to cater to the business community. This library will house all information required for the businesses regarding Japan and Nepal.

#### Conclusion

Limited resources do not confine people to do less, but to do more. Our lesson in last 12 years has been that we were able to do what we did because our members were dedicated and the individual efforts made by each members counted and appreciated. NAAS was not made by a single effort but a group effort where all members made contribution to their own capacity.

NAAS is young and small compared to other alumni societies. Sustainability of the society is not a problem in priority because inventing new ideas and building new resources has given a way to give new direction to NAAS. Twelve years is a short period of time, but even in this short time, NAAS has been able to work and conduct various training programs in IT and quality. It has been a difficult task, but we have passed through each year without any financial problems. Mobilization of limited resources in best possible way and motivating the members so that their commitment towards the society is greater than the contribution from the society to them are some of the main factors.



## NAAS Report

### ANNEX I

Number of trainees from Japan:

SN	Course Name	Number of Participants
1	AOTS Scholarship Program ( Technical + Management)	49
2	AOTS Regular Technical Training Program	27
3	APO Management Training Program	11
4	Program for Nepalese Entrepreneurs (PNEE)	119
5	Program for Bangladeshi & Nepalese Entrepreneurs (BNEP)	32
6	CICC Scholarship	21
	<b>TOTAL</b>	<b>259</b>

### ANNEX II

Number of Trainees in Nepal/ SAFAAS:

SN	Course Name	Number of Participants
1	Lecturing Tour by Japanese Experts	298
2	Overseas Training Program	963
3	In-house Management Training Program	268
4	Domestic Lecturing Tour	117
5	Japanese Style Management Training	96
6	Inter Alumni Resource Exchange Program (participants from SAFAAS Country trained at Nepal)	25
7	Basic Computer Literacy	501
8	Advance Computer Training Program	111
9	Inter Alumni Resource Exchange Program (Nepalese trainee trained at SAFAAS Country)	48
10	World Network of Friendship Program (Nepalese trainee trained at SAFAAS Country)	18
	<b>TOTAL</b>	<b>2425</b>

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*in their noble endeavors !*

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## COLOMBO DECLARATION

*(Sixth Convention of the AOTS Alumni Societies, 28-30 October 2002, Colombo, Sri Lanka)*

The delegates of the Sixth Convention of the AOTS Alumni Societies offer their sincere felicitations to AOTS for organizing the Convention for the first time in the 21<sup>st</sup> Century, with the support of JASTECA in Sri Lanka, where a dramatic peace process is underway.

All the members of the AOTS Alumni Societies in close cooperation with AOTS affirm their cooperation with each other, to do their best to promote friendship and accelerate cooperative activities through the human resource development of the developing nations in order to attain peace, prosperity and stability in the world. The delegates place on record their sincere gratitude and appreciation to the President and staff of AOTS Japan for their planning and implementation of the Sixth Convention in Colombo, Sri Lanka.

### 1. Evaluation of AOTS Training Programs

AOTS Training Programs have provided valuable opportunities for the nationals of developing countries to upgrade their skills through a wide range of training programs held in Japan and overseas.

The delegates recognize with gratitude the tremendous contribution made by the Government of Japan under the auspices of METI in providing financial assistance and logistical support for the development of human resources in developing countries. The delegates offer their grateful thanks to Japanese industrial circles for their contribution through the provision of training opportunities under the AOTS Training Programs.



The delegates convey their grateful appreciation to the President and staff of the JASTECA Secretariat for hosting the Sixth Convention of the AOTS Alumni Societies and for the resulting excellent arrangements. The delegates appreciate the contribution made by prof. Tsuneo Yahagi in conducting a management seminar at the Sixth Convention.

The delegates also place on record their appreciation and sincere thanks to the Government of Sri Lanka for making it possible to organize the Sixth Convention in Colombo, Sri Lanka.

Over 200,000 people have benefited from these training programs and have disseminated their knowledge and experience to a wider circle of people in local industry in their respective countries.

The delegates request AOTS to further strengthen its support to developing countries by way of human resource development based on the needs of the respective countries.

The delegates appreciate that AOTS has introduced an evaluation system to objectively evaluate its activities. The delegates fully support this direction,



and offer intensive cooperation with AOTS so that AOTS can evaluate the real needs of human resource development in the developing countries in order to make the AOTS programs more and more meaningful to both Japan and those countries.

## **2. The Japanese Economy and Financing of AOTS**

The delegates understand that AOTS is facing financial difficulties due to the drastic cuts in the ODA subsidy from the Japanese Government. However, the delegates hope that such problems can be resolved and AOTS Japan will continue to be a benefactor to the developing countries. The delegates extend their cooperation and share the responsibility with AOTS to maximize the effective use of the resources.

## **3. Partnership Between AOTS and the AOTS Alumni Societies**

The AOTS Alumni Societies share with AOTS the same mission of promoting friendship and mutual economic development through international cooperation in human resource development activities. The basic aim of the AOTS Alumni Societies is for its members to promote and disseminate knowledge, sharing their talents and skills to serve their community and not keeping them for their own exclusive benefit.

The delegates unanimously agree to follow the guidelines of AOTS concerning its relationship with the AOTS Alumni Societies through fair and transparent administration according to the laws and regulations of the respective countries.

The delegates regret that AOTS and many AOTS Alumni Societies have suffered very much in the recent past due to the participants' airfare issue. It was an unhappy period in the history of our cooperation, with AOTS having to curtail the recruitment of participants for some time. However, sincere efforts have been made to overcome this problem based on the recommendations of the Audit Committee of AOTS, and the AOTS Alumni Societies have taken appropriate steps to prevent such an event recurring.

The member countries that have reached the status of developed nation are requested to participate in our cooperative activities by way of assisting the other members. The delegates recommend that AOTS devise flexible measures to develop collaborative programs reflecting the level of development and regional characteristics, independent of ODA.

## **4. New Areas of Collaborative Activities**

The delegates express their strong interest in such new areas of activity as distance training programs, the Nihongo Test, computer and management training and any other new programs. The need for recognition by creating a suitable certification system was also expressed.

## **5. Promotion of the World Network of Friendship (WNF) Program**

The delegates evaluated the WNF program, which have been implemented by making use of the WNF Fund, and express appreciation to the AOTS Alumni Societies and related organizations that have helped materialize such programs.

The delegates expressed sincere appreciation to all who have made generous contributions to the Fund, especially Prof. Takeshi Kawase and Mr. Nagaaki Yamamoto.

The delegates urge all the AOTS Alumni Societies to share the noble objective of the WNF and actively take part in the Program.

The delegates appreciate the role of the WNF Management Committee, which consists of representatives from the six Regional Federations. They also express sincere gratitude to AOTS in managing the WNF Fund and implementing the programs by establishing a WNF account independent of AOTS and offering secretarial services for the Program. The delegates expect AOTS to continue offering the same services as the WNF Secretariat.

## **6. The AOTS Alumni Societies as COE**

The delegates recommend the AOTS Alumni Societies to evolve into Centers of Excellence and cooperate with AOTS to promote human resource development in their countries by integrating into their membership all those who have received training under various AOTS programs.

## **7. Communication by IT**

Each Alumni Society is encouraged to create its own homepage to improve communication.

The delegates of Convention highly appreciate the offer from FAAAI (Federation of the AOTS Alumni Associations of India) to hold the Seventh Convention in New Delhi, supported by SAFAAS members, in the year 2006. However, the final decision shall be made by AOTS in consultation with the WNG Management Committee.



## Training Program on Design and Management of Infrastructure Using Information Technology

A seven-day program titled "Design and Management of Infrastructure Using Information Technology" was organized on 6 – 12 February 2003 by the Association of Overseas Technical Scholarship (AOTS), Japan under the support of the Ministry of Economy, Trade and Industry (METI), Japan. The program was implemented by Meiken Consultants Co. Ltd, Japan in cooperation with Meiken Digital Technology System P. Ltd. (MDTS), Nepal, Federation of Nepalese Chambers of Commerce and Industry (FNCCI) and Nepal AOTS Alumni Society (NAAS).



The objective of the training program was to assist Nepal in the development of human resources in the field of information technology for application mainly towards planning and development. It was also intended to give the trainees a broad knowledge on the application of IT in planning and management in different countries. The program was also an initiative of the Japanese government on the pledge made by Former Prime Minister Mr. Yoshiro Mori during his visit to Nepal two years back to train 70 Nepalese entrepreneurs. As a follow-up on this pledge, the AOTS, Japan was entrusted with the task of training 40 Nepalese IT professionals in Nepal and 30 in Japan itself. Under the agreement, METI supported AOTS to organize the first part of this program in Kathmandu. (The second batch of 30 IT professionals participated in IT based management program in AOTS Yokohama Kenshu Center in Japan in March.) The cooperating institution for this special project in Nepal is the FNCCI, the apex body of the Nepalese business.

The then Minister of Information and Communication Mr. Ramesh Nath Pandey was the chief guest during the opening ceremony of the program which was also attended by dignitaries such as His Excellency Mr. Zenji Kaminaga, Ambassador of Japan to the Kingdom of Nepal and Mr. Binod Bahadur Shrestha, Acting President, FNCCI. It was also a special privilege for NAAS to have the AOTS President, Mr. Shuji Ogawa in Nepal who

attended the inaugural program. Also present were Mr. Kazuo Miyata, CEO, Meiken Consultants Co. Ltd., Japan, Dr. AKMM Hussain, General Manager, AOTS Office at Dhaka, the Japanese resource persons and IT experts in the area of design and management of infrastructure, and various other dignitaries, invitees, and participants.

Altogether 40 IT professionals, both men and women with working experience in planning and management in the field of Geographical Information System (GIS) in the private and public sectors in Nepal participated in the training program held at Hotel Soaltee Crown Plaza, Kathmandu. The program was conducted by Mr. Yasufuku Chihiro, Water Supply Engineer and Mr. K. Iwao, Lecturer, Asian Institute of Technology (AIT), Bangkok.

The implementing agency of this training program, Meiken Consultants Co., Japan is one of Japan's leading engineering consultant companies primarily for water works. Established in 1965, the company's business include activities sewerage works, waste-water treatment, refuse disposal and environment. Its joint venture company in Nepal, Meiken Digital Technology System P. Ltd belongs to the Pacific Group – a group of trading and manufacturing companies, and a leading Nepalese company in the field of digital mapping. Presently, Meiken is involved in digitization for its clients in Japan.



## 12th Annual General Meeting of Nepal AOTS Alumni Society

The 12th annual general meeting of Nepal AOTS Alumni Society was held on 27 July 2002 in Kathmandu at Hotel Himalaya. This AGM also elected a 15-member new executive board of NAAS for the period 2002-2004. The meeting started with the election formalities presided by Mr. Sindhunath Pyakurel, President of Nepal Bar Association and the designate Election Commissioner and Honorary Life Member of NAAS in the presence of Dr. AKMM Hussain, General Manager, AOTS Dhaka Office, NAAS members and representatives from NAAS institution members. A new committee headed by Ms. Amira Dali as President was unanimously elected. The full list of the new team elected to take NAAS forward is as follows.

Ms. Amira Dali	President
Mr. Prakash R. S. Suwal	First Vice President
Mr. Kumar P. Khanal	Second Vice President
Mr. Ramesh M. Singh	General Secretary
Mr. Mahesh Nakarmi	Joint Secretary
Mr. Binod M. Rajbhandari	Treasurer
Mr. Pradeep Manandhar	Internal Auditor
Mr. Ashok K. Aryal	Member
Mr. Kiran N. Shakya	Member
Mr. Brajesh Vaidya	Member
Mr. Prakash R. Shrestha	Member
Mr. Bhawani B. Joshi	Member
Mr. Shanta B. Malla	Member
Mr. Ballav B. Pradhanang	Member
Mr. Jyoti Tandukar	Member

As is the practice at NAAS, the immediate past-President Ramesh P. Nepal was nominated as an advisor of the Society. The other advisors of NAAS are Mr. Purushottam Manandhar, Mr. Asoka M. S. Bania, Mr. Madhusudan Bhattarai and Mr. Dinesh Chapagain.

After the election procedure, the AGM proceedings commenced with a welcome address by the then First Vice President Ms. Amira Dali and then an address by the outgoing President Mr. Ramesh Nepal who made an earnest appeal for the cooperation and active involvement of all members and well wishers of NAAS to take the Society to greater heights. The then General Secretary Mr. Kumar Khanal presented the detailed report of NAAS activities during the year 2001-2002, while Mr. Ramesh M. Singh, Treasurer presented his financial report for the same period. Dr. Hussain addressed the gathering and assured that AOTS Dhaka Office would always help NAAS in the years to come. The meeting concluded with a vote of thanks by Mr. Prakash Suwal, then Second Vice President.

The AGM was followed by a lively dinner at the hotel attended by the distinguished guest, His Excellency the Ambassador of Japan, Mr. Zenji Kaminaga, two other members of the Embassy of Japan, NAAS members, representatives of NAAS institutional members, Mr. Binod Bahadur Shrestha, presiding President of FNCCI, heads of various commodity associations who have supported NAAS programs, and NAAS members and family.





## Activities of Nepal AOTS Computer Training Center (NACTC)



In pursuing the two areas of special focus of NAAS to take the society forward in the human resources development arena through quality and IT, the NACTC has been playing an important role to promote computer related education through its in-house training center. The Basic Computer Literacy programs of NACTC are quite popular among the locals and five such 2-month courses have been conducted during the year. These courses are conducted by the staff of NAAS itself. Altogether 49

people have been trained including 25 female participants.

Besides the Basic Computer Literacy Course, two courses titled "Advanced Course on Computer Based Graphic Design" and "Web Page Development" were also conducted during the year. Altogether 18 people were trained in these two courses. However, some other courses proposed to be conducted with external collaborators could not materialize due to unavoidable reasons. NACTC hopes to conduct more advanced courses in the coming year.



The detail of the course conducted during 2002-2003 is given here.

	Course	Duration	Hours	No. of Trainees		
				Total	Male	Female
1	Basic Computer Literacy	July 2 – Sept. 1, 2002	100	12	5	7
2	Basic Computer Literacy	Aug. 14 – Oct. 24, 2002	100	5	3	2
3	Basic Computer Literacy	Nov. 24, 2002 – Feb. 5, 2003	100	5	2	3
4	Basic Computer Literacy	April 21 – July 4, 2003	100	15	8	7
5	Basic Computer Literacy	May 4 – July 4, 2003	100	12	6	6
6	Advanced Course on Computer-based Graphic Design	Sept. 4 – Dec. 13, 2003	140	11	10	1
7	Web Page Development	April 21 – July 21, 2003	100	7	4	3



## Status of 5-S in Nepal

**Binod Man Rajbhandari**  
Treasurer and WNF Coordinator, NAAS



### Inception

5-S as a simple tool utilized for enhancing productivity in an amicable and pleasant environment is being applied the world over, both knowingly and unknowingly, the fundamentals of the popular concept. The term 5-S is coined from the first letters of five meaningful Japanese words – *Seiri*, *Seiton*, *Seiso*, *Seiketsu* and *Shitsuke*. A close interpretation of these words in English (by maintaining the same first letter) would be Sort out, Systematize; Sweep, Standardize and Self-discipline. Nepal AOTS Alumni Society (NAAS) has coined 5 'Sa' to convey the same meaning and essence of the Japanese words in Nepali language as summarized in the following table. NAAS has been promoting the concept of 5-S in almost all its technical and management training programs in Nepal.

**Table : 5-S in Japanese, English and Nepali**

5-S in Japanese	5-S in English	5 'Sa' in Nepali	Action
<i>Seiri</i>	Sorting out	<i>Sabai Samanharu Kelaune</i>	Throw unused
<i>Seiton</i>	Systematize	<i>Sambandhit Thagma Rakhne</i>	Arrange priority wise, label
<i>Seiso</i>	Sweep	<i>Sinita Pari Safa Rakhne</i>	Clean every part
<i>Seiketsu</i>	Standardize	<i>Staria Karya Padhati Apanaune</i>	Bring up to date, checklist
<i>Shitsuke</i>	Self-discipline	<i>Sobhabh Ramro Basalne</i>	Be humble and class behave

A lot of fundamental sharing of knowledge about 5-S has been taking place. 5-S is not merely to sort out and throw unused materials or to clean, standardize and develop self-discipline. It is a unique tool to implant the concept of teamwork, wave off discrimination and superiority complexes, establish love and sympathy among members of the organization with esteemed self-discipline and presentable culture. To be more precise, it is a simple way of getting rid of the "I" ness and sublimate ego.

### 5-S Heritage in Nepal

It is found that the Nepalese trainers of 5-S summon up the importance of their traditional cultural heritage prevailed in this aspect. Many countries in the eastern hemisphere have resembling traditional culture that has elements of 5-S deeply embedded in it. In Nepal it is a customary chore to sweep inside the entire house at dawn, (*Seiso*). While doing this, the things that lay scattered in the previous day is sorted out and unwanted things thrown into the garbage box (*Seiri*) while the rest are placed in the appropriate places (*Seiton*). By the time the sun peeps out to spread its red morning rays, people will be smearing the floor at their main doorstep, kitchen and the worship room (*Seiketsu*). Finally they light incense sticks and oil lamp (edible mustard oil lamp) and perform *puja* (implore) while chanting holy hymns and scriptures (*Shitsuke*). Only after completing these activities, the routine life starts. Later, this process is repeated at the

working place whether it is the shop, office and or the factory. Thus, 5-S had been implemented for ages and is very much a part of Nepalese cultural heritage.

### Dogmas

Many rituals are established on the basis of landscape and climate. Normally, festivals are observed to match the setting of people's living style, food habit and season of that particular place. In many cases, some of it is a self-regulated phenomenon – like following what has been tagged on since ages. People have strong beliefs in the self-set heritage in such a way that they never consider it necessary to review it; and they just follow it perpetually. However, the reason behind such prevailing dogma among the people is to attain something concrete – wealth, knowledge and so on. It is believed that the Goddess of Wealth (Laxmi) enters into places that are neat and clean. Similarly,



Goddess of Wisdom (Saraswati) pays visit to tidy places only. Such prevailing strong beliefs have motivated Nepalese people to implement 5-S for ages unaware its fundamentals concepts.

## Culture

Cultural rituals have been designed to shore up those dogmas. In the context to the semblance to 5-S in Nepal, three special days are widely observed every year amidst great expectancy and joy.

- a) *Bishwokarma Puja* – It falls on the eighth day before full moon day some time around mid-September. On this particular day, all the staff and workers of factories and workshops assemble to perform *puja* or mass worshipping of Bishwokarma, the god of creativity and skill. They sort out dumped/stored scraps of finished and unfinished goods in the factory, unused and replaced old machines parts and accessories etc. Things not used during the past year and those that are not likely to be used in the near future are separated and disposed. The remaining useful things are arranged in priority of their use – things of frequent use are kept in most easily accessible places while others are placed in further corners. If necessary, they are labeled accordingly. It is the day for the participation by the entire family in *Seri* and *Seiton*. At the end of the day, all feast together and enjoy cultural recreation.
- b) *Thapan Puja* – It falls on the eighth day of lunar calendar after no moon, normally in mid October. On this particular day too, all staff and workers gather to clean their office gadgets, machines tools etc. It is a day to update those things in an orderly manner. Later they will perform *puja* to worship goddess Durga, the goddess of good against evil. Actually, it is the day to express our gratitude to the machines, tools, implements etc. and seek forgiveness in case those tools and machines have been mercilessly used in the past. It also, symbolizes their love and affection towards those things. There is a strong belief that the amount of our

love and care is reciprocated. The chances of causalities in the years to come will be forbidden or minimized. It is the day for participation of the entire family in *Seiso* and *Seiketsu*. Dining together and other cultural recreation follows at the end of the day.

- c) *Laxmi Puja* – This auspicious day falls on the no moon day normally in first week of November. In the evening of this particular day, all the staff and workers assemble to clean up the entire working place. Doors and windows are painted and decorated with garlands. It is a celebration to ward away the darkness by the illumination of the oil lamps or candles placed at every door and window in the workplace. It symbolizes, the light of good deeds overcoming ignorance. It is the festival of light to welcome Laxmi, the goddess of wealth and prosperity. It is believed that she prefers to dwell in neat, tidy, and well-illuminated places inhabited by people with clean and clear minds. Everybody's minds will be filled with enthusiasm with great hope for her esteemed footsteps in the premises that would lead them to prosperity in the year ahead. It is the day for entire family participation in *Shituske*.

## Mental advantage

The ultimate goal of performing any activity is acquire the desired reward, which becomes a means of satisfaction and, finally, peace and prosperity. Peace prevails in tranquil mind. Mind becomes tranquil when there is nothing that impulses the mind to be disturbed by unfavorable environment around it. The mind remains calm when the surrounding is neat and tidy, when everything is kept orderly and when there is no object or subject for the distraction of the mind. The state of clean mind is just like clean board or a new sheet of plain paper where one can start writing afresh. An ideal working place is one that prepares us to be mentally and physically ready for work. In such an environment, we find all the necessary things within no time, without much effort and without having to remember where a particular thing is kept. Therefore, such a state not only saves time and lowers the stress on our brains but also fills us with enthusiasm to work further at ease.



## Summing up

When a training program succeeds in bringing about attitudinal changes among trainees, the program must be considered fruitful. A cursory firm-level post-training survey of trainees that have undertaken training under NAAS or AOTS reveals that almost all of them had implemented 5-S in sequential order, and they happily stated that they had forgotten to utter the following statements:

- It was hardly a ten-minute job, but I have been searching for the appropriate tool for the last forty minutes.
- Since I did not find the appropriate tool, I tried with a similar one. This is now broken and needs to be mended.
- Oh! It is a hell of a job to find that particular document among this messy stack of files.
- I never get what I need when I need it.

But on the contrary, implementation of 5-S has helped in:

- Saving time and useless effort
- Reducing wastages, increasing productivity and improving profit
- Lessening tension, contributing to mental health
- Creating presentable environment in workplace
- Enhancing cheerful mood and morale of the workers
- Promoting better understanding between workers and management and mutual respect for each other

Therefore, implementation of 5-S brings about a mental revolution – the ideal state of mind healthy enough to take further challenges.

*(Adapted from the presentation made by Mr. Rajbhandari in the International Convention on 5-S in Colombo, Sri Lanka in October 2002)*

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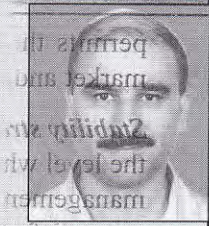
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# Strategic Management : Planning Process For Success

Manoj Bhattarai  
Life member, NAAS



Long-term plans were widely accepted by quite a number of managers at the end of the 60s'. However, their optimism on long-term plans was hit hard by technological change, increasing competition, economic liberalization and many more such factors. These changes compelled the managers to develop other alternatives to analyze the environment, assess the strengths and weaknesses of the organization and identify existing opportunities and threats. These integrated processes then were recognized as a strategy. A strategy usually consists of framing of goal/s and setting plans of action for the achievement of goal/s. Strategic management may also be understood as the process of formulating, implementing and evaluating business strategies to achieve organizational objectives. A more comprehensive definition of strategic management is that it is a set of managerial decisions and actions that determine the long-term performance of a corporation.

**Strategic management process, therefore, involves four broad steps as given below:**

- Analyze the opportunities and threats or constraints that exist in the external environment.
- Formulate strategies that match the organization's strengths and weaknesses with the environmental threats and opportunities.
- Implement the strategies.
- Evaluate and control activities to ensure that the organizational goal/s are achieved.

The strategic management process begins with the scanning of external and internal environment and ends with monitoring the activities of the organizations. All organizations, whether big or small, are dependent on the external and internal environment. In order to determine the trends and projection of factors affecting the fortune of the organization, it is necessary to scan the environment. Scanning should focus on the task environment with sufficient considerations to other elements. Scanning is necessary to identify threats and opportunities prevailing in the environment. In the course of formulating strategies,

an organization has to take advantage of available opportunities minimizing the impact of existing threats.

## Strategy Formulation

An organization dealing with a single product or single line of activities could develop a single strategic plan to cover all the activities. But many organizations are involved in diverse products or line of activities. Each product or line of activities demands completely different strategy to address its specific needs. Moreover these organizations also have diverse functional departments to support each segment of their activities. As a result strategies are required to address each level separately. Therefore, in general, strategies are formulated at three levels – Corporate level, Business level and Functional level.

### a) Corporate level strategy

The top management of any organization formulates the corporate level strategy. This strategy seeks to answer the question: What business or businesses should we be in? This level of strategy determines the role of each business unit in the organization. Basic corporate level strategy should cover the following:

**Growth strategy:** A growth strategy is one that intends to increase the level of business operations specifically in terms of increasing revenue by means of increased operation, or increasing market share in respect of volume of business transactions and/or increased number of users or consumers. Growth could be achieved by means of related diversification through merger or acquisition of business involved in similar line of activities. Sometimes a company uses growth strategy by means of unrelated diversification through merger or acquisition of business firms dealing with different line of activities. Growth strategy should be adopted at the time when both internal and external environment



permits the business to grow and potentiality of market and profitability exists.

**Stability strategy:** This is a strategy of remaining at the level where you are and how you are. When the management views the performance of the business at a satisfactory level and the environment appears to be stable with no possibility of change, it should remain stable or adopt stability strategy.

**Retrenchment strategy:** This strategy is utilized for down sizing the business either by reducing the level of operation or by diversity. Such strategy is normally applied when the economy is in or around depression. The management applying this strategy was considered a failure till few years ago. However, in recent times, this is being accepted as a progressive strategy for the success.

#### **b) Business level strategy**

Every unit of the business or activity in an organization will be responsible for the business level strategy. This strategy seeks to answer the question: How should we compete in each of our business? The business level strategy of an organization with only one line of business or product will be the same as its corporate level strategy. But organizations with multiple lines of businesses or products will have different strategies for each of them. Each division will define the products and services to offer, the customers to reach and so on. When an organization is in a number of different businesses, planning could be facilitated through the creation of a Strategic Business Unit or SBU. An SBU represents a single business/product or group of related businesses/products, and each SBU has its own unique mission, competitors and strategy.

#### **c) Functional level strategy**

All business units have different departments to support their individual business goals. Functional level strategies identify the basic course of action of each of the departments. The functions of all departments are interrelated, and thus their activities are meshed with each other. Change in activity of one department changes the course of all other departments. Therefore, the strategy of one

functional area cannot be viewed in isolation. Rather, the extent to which all functional strategies are integrated determines the effectiveness of the unit's business strategy. This level of strategy seeks to answer the question: How do we support the business level strategy? This strategy basically focuses on the activities to mobilize manufacturing, marketing, human resources, research and development and finance etc. These strategies should be able to support business level strategy.

### **The Strategic Management Process**

Strategic management process consists of eight steps that encompass strategic planning, implementation and evaluation in its various stages of activities.

#### **i) Identify the organization's current mission, objectives and strategies**

Every organization should have a specific mission to justify its presence in the business. Management has to determine the scope of its products or services to define the mission. The mission component has to focus on the products or services along with other factors to define the objectives and strategies of the organization.

#### **ii) Analyze the environment**

External environment is a primary constraint on the decision or choice of strategy for every manager. Analysis of environment, therefore, is a crucial step in the strategy process. The formulation or choice of any strategy is largely dependent on the environment, and no strategy can be effective if the external environment does not support it.

#### **iii) Identify the opportunities and threats**

After the analysis of environment, the management has to identify and assess the opportunities available for the benefit of the business and the threats the business is bound to face. The environment is considered as positive in respect of opportunities and negative in relation to threats.

#### **iv) Analyze the organization's resources**

Resources could be defined in terms of capital, manpower and technology. Resources are always at constraint, and no management can claim sufficient or excess level of resources. Therefore, management should carefully analyze and assess



the level of required resources before adopting a strategy.

**v) Identify strengths and weaknesses**

Strengths and weaknesses of the business organization are also tied up with the availability of resources for the organization. If the organization is well off in terms of required resources, it is considered as strength, and short of resources as weakness. The management has to identify the strengths and weaknesses and should exploit the strengths and minimize the weaknesses.

**vi) Formulate strategies**

The management has to develop and evaluate various strategic alternatives and then select the best-fit alternative that complies with every level of activities. The formulation of strategy therefore, comprises of analysis and assessment of all the

components and framing of the process to maximize the benefits out of the opportunities and strengths and to minimize the effects of threats and weaknesses.

**vii) Implement strategies**

The final process of strategic management is implementation of the strategy itself. The management must be quite alert in the implementation of the strategy formulated. The strategic management process will prove to be futile if not implemented properly.

**viii) Evaluate results**

Evaluation is the measuring rod for all plans and programs. The evaluation gives information regarding the deviation, adjustments, effectiveness and efficiency in the formulation and implementation of strategy adopted by the management.

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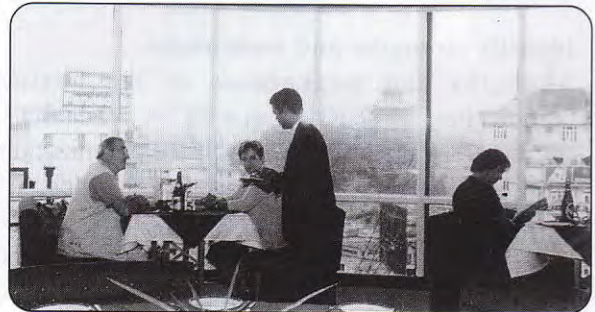
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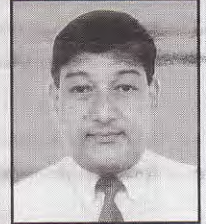
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# Visual Motivation : A Concept of Japanese Style Management

**Kishore Bhakta Mathema**

General Manager, Harisiddhi Brick and Tile Factory



**V**isual Motivation or VM is a method to motivate workers to work by visually appealing to their minds and emotions. The philosophy behind this is to improve one's working environment to make a better working area where every worker can work comfortably without the risk of any accidents or injuries. Such workplace provides a safe and comfortable working environment which helps to improve their productivity.

Since pre-war days, "3S Campaign" was quite popular in Japan, viz. *Seiri* (house keeping), *Seiton* (orderliness) and *Seiso* (constant cleaning). The "3S campaign" was popular till early 1970s. It later developed into the "4S Campaign" including another 'S' for *Seiketsu* (cleanliness) around 1975, and then into the "5S Campaign" with *Shitsuke* (self-discipline) around 1980. Presently, many Japanese companies are into 6S, the additional 'S' for *Shikkari* (no compromise). The campaign has continued to develop thereafter with the number of "S-words" varied by the discretion of each company. It has been called, from time to time, as "6S Campaign", "7S Campaign" or "8S Campaign" etc., according to the number of "S-words" included. However, the "5S Campaign" is the most commonly used by the companies in Japan.

## Concept of the VM method

The basic concept of visual motivation dwells on the premise that every worker wishes to improve his or her working environment. To improve one's working environment is to make a better work area where every worker can work comfortably without the risk of accidents or injuries. An accident-free and injury-free workplace provides a safer and comfortable working environment for the workers and reduces absenteeism and improves productivity. At present, no workers in Japan are motivated to work without being insured against accidents in a dangerous workplace where there is a risk of injury.

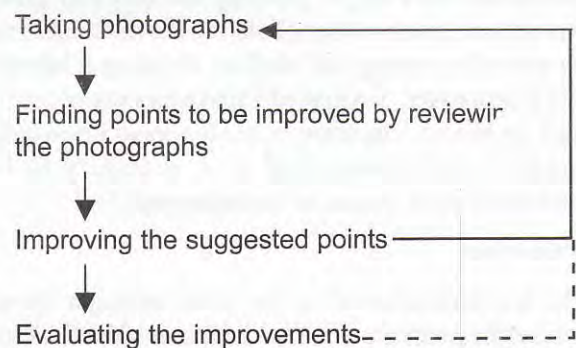
While introducing new technology or mechanical equipment may be an effective way to increase productivity, priority is given to make the workers willing to work. A company offering high wages cannot attract applicants for job if the workplace is known to be dirty

and accident-prone. A company having a clean and safe office or plant can acquire many capable employees.

The VM method is a way to improve the work and the working environment by the workers themselves, through discussions on creating an accident-free and injury-free workplace, where everybody is happy to work in. It is a simple and low cost method, which could be introduced in our companies right away. Workers have to be given proper orientation and properly motivated to implement the VM method.

Problems are identified and to solved by using visual means like photographs or videos instead of using complicated statistical theories and calculations. Only easily identified problems are handled in this method. When some improvements or changes are made in a workplace, the changes are clearly indicated with paint or, if appropriate, by numbering the machines or switches. The changes are identified so that even unaccustomed workers can find them easily and can be understood. Thus we can say that the VM method is a way to solve problems for everybody by clearly indicating the improved points.

## The process of Visual Motivation method



### 1. Taking photographs

Normally, the leader in the workplace is in charge of taking photographs. The places to be photographed are areas that are "dangerous", "dirty" or "useless" places. In principle, one should not take photographs of the workers.



Dangerous places may be identified as those places where workers often fall or slip, where something often falls from overhead, where hands/fingers are often pinched by something, where workers get an electric shock, etc.

Dirty places are places where there is rubbish, where there are oil stains, or where there are thrown-away cigarette butts, etc.

Useless places where there is a possibility of streamlining the operations by reducing the number of times of the process, i.e., omitting one of the two repeated works; by reducing the number of workers by utilizing a machine, i.e., from five to three or four persons; and where there is a lot of physical labor required for the job, etc.

## 2. Reviewing the photographs

After taking the photographs, comments should be made on them. These comments may not be either punitive or presumptuous. Rather, witty and humorous comments are preferable. It is important that all the workers belonging to the workplace should review the photographs. They should meet to discuss how to improve the dangerous, dirty, or useless places seen in the photographs.

## 3. Improving the suggested points

Easy to improve points shall be improved first, i.e., by painting, cleaning, attaching nameplates, or numbering each machine, etc. Many Japanese companies have begun painting the walkway green. Nameplates and number plates for the machines may be made by cutting out stickers or using a labeling word processor. Suggested improvements requiring high technical education or professional knowledge should be left untouched. It is necessary to list separately such places to be improved.

## 4. Evaluation

The top management or the plant manager should praise the workers for the results achieved. Avoid criticizing when the skills of painting or making the nameplates are poor. Rather, encourage the worker in-charge by giving them appropriate advice to perform better.

A prize of cash or in kind is often awarded upon each improvement to the worker in-charge. An improvement contest should be held once a year

where improvements that contribute to increased corporate profitability or a significant improvement which gains unanimous praise in the workplace, are awarded even if the latter does not give rise to imminent profit to the company.

## Effect of the VM method

While the initial improvements may appear hardly effective due to the lack of painting or labeling skills, the applause or rewards in cash or in kind will motivate the workers to devise a better workplace. This will bring about an attitudinal change amongst the workers and will encourage them to improve their workplace, which will ultimately bring the following results:

- A better working environment: the workplace becomes clean.
- A safer working environment: safety devices are installed on the machines.
- A safer operation of a machine: the number of errors in operating a machine is reduced.
- Quality improvements: Reduction of errors in operating a machine leads to reduction of defective products.

These effective outcomes will generate subsequent benefits to the company in terms of reduction in the cost, reduction of number of complaints received, increased profitability, and reduction in absenteeism.

## An example of Tokyo Wholesale Co. Ltd.

A sophisticated dry cleaning company was visited which has successfully adopted VM method. We found the workplace clean, safe and good working environment for the employees. We also found that the Company is using very modern cleaning equipment like filling nitrogen to prevent formation of yellow stain in white wedding dresses which is stored in nitrogen filled packet to preserve such a dress of sentimental value for ages without any stain. As a result, the wedding dress of a mother can be worn by her daughter during the daughter's marriage.

The workers there have also designed the company's calendar with photographs of VM application in their prime locations as well as indicating collection and delivery schedule for various routes to facilitate the customers. This is a remarkable example of workers participation in various affairs of the company.



## Information Technology for Nepal

Vivek S. Rana  
CEO, AAC Inc.



The two-week programme (5- 18 March 2003) on Information Technology for Nepal (NEIT) was organized by AOTS Japan to assist Nepali businessmen and technopreneurs acquire comprehensive knowledge of information technology in various application of IT for effective and efficient management. The NEIT scholarship programme was awarded by the previous Japanese Prime Minister Mori during his visit to Nepal in 2000 to strengthen Nepalese human resources in Information technology. NEIT programme was oriented around real world cases of strategic development of Information Technology, its application and ways to exploit IT to leverage key dimensions of organizational performance with a business led approach by demystifying IT by developing a common understanding of what should be done, rather than what could be done with IT.

This article is a mere reflection of some of the key observations and learnings gathered during the two week programme at YKC which comprised of excellent blend of in house lectures, group exercises, discussions and field visits to various Japanese business houses ranging from manufacturing plants to IT outsourcing firms. Furthermore in the later part I have endeavored to summarize the essence of e-business and opportunities for IT companies in Nepal.

The NEIT-1 participants selected for the two week intense programme at YKC comprised of candidates from various backgrounds from people who were involved in IT trading and software development to network analysis, systems administration, management consultants, and IT education providers to users of IT. The group of these 29 individuals could therefore be labeled as heterogeneous in many ways with seemingly diverse background, approach and thinking.

The programme was designed comprehensively to educate and develop wider understanding of IT for competitive advantage by examining how Japanese firms

have successfully deployed their IT systems for strategic advantage. Perhaps most compelling to us were the presentation and tales of the firms such as RS components K.K. and Hakkai Crates Co Limited. The message included frameworks of how Internet and IT solutions brought competitive advantage to their business.

More than the lectures on IT management and governance, the field visits provided us with real time learning as how IT was used in Japan as an asset subsumed within the core business thinking and role of IT in transformation of the business process. One key observation to this was the development and use of AGV (automated Guided vehicles) by Fuji-Xerox Ebina plant to increase productivity and operational excellence.

### Field visit

#### Fuji-Xerox Ebina Plant

One of the most advanced manufacturing facility in Japan that was awarded the prestigious Deming prize in 1980. The Ebina Plant 40 km south west of Tokyo is the largest base of the Fuji-Xerox and its activities include the development and production of photocopiers that supply to Japanese and SE Asian markets. The plant assembled about 25,000 units of copiers and printers every month. It employs about 4,500 staff including 3,000 working in Research & Development. It is also the cradle of new technologies and knowledge products of Fuji-Xerox.

The plant utilizes a flexible and efficient production line with automatic guided vehicles (AGV) and a high level recycling system. There are more than 12,000 AGV's transporting raw materials and finished products around the factory floors without human drivers and only guided by aluminum tapes pasted on the floor. This enables the factory to re-arrange the plant layout within 24 hours.

The plant implements "on-demand production" where the customer's order is channeled directly to Production



who will then start production after the order is received. Production is directly responsible for planning & control and ordering of parts. This arrangement will result in almost zero inventory, faster response and empowerment given to the production people.

### Toyota Motor Corporation Matomachi Plant

It was a stunning experience to visit the world's third largest automobiles company that was renowned for inventing and implementing lean Toyota production management systems which integrated methods such as Kanban system (JIT), Kaizen philosophy, Poke Yoke (Fool-proofing), Total Productive Maintenance (TPM)

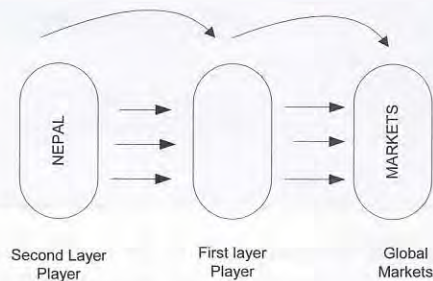
Toyota Exhibition Hall displays how Toyota makes automobiles with a vision for the next century, especially when it comes to protecting the environment and enhancing safety. The exhibits introduce environment-related technologies such as the Toyota Hybrid System (THS), electric vehicles (EV), and Toyota's recycling technologies that focus on reducing CO<sub>2</sub> emissions, along with active and passive safety technologies such as the Toyota passive safety body GOA, SRS airbags, antilock brake system (ABS), and vehicle skid control (VSC).

### Opportunities for Nepal in Information Technology

The arrival of Internet has accelerated the commoditization of IT by providing a perfect delivery channel for generic applications. More and more companies will fulfill their IT requirements simply by purchasing fee-based web services from third parties – similar to the way they currently buy communication services and electric power. Most of the major software companies are trying to position themselves as IT utilities, companies that will control the provision of a diverse range of business applications.

#### 1. Be a player in the game

Strategy researchers and practitioners have focused much attention on the problem of getting and keeping market share. For most firms, market share is the primary criterion for measuring the strength of a business's strategic position. But what is the meaning of the market share in market that barely exist?



Competition in IT for future is the competition for opportunity share rather than market share. It is the opportunity to maximize the share of future opportunities a company could potentially access within a broad opportunity arena. For Nepali IT companies it would be exceptionally difficult to get access and directly penetrate global markets. We should concentrate more on getting work from first layer players as our resources in many instances limit us from reaching the global markets directly. In this process of being a second layer player we would need to constantly keep our eye on the market, analyze what the client needs and find the path in the value chain as the second player where we could add value. Adding value is critical for second layer players.

In Nepal, one can site several examples of firms who attempted to become first layer players and could not survive the competition and had to revert back to being second layer player.

#### 2. Develop human resources

Peter Drucker insisted on the need to pay more attention to knowledge work and the people doing such work. Some 40 years later, perhaps in frustration, he threw down the gauntlet to academics and practitioners alike with the claim that, when it comes to our understanding of knowledge workers, 'we are in the year 2000 roughly where we were in 1900 in terms of (understanding how to improve) the productivity of the manual workers.'

The value adding second layer model described above will attract talents—knowledge workers. Once successful businesses are established in country, good human resource will follow and lend itself to the development of core competencies and human networks required to excel in the business. In the era of tough competition





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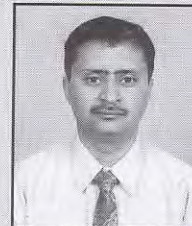
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## My Experience in Japan

**Binod Banskota**  
Executive Secretary, NAAS



First of all I would like to thank The Association for Overseas Technical Scholarship (AOTS), Center of the International Cooperation for Computerization (CICC) and Nepal AOTS Alumni Society (NAAS) for the opportunity to participate in the 70-day training program on Multimedia System Development Course in Japan.

My journey to Japan began on May 13, 2002 by Japan Airlines (JAL) to Tokyo. I arrived in Narita International Airport, Tokyo around 7 A.M the next day and reached Yokohama Kenshu Center (YKC) by 12 P.M. The participants of the particular training were arranged to stay at YKC which is located in Yokohama Kanazawa Industrial Prefecture, one of the major port cities of Japan. In our group, there were altogether 38 trainees for four different courses – Intranet Development Course, Client/Server Database System Development Course, Multimedia System Development Course and Network/Internet System Development Course. The group consisted of participants from 15 different countries.

For the first ten days, we had a general orientation course at YKC which covered various aspects such as the Japanese culture, technology and economy, but unfortunately during this time, there was no study tour to different cities of Japan. During the orientation period, we were taken on visits to the National Museum for Emerging Science and Technology, the TAPIA Plaza and the Fujitsu Learning Material Center. After the orientation period at YKC, we started our technical training at CICC. CICC is located in Tamachi Station, near Tokyo Tower, which is around one and half hour train ride

from YKC. In the beginning, it was quite difficult to pass the time during the train ride; but later, we learned to sleep during the train journeys like most Japanese people do. There were ten participants from nine different countries in the particular program on which I attended.

The Multimedia System Development Course consisted of following the topics:

- Orientation
- An Introduction to Multimedia
- Multimedia Tools (Authoring Tool, Image Editor, Sound Editor, Video Editor, Creating Web Pages and Understanding HTML)
- An Introduction to Computer Graphics (3D Graphics Tool-1, 2)
- Multimedia Contents Development
- Workshop

The training program has allowed me to gain in-depth knowledge of Multimedia System. Since the participants of the course came from different IT background, we were able to share and exchange real life experience with each other. Individual workshops during the program were very effective, where we were able to design and improve multimedia system development of our personal details as well as our institutions.

Besides the training, we enjoyed our stay at Japan by sightseeing in many interesting places like Sea Paradise, Tokyo Disneyland, Tokyo Big Sight, Imperial Palace, Enoshima Island, Ginza, Shinjuku, Kamakura, China Town, Kannai, Shakuragicho, Akihabara (the electronic town). The development progress of Japan is indeed fascinating. I was able to observe the behavior of the Japanese people and found out that Japanese people are very hardworking, honest and law abiding citizens. Despite problems with the language, they are very helpful. Besides hardworking, Japanese enjoy their life by going out after work and by family outings during weekends. I was quite surprised to see that, in such a developed country like Japan, the Japanese tend use cash more than the credit card during commercial transactions. Furthermore, I also found that Japanese people are very brand conscious. Overall, I have had a very pleasant and memorable experience in Japan.





## Training Report on Quality Management in Pharmaceutical Industry

**Tina Joshi**  
Quality Control Supervisor  
CTL Pharmaceuticals Pvt. Ltd.



First of all, I would like to express my sincere thanks to Nepal AOTS Alumni Society for giving me an opportunity to visit GlaxoSmithKline (GSK) Bangladesh Ltd. on a training program on Quality Management in the Pharmaceutical Industry. It has been a wonderful experience for a fresh pharmacist like myself and the training has helped me a lot to develop my confidence.

I along with Ms. Vabha Rajbhandari (a senior pharmacist from Department of Drug Administration/HMG) was in Bangladesh from 1st to 18th March 2003 on a training program on "Quality Management in Pharmaceutical Industry" in GSK Bangladesh Ltd. in Chittagong. On our arrival, we were warmly welcomed by Mr. Kamalur Rehman, General Secretary of Chittagong AOTS Alumni Society (CAAS), at Chittagong Airport. Besides, it was really nice of other CAAS members to have shown their kind hospitality during our entire stay there.

GSK is a world leading research based pharmaceutical company with a powerful combination of skills and resources that provides a platform for delivering strong growth in today's rapidly changing healthcare

environment. I have gained an immense knowledge about the importance of the documentation program, validation and how they play a vital part in Quality Control.

Our training was mainly focused on quality aspects in different divisions of GSK. In the process of the training, we got the opportunity to receive first hand insight of the micro-bio lab, chemical lab, product development, manufacturing and packaging, inventory control, work study and productivity and operation excellence in the host company. Besides, we also introduced to a new Japanese technology called "Lean Sigma" which is one of the

vital components of quality management at GSK. Its main purpose was to identify wastes and production variations, to formulate improvement suggestions and to implement the suggestions.

During our stay, we had a very good opportunity to interact with the people in Bangladesh, exchange ideas and learn about each other's culture, and to strengthen our relationships. We got to visit many good places around. Besides, the people in Bangladesh were very friendly, and found their foods great too.

The training overall, had been real beneficial to me and has helped me to understand the quality control aspects in pharmaceutical production. The knowledge and exposure I have gained will definitely help me to contribute to the betterment of my company and further my career.

I am grateful to Nepal AOTS Alumni Society (NAAS) and Chittagong AOTS Alumni Society (CAAS) for their support and considering me to be a part of this memorable program.



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84	Shrestha, Hari Gopal	Hitesh Garments	4221262	4221262		
85	Shrestha, Hari Kishor	Om Hospital & Research Center	4476225	4351172		
86	Shrestha, Jyoti	Ayusha Garment Industries	4470542	4470542		
87	Shrestha, Keshab	Natural History Museum	4271899	4272578		
88	Shrestha, Laxmi Bahadur	Harishiddhi Brick & Tile Factory Ltd.	4240698	4418862	nbgroup@mos.com.np	4240665
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90	Shrestha, Prajwal	Microtech International (P) Ltd.	4247541	4241951	sprajwal@wlink.com.np	4240469
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92	Shrestha, Rabi K.	CTL Pharmaceuticals P. Ltd.	4252500	5521117		
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97	Shrestha, Ruby Laxmi	National Dairy Development Board	5525400	4491334	kdshr@ccsl.com.np	5532096
98	Shrestha, Sabin	Himalayas Pashmina	5543652	5520517	shrestha_shrestha@hotmail.com	5522485
99	Shrestha, Sabin Lal	High Land Distillery	4231316	5521797		
100	Shrestha, Sanu Maiya	Nepal Bio-Tech Nursery	5541349	nbn@mail.com.np		
101	Shrestha, Shiva Kumar	Computer Care Pvt. Ltd.	5521131	5532421	shivashrestha@hotmail.com	5547764
102	Shrestha, Suresh	Nepal Auto Mechanical Workshop	4275725	5528821		
103	Shrestha, Umesh	Anupum Foods Pvt. Ltd.	5539012	5522676	afpl_ktm@wlink.com.np	5527586
104	Stapith, Hira Ratna			4226774		
105	Shapit, Ajaya Ratna	New Hotel Crystal Pokhara P. Ltd.	4228561	4228013	ajsthapit@mail.com.np	4228028
106	Subedi, Mukti Nath	Rakhu Bhagwati Const.	4220520	061-520967		
107	Tamang, Ladhuram	Hyonjan Elect. Engg. Fabricator P. Ltd.	4270991, 4284014	4355648	hyonjan@wlink.com.np	4279543
108	Thapa, Bipin	Academy of Information Tech. Pvt. Ltd.	4412929	5522462		
109	Todi, Subodh H.	Godawari Marble Industries P. Ltd.	4411187	4412268		
110	Tuladhar, Subarna Das	N.B. Group	4240698	4228444	nbgroup@mos.com.np	4412961
111	Tuladhar, Ujiwal Bir Singh		4417759	4417755	ujwal12@hotmail.com	
112	Upadhaya, Ganesh Prasad	Wagle Trading Co.	4353136, 4355365	4353136	sugan@mos.com.np	4353348
113	Upadhaya, Sarad Chandra	Janak Education Material Center Ltd.	6610170	4473284		
114	Upreti, Ashok Kumar	Peacock Plasticware Pvt. Ltd.	4354138	4355965	aku@ntc.net.np	
115	Upreti, Chintamani	Khadya Udhog Ltd.	057-520127			
116	Vaidya, Anand	Vaidya Electronics	4480041	4480041		
117	Vaidya, Pradeep Man	Vijayadeep Pharmaceuticals	5525515	5521448	vaidya@upharma.wlink.com.np	5535367





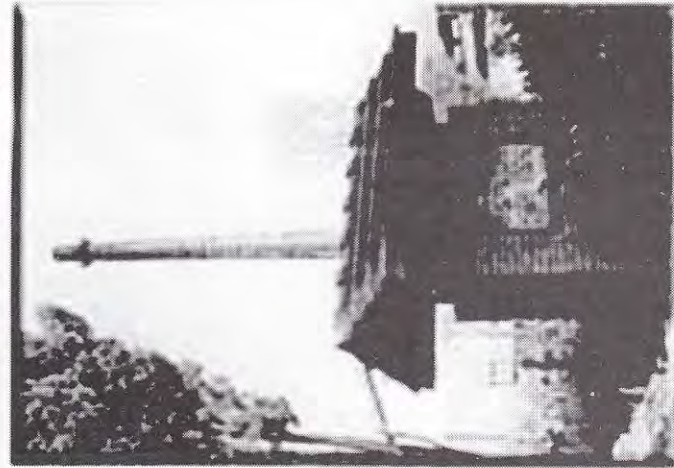
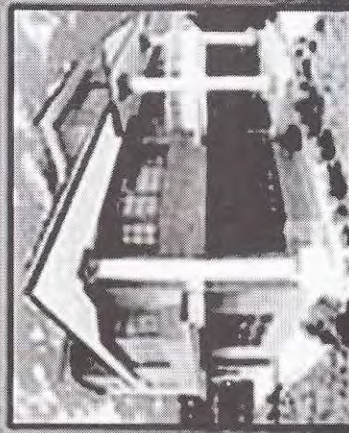
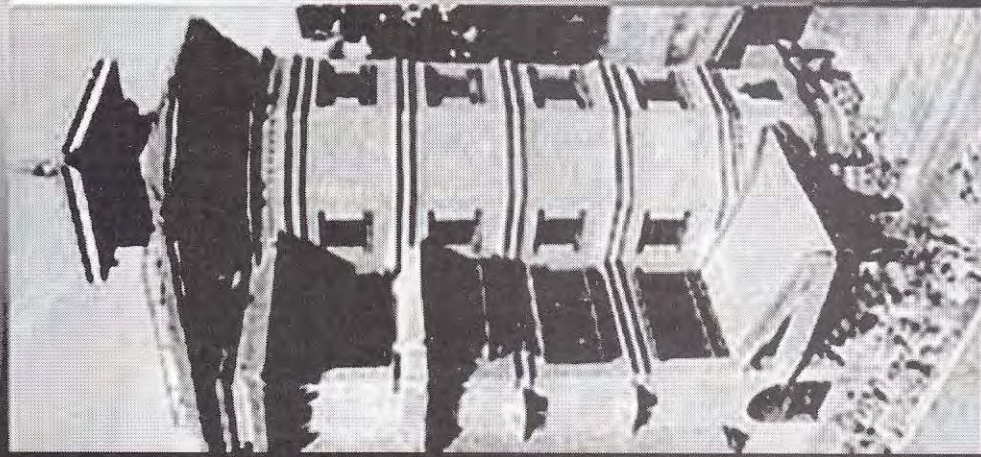
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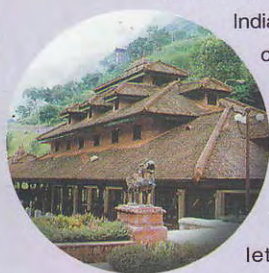


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