

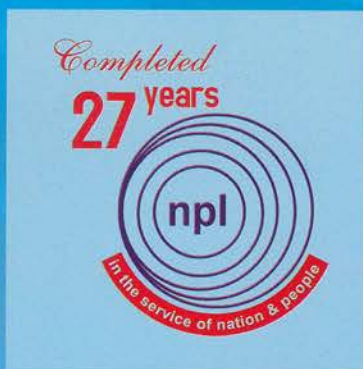
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Vol: 22

July 2012



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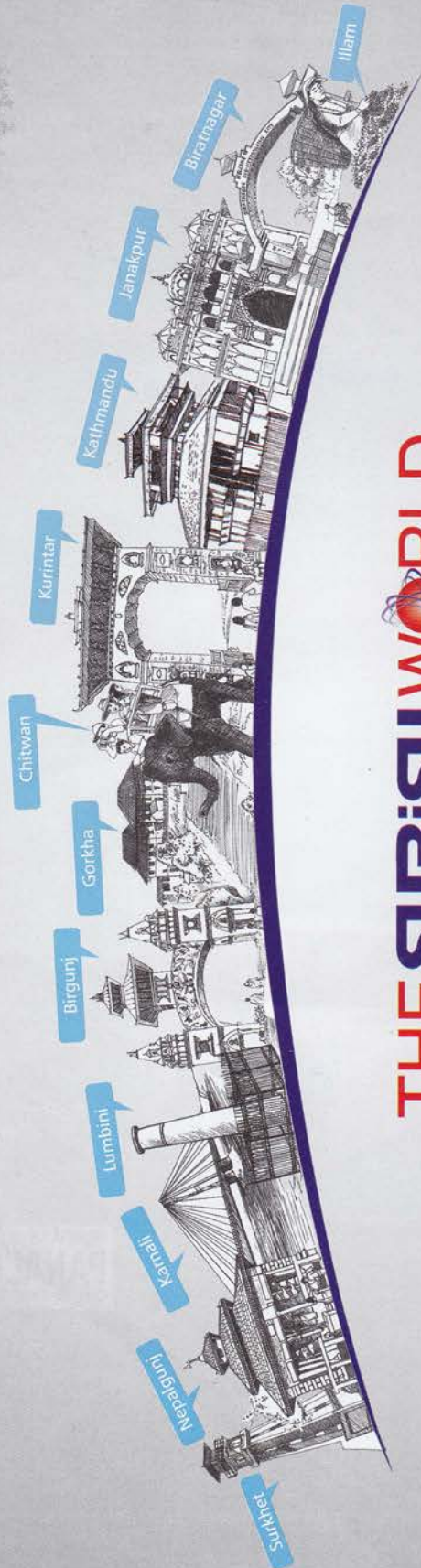


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Editorial

It is a pleasure to have got the opportunity to coordinate for the publication of the TALIM Bulletin's 22nd issue. The association with Nepal AOTS for me started last year with the participation as the Team Leader for NPCM2 group in March 2011 and to go to Yokohama Kenshu Centre. Unfortunately for the group the program could not be completed due the severe earthquake and tsunami that struck Japan on 11th March 2011. We had to decide to come back, leaving the program mid-way, due to the fear of the radiation leakage more than anything else. It was a life time experience for all the seventeen participants from the NPCM2 group.

We did learn a lot from the tough and resilient Japanese people during whatever time we spent there in terms of the way of disciplined and dedicated life of the people there. During the one week period we had to stay back after the day of the earthquake and tsunami, we saw how they were conducting themselves at the Centre, on the streets, in the supermarkets, in the markets, on the trains, etc. There was no sign of panic anywhere, they were conducting themselves with total dignity and trying to give the sense of normalcy. We could observe everyday going to the supermarket the food stocks reducing from the racks, but never a rush or trying to grab and hoard things. Every passing day showed them getting better and strong, with no sign of panic anywhere what so ever.

On the television through various Japanese and International channels, each day we were seeing the destruction caused by the Tsunami, but nowhere there were any reports of crowds misbehaving during the distribution of food and water in the affected areas. One of the reports I saw made me feel that society and people all over the world are much behind the Japanese and it will take many decades to try to equal them. One old man in his Seventies was shown to be working as a volunteer in the main tsunami affected areas and during his interview (in Japanese but translated in English) it was reported that during the initial stage of tsunami his house was swept away by the rushing water and he also lost his wife in the same waters. Later he found out that his only son, daughter-in-law and his two grandchildren, who stayed a few blocks from his house, had all been swept away too. In such a grief he was still trying to work and provide his support to the society, I do not think in any other country we can find such a dedication and the sense of sacrifice.

The resilience and determination of the Japanese people is among the few things that we have to learn from among many other things. Though our NPCM2 group was in Japan for around ten days only, but we did not come with empty hand, we had lot to see, experience and learning from Japan.

Ajay Singh Karki

**Coordinator (on behalf of NPCM2 Group),
Media and Publication Committee.
Nepal AOTS Alumni Society**

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COVER PHOTO

Delegates of 9th SAFAAS CONVENTION with

Vice President of Nepal,
Right Honorable Mr. Parmananda Jha

Ambassador of Japan
Mr. Kunio TAKAHASHI

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Message from
His Excellency Kunio Takahashi
Ambassador of Japan to Nepal



It is my great pleasure to contribute this message to "TALIM" magazine published by the Nepal AOTS Alumni Society (NAAS).

When I look back at your activities over the past year, I have to express my sincere congratulations on your successful hosting of the 9th Convention of the South Asia Federation of AOTS Alumni Societies (SAFAAS Convention 2011) in December 2011. Attending the opening ceremony of the Convention, I could feel the strong, friendly relations among the South Asian AOTS Alumni Societies. I truly hope that these friendly relations will develop further and lead to greater progress in the cordial relations between Japan and South Asian countries, including Nepal.

Recently Nepal failed to promulgate her new Constitution and I share the strong sense of disappointment that must have seized the hearts of many members of NAAS. I hope that political leaders will make fresh efforts to overcome this historic challenge of writing the Constitution with a spirit of compromise and cooperation. The Government and people of Japan are always willing to support Nepal's efforts to this end.

At the present critical political juncture, I believe the role of the private sector, to which many members of NAAS belong, will be more important than ever before from the point of view of maintaining economic development in this country.

In Japan, in March this year, the Association for Overseas Technical Scholarship (AOTS) merged with the Japan Overseas Development Corporation (JODC) and became the Overseas Human Resources and Industry Development Association (HIDA). I sincerely wish that NAAS will continue to stay in communication with the AOTS Department of the new HIDA and will play an important role in strengthening bilateral relations between Japan and Nepal.

Kunio Takahashi

Kunio TAKAHASHI
Ambassador of Japan to Nepal

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HIDA 12-6-136

12 June 2012

RE: Message from HIDA President

Representing the Overseas Human Resources and Industry Development Association (HIDA), it is a great pleasure for me to congratulate the Nepal AOTS Alumni Society (NAAS) upon publishing the 22nd issue of "TALIM" magazine and the 22nd Annual General Meeting of NAAS.

As you may know, with the merger of the Association for Overseas Technical Scholarship (AOTS), and the Japan Overseas Development Corporation (JODC), HIDA was inaugurated at the end of last March. We pledge ourselves that our commitment toward promotion of friendship between and mutual economic interest in Nepal and Japan will remain unchanged.

Among the 71 Alumni Societies in 43 countries and regions, NAAS is one of the most active one. NAAS's efforts in strengthening the two countries' relationships and organizing various programs for human resource development are truly impressive. Aside from publishing the magazine for 22 years, NAAS joined hands to organize the Program on Corporate Management for Nepal (NPCM) several times before. It tells us how robust and sustainable NAAS's activities have been. We are thus very sure that you will engage in active discussions at the General Meeting in July.

We sincerely wish all the success and prosperity to NAAS.

Kazuo Kaneko

President, HIDA

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Dr. AKM Moazzem Hussain
Adviser of BAAS, CAAS & NAAS and
Honorary Adviser to HIDA Activities in Bangladesh



I am delighted to write this short message for the 22nd Issue of the TALIM which is the annual publication of Nepal AOTS Alumni Society (NAAS).

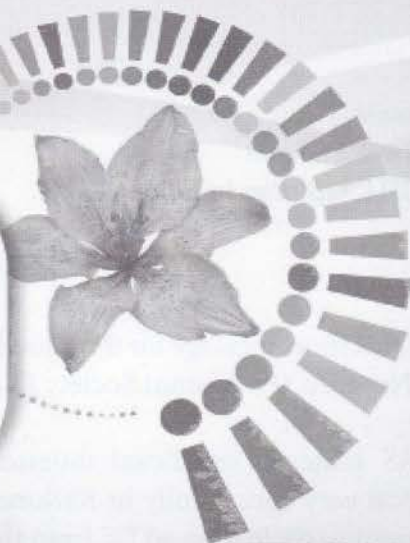
As we all know, NAAS achieved significant milestone through implementing the 9th SAFAAS Convention very successfully in Kathmandu on 16-17 December 2011 which attracted the largest participation so far from the SAFAAS Region. The "Youth Leadership Workshop (YLW)" initiated by AOTS was also a significant event of this Convention. One of the main objectives of this Workshop was to inspire the AOTS Alumni Societies in the SAFAAS Region to develop the young leaders and to pass on the responsibilities to them gradually.

The merger of AOTS with JODC on 30.3.2012 to establish a new entity in the name of "The Overseas Human Resources and Industry Development Association (HIDA)" has been a historical event for all of us, the members of the AOTS Family. Our best friend Mr. Kazuo Kaneko is the President of HIDA and we believe that his dynamic leadership will create a new dimension in developing human resources for our developing countries. HIDA will not only accept trainees, but will also send industrial experts and young interns from Japan creating a platform for mutual "give & take" and promoting stronger friendship between Japan and the developing countries. Let us join our hands & souls with President Kaneko to achieve the goal of HIDA.

I am extremely sorry that I am unable to join the AGM of NAAS on 27.7.2012 due to my important preoccupation, but through this message I am sending my best wishes to all of my friends of the NAAS Family.

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Ramesh M Singh
President, Nepal AOTS Alumni Society



It is a matter of great satisfaction and joy for Nepal AOTS to have successfully hosted the momentous 9th Convention of the South Asian Federation of AOTS Alumni Societies in Kathmandu in December 2012. It was a very morale boosting event, a milestone, and the December winter in no way dampened the spirits of the many individuals, agencies and institutions who put their acts together for its success. I acknowledge with deep gratitude the contributions of all, and especially salute all those members of Nepal AOTS who were involved with unparalleled dedication and spirit of volunteerism. As the saying goes – 'Together we can'. Let us keep this spirit on.

We are all aware that the Association for Overseas Technical Scholarship (AOTS) has recently merged with the Japan Overseas Development Corporation (JODC) to form HIDA – the Overseas Human Resource and Industry Development Association. Whatever has necessitated this strategic change, there is no doubt, has been done for the broader good. Good news for AOTS alumni societies is that Mr. Kazuo Kaneko, President of erstwhile AOTS is now the President of HIDA, and he has pledged commitment toward promotion of mutual economic interest and that the friendship between Nepal and Japan will remain unchanged. Truly, nothing has changed in our relationship. I want to reassure President Kaneko the extension of our commitment towards HIDA and our unwavering faith in his leadership that will take HIDA to a new dimension of mutual cooperation and collaboration with the alumni societies. Nepal AOTS will endeavor to do its best to promote understanding and cooperation in the increasingly challenging situations in the future.

Nepal AOTS is completing its 22nd year of formal existence. I believe we have come a long way – seasoned, stronger and wiser. Every year we have been bringing out the TALIM to portray activities, events and useful information of Nepal AOTS in that year. TALIM also exemplifies our belief in continuity and sustainability. I take this opportunity to thank the members of the publication committee that have put in lot of effort to bring out this 22nd issue of TALIM.

Best wishes to all

A handwritten signature in dark ink, appearing to read 'Ramesh M Singh'.

Ramesh M Singh

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३ दिनमै उपलब्ध

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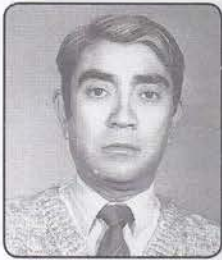
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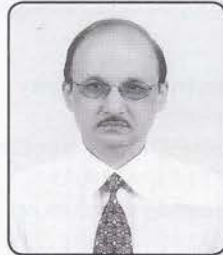
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NEPAL AOTS ALUMNI SOCIETY

Nepal AOTS Alumni Society, a non-governmental organization of the ex-trainees of the Association for Overseas Technical Scholarship (AOTS), Japan has been actively involved in promoting human resource development in management and technical fields in Nepal since its formal establishment in 1991. So far, 825 Nepalese have received training in AOTS Japan and about 3000 in Nepal. AOTS is a non-profit association established in 1959 with the support of the Japanese Ministry of Economy, Trade and Industry (METI) with the objective of promoting technical cooperation between Japan and the developing countries for the industrialization and development of developing countries. AOTS has been supporting the human resource development efforts of Nepal AOTS.

Since its establishment, Nepal AOTS Alumni Society has been engaged in the development of Nepalese human resources in the following ways.

1. Nominating appropriate Nepalese candidates for various types of training programs in Japan
2. Organizing training/seminar programs in Nepal with resource persons from Japan and South Asian countries
3. Organizing training/seminar programs in Nepal with Nepalese trainers among the resource pool of Nepal AOTS members and/or other experts
4. Inter-alumni cooperation and collaboration under the aegis of the World Network of Friendship (WNF). Exchange of trainers and trainees among other alumni societies in the AOTS network.

HIDA THE OVERSEAS HUMAN RESOURCES AND INDUSTRY DEVELOPMENT ASSOCIATION

The Overseas Human Resources and Industry Development Association (HIDA) was established on March 30 2012, with the merger of The Association for Overseas Technical Scholarship (AOTS) and Japan Overseas Development Corporation (JODC). HIDA was formed with the objective to contribute to the mutual economic development and friendly relations between Japan and overseas countries through implementing projects aimed at promoting the internationalization of industries and trade, as well as encouraging investment activities and international economic cooperation.

Main activities to achieve HIDA's objectives:

1. Trainings needed by industries within and outside Japan and vital to HRD in Japan and overseas countries.
2. Experts dispatch programs, etc. that are needed by industries within and outside Japan and vital to human resource development.
3. Studies and surveys on industries within and outside Japan, and on human resource development.
4. Management and operation of the facilities needed for HRD within and outside Japan.
5. Loan of the necessary funds in order to facilitate overseas investment by small and medium-sized Japanese companies, which can contribute to the development of industries in developing regions, as well as studies and surveys related to these activities



WORLD NETWORK OF FRIENDSHIP (WNF)

The World Network of Friendship (WNF) was formed with the consensus of all AOTS Alumni Societies during the 5th 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 million Yen by former AOTS President Mr. Nagaaki Yamamoto.

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 that 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.

Establishment of HIDA

The Overseas Human Resources and Industry Development Association (HIDA) has been established on March 30, 2012 with the merger of The Association for Overseas Technical Scholarship (AOTS) and Japan Overseas Development Corporation (JODC). AOTS has been promoting technical cooperation through training activities in Japan and developing countries for over 50 years. JODC has also been encouraging the transfer of technology for over 40 years by dispatching experts to over 60 countries. Following the merger, the organization was named The Overseas Human Resources and Industry Development Association (HIDA). With this merger, HIDA will generate a synergy through coordinated efforts based on the rich expertise and experiences of the two organizations over many decades. The names of AOTS and JODC will still continue to be used in the activities and organizations related to AOTS and JODC as before. The membership of AOTS ex-trainees and relationship with AOTS alumni societies around the world will not change due to this merger.

9th SAFAAS Convention

SAFAAS (South Asian Federation of AOTS Alumni Society) was established to seek the common goals among AOTS Alumni Societies in the South Asia region. On 16 and 17 December 2011, the 9th SAFAAS Convention was held in Kathmandu, Nepal, with around 150 delegate representing 16 AOTS Alumni Societies in 6 South Asian countries – Bangladesh, India, Iran, Nepal, Pakistan and Sri Lanka. AOTS top management also participated in the Convention. During the Convention, they discussed about the latest issues including promotion of inter-regional collaboration and coordinating activities with AOTS in the region, and also organized the Youth Leadership Workshop for the next generation leaders of the AOTS Alumni Societies. Prior to the convention, the World Network of Friendship (WNF) Management Committee Meeting was held with committee members representing 6 regional federations of AOTS Alumni Societies at Yamamoto Talim Ghar (Nepal AOTS Secretariat). This issue of TALIM carries the detail report of the convention. The next SAFAAS Convention will be held in Cox's Bazaar, Chittagong, Bangladesh in September 2013.

21st Annual General Body Meeting of Nepal AOTS

Nepal AOTS held its 21st Annual General Meeting on July 29, 2011 Friday at Yak Palace, Lalitpur. Ms. Rachana Raj, Manager, AOTS Overseas Office, New Delhi was the guest of honor at the AGM. Altogether 57 members attended the meeting. The General Secretary and the Treasurer presented their respective annual reports in the meeting. There was a lively discussion and remarkable participation from the floor.



Japan Overseas Cooperation Volunteer (JOCV) at Nepal AOTS

A need for an investigation was felt in view of the scarcity of the Nepalese IT personnel who are able to execute their responsibilities efficiently in the outsourced IT projects from Japan and other destinations. With the initiation of Japanese Chamber of Commerce in Nepal (JCCN) and with close consultation with Embassy of Japan in Nepal (EOJ) and Japan International Cooperation Agency (JICA), Nepal AOTS Alumni Society (NAAS) applied for a Japan Overseas Cooperation Volunteer (JOCV).

Welcome and Farewell Dinner

Nepal AOTS organized a dinner program to welcome the JOCV Mr. Yujiro Yoshida and to thank Mr. Tomoyuki Ota, Receacher Officer at Embassy of Japan in Nepal for his support, feedback and suggestion to Nepal AOTS. Mr. Ota completed his term in EOJ and returned back to Japan. It is my pleasure to inform this gathering that Mr. Ota is back in Nepal as a Project Formulation Officer at JICA.

Seminar on Japanese Style Management at Balkumari College

Nepal AOTS in collaboration with Balkumari College, Narayangarh, Chitwan organized a two-day awareness seminar titled "Introduction to Japanese-style management" in Balkumari College premises on 13 and 14 July 2012. A team of six Nepal AOTS members comprising of Advisor Ms. Amira Dali, President Mr. Ramesh Man Singh, Vice President Mr. Mahesh Nakarmi, General Secretary Mr. Prashant Lal Shrestha, Treasurer Mr. Ashok Aryal and Executive Member Mr. Kumar Khanal traveled to Narayangarh to conduct the program. Ms Amira Dali, Mr Ramesh Man Singh, Mr. Kumar Khanal, Dr. Yuki Ito,

MS. Rachana Raj, Manager AOTS Ovearseas Office New Delhi with Nepal AOTS Officials



Coordinator, Japan Study Center, Balkumari College and Dr. Tilchandra Bhattaria, President, Chamber of Commerce and Industry Chitwan were the resource persons in the seminar participated by 35 people. Nepal AOTS will be conducting a series of seminars, workshops and training programs in collaboration with Balkumari College in the future.



2nd National Quality Conference

Nepal AOTS Alumni Society collaborated with Network for Quality, Productivity and Competitiveness – Nepal (NQPCN) in organizing the 2nd National Quality Conference in Nepal titled "Quality in Practice" on 12-13 November 2011 at Nepal Tourism Board, Kathmandu. The Conference was inaugurated by Honorable Mr. Dipendra Bahadur Chhetri, Vice Chairman, National Planning Commission as the Chief Guest. They were 26 paper presenters and 110 participants during the conference. Mr. Ramesh Man Singh, President, Nepal AOTS addressed the opening ceremony while General Secretary Mr. Prashant Lal Shrestha chaired one of the technical sessions.

Forthcoming Programs

Nepal AOTS is planning to organize an interaction program on "Outsourcing in Nepal Opportunities and Challenges" to gather information for the JOCV project. The preparatory work for the program is in progress.

As in the previous year, HIDA / AOTS Japan will organize a training "Program on Corporate Management for Nepal"(NPCM) for FNCCI members in February 2013. The date, venue and course content has been finalised with FNCCI.

Visits at Nepal AOTS Almuni Society

Ms. Rachana Raj, Manager, AOTS Overseas Office, New Delhi, and IT experts Mr. Bhagwan V R S Gorti and Mr. Sivakumar Dhandayutham visited Nepal AOTS on July 30, 2011. During their visit, an interaction program was held with Nepal AOTS advisors, executive committee members and active members.

Delegates from AOTS, Japan - Mr. Takaaki Hirano, Mr. Yasumi Suzuki, Prof. Hiroyuki Oba, Dr. AKM Moazzem Hussian, Ms. Miho Furuhashi and Ms. Kyoko Wada visited Nepal AOTS on December 18, 2011. An interaction and discussion was held on the future scope and constraints of AOTS Japan, the role of Nepal AOTS and SAFAAS, and the Youth Leadership Workshop (YLW) program. The discussion was focused mainly on the inter-relationship and the new policies of AOTS and its new programs.

Mr. Yujiro Yoshida, Japan Overseas Cooperation Volunteer (JOCV) visited Nepal AOTS on February 1, 2012. During his visit, Office Secretary Mr. Surya Lal Nakarmi briefed about Nepal AOTS and its facilities.

Mr. Koji Izawa, IT Instructor, JICA Senior Volunteer visited Nepal AOTS on March 19, 2012. During his visit, IT Committee Members along with Mr. Yoshida had a meeting related to the JICA Project and how Mr. Izawa can help Nepal AOTS as well as Mr. Yoshida achieving the project objective.

Ms. Annette Skovsted Hansen, Associate Professor, Department of History and Area Studies, Faculty of Humanities, Aarhus University, Denmark, a researcher on Japanese ODA and AOTS Alumni societies visited Nepal AOTS on April 11, 2012. Nepal AOTS also hosted a dinner in her honor.



Ms. Tomoko Nakanishi, Research Officer, Embassy of Japan visited Nepal AOTS on 7 May 2012 and attended the May monthly meeting of the society. She assured to be in close contact with the society in the future.

Seminar on “Introduction to Japanese-style Management”

A two-day awareness seminar titled “Introduction to Japanese-style Management” was organized by Nepal AOTS Alumni Society in collaboration with Balkumari College in the college premises in Narayangarh, Chitwan on 13 and 14 July 2012.

Balkumari College, established almost 26 years ago with affiliation to Tribhuvan University, is an ISO 9001 certified college. It has the distinction of being the first college to have been conferred the Certificate of Institutional Accreditation by the recommendation of the Quality Assurance and Accreditation Committee of University Grants Commission Nepal in 2009. The college has recently established the Japan Study Center as a separate department apart from its different faculties.

On the initiative of Japan Study Center and request of Balkumari College, JASMAN, the Japanese-style Management Promotion Committee of Nepal AOTS, organized the seminar with the overall objective of creating awareness of the characteristics of Japanese society, culture and values and the Japanese management style that have been instrumental in shaping and contributing to the economic progress of the country. The 35 participants were teachers and staff from different faculties mainly of the college.

A team of six Nepal AOTS members comprising of Ms. Amira Dali, Mr. Ramesh Man Singh, Mr. Kumar Khanal, Mr. Mahesh Nakarmi, Mr. Prashant Lal Shrestha and Mr. Ashok Aryal traveled to Narayangarh to conduct the program. The first three members were also the resource persons in the program. The other resource persons were by Dr. Yuki Ito, Coordinator of Japan Study Center and Dr. Tilchandra Bhattarai, President of Chitwan Chamber of Commerce and Industry (CCCI). The latter, also an ex-trainee of AOTS, shared his experience of successfully managing his poultry business in Chitwan through practices adopted along the Japanese management philosophy.

The participants and the college were highly appreciative of the program, and the college has requested for advanced level programs on Japanese management in the near future. The program sessions were as follows:

Society and Culture of Japan:

Session 1: Traditions and Value System
(Documentary and Presentation)

Session 2: Characteristics of Japanese-style Management (Presentation)
Economic Miracle of Japan
(Documentary and Presentation)

Session 3: Workplace Improvement through 5-S and Kaizen (Presentation)
Overview of Total Quality Management (Presentation)

Session 4: Brainstorming and Cause and Effect Analysis (Group exercise and presentation)

Session 5: Challenges of Introducing Japanese Management in Nepalese Industry (Presentation)



Report on 9th Convention of South Asian Federation of AOTS Alumni Societies (SAFAAS), Kathmandu

Nepal AOTS Alumni Society (NAAS) successfully organized the 9th Convention of South Asian Federation of AOTS Alumni Societies (SAFAAS) on 16 -17 December 2011 at Soaltee Crowne Plaza, Kathmandu. The convention was attended by more than 100 representatives, delegates and observers from the alumni societies of the regional federation.

Prelude to the 9th Convention of SAFAAS, the WNF Management Committee meeting was held on the 15 December 2011 at Yamamoto Talim Ghar, the NAAS secretariat. The meeting was attended by the Committee members from regional federations representing AFAAS, SAFAAS, EFAAS, FELAAS, FOSAAS and CNAAS along with Mr. Takaaki Hirano, Secretary General, WNF Secretariat and General Manager, Training Division, AOTS, Japan, Mr. Yasumi Suzuki, General Manager, AOTS New Delhi Office, Ms. Miho Furuhashi, Staff, WNF Secretariat/Overseas Affairs Coordination Group, AOTS, Japan and a few observers.



The same evening, a welcome dinner was organized for all the representatives, delegates, observers of the SAFAAS, WNF management Committee and Youth Leadership Workshop participants at Soaltee Crowne Plaza, Kathmandu.

On 16 December 2011, the 9th Convention of South Asian Federation of AOTS Alumni Societies started formally with the welcome speech from Mr. Ramesh Man Singh, President, SAFAAS and President, NAAS. He welcomed all the distinguished guests, delegates and observers to the two-day convention.

Chief Guest, Rt. Hon. Mr. Parmananda Jha, Vice President, Government of Nepal inaugurated the convention by lighting panas.

A keynote address on "Promoting Regional Cooperation and Collaboration in South Asia: Lessons from the East Asian Development Experiences" by Dr. Ryokichi Hirono, Prof. Emeritus, Seikei University, Japan, Visiting Professor, National Graduate Institute for Policy Studies, Tokyo invigorated the convention atmosphere by his valuable deliberations.



Mr. Kazuo Kaneko, President, Association for Overseas Technical Scholarship (AOTS), Japan highlighted the current and coming activities of AOTS. He emphasized the important role the AOTS Alumni Associations (AAS) of the regional federations can play in sharing the benefits of the knowledge gained through the AOTS training.

Mr. Suraj Vaidya, President, Federation of Nepalese Chambers of Commerce & Industry (FNCCI) highlighted the joint effort of NAAS and FNCCI in the development of the human resource of the private sector in cooperation of AOTS, Japan. He further stressed for the need of more joint activities in the future.

His Excellency Mr. Kunio Takahashi, Ambassador of Japan to Nepal, wished for the success of the convention and further informed that he was very much appreciative of the AOTS Alumni's activities since his tenure in Sri Lanka.



Chief Guest, Right. Honorable Mr. Parmananda Jha appreciated the Japanese cooperation in the field of Human Resource Development for the private sector of Nepal through the medium of AOTS. The Chief Guest presented Letter of Appreciation to Prof. Emeritus Dr. Ryokichi Hirono for his eye opening keynote address and contribution in creating awareness in the development planning. The Chief Guest honored Mr. Kazuo Kaneko, President, AOTS, Japan by the 'Sagarmatha Award', the highest honor

of Nepal AOTS Alumni Society for his valuable contribution in the HR development of private sector of Nepal.

The Chief Guest also presented Letter of Appreciation to Mr. Yasumi Suzuki, General Manager, AOTS New Delhi office, for his valuable cooperation, support and guidance in the Nepal AOTS Alumni Society's activities. The inaugural session ended with the vote of thanks by Mr. Mohammed Feroz Shah, Vice President, SAFAAS and President, Chittagong AOTS Alumni Society (CAAS).

In the second session, the General Body Meeting of SAFAAS, 9th SAFAAS Secretary, Mr. Gamini Shanthalai Marmabe, Vice-President, Japan Sri Lanka Technical and Cultural Association (JASTECA), Sri Lanka and 9th SAFAAS Treasurer, Mr. Man Mohan, President, AOTS Alumni Society, Delhi (AASD), India presented their respective reports. This was initiated to be followed as a tradition in coming SAFAAS conventions. The decision for the host alumni society for the 10th SAFAAS was deferred for the last session of the second day.

A briefing was given regarding the Group Division and the subsequent group discussion venues for the four groups so that the group discussions could be initiated immediately after the Lunch Break.

In the third session, the delegates were divided into four groups for the discussion on the following agendas:

Group A: Review of SAFAAS constitution and amendment in the changed context.

Group B: Reconciliation of SAFAAS convention resolutions and updating financial status of SAFAAS

Group C: Establishing mechanism for activating and regular functioning of SAFAAS Secretariat.

Group D: Promoting inter and intra-regional collaboration and coordinating activities with AOTS in the region.



The Youth Leadership Workshop was also held from the third session, at the same venue for the participants from the regional federations on the 16-17 December 2011. Altogether 25 delegates participated in the workshop. Prof. Hiroyuki Oba, Reitaku University, Chiba, Japan was the resource person of the workshop.

The second day started as the continuation of the General Body Meeting of the first day along with the preparation of the Kathmandu Resolution. The meeting endorsed the request of CAAS to hold the 10th Convention of SAFAAS in Cox's Bazaar, Chittagong, Bangladesh in 2013.

WNF Management Committee meeting Chairman Mr. C. L. de Alwis (JASTECA/SAFAAS) presented the WNF Management Committee Resolution to the gathering.

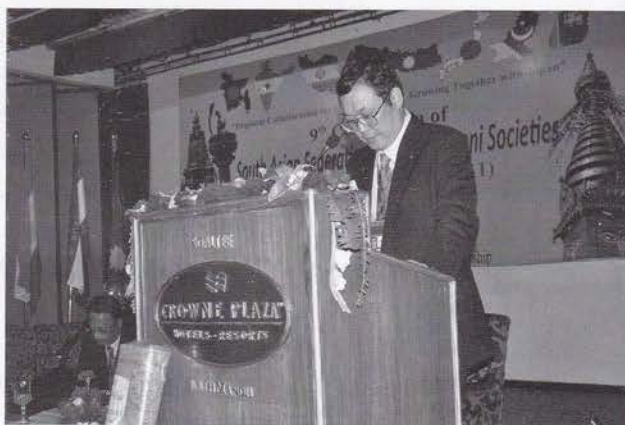
The General Body meeting adopted the Kathmandu Resolution 2011 presented by 9th SAFAAS President Mr. Ramesh Man Singh.

The meeting was then addressed by the representative of proposed 10th SAFAAS Convention host, Mr. Mohammed Feroz Shah, President, CAAS.

Dr. AKM Moazzem Hussain, Hon. Advisor of AOTS addressed the delegates sharing his experience encouraging for the regional cooperation to make the regional federation like SAFAAS strong enough to play a key role for the regional cooperation.

Mr. Yasumi Suzuki, General Manager, AOTS New Delhi office recalled his association with the SAFAAS alumni societies and said a robust regional alumni network will be like a strong backbone in implementing AOTS guidelines in the changed context.

Mr. Takaaki Hirano, Secretary General, WNF Secretariat and General Manager, Training Division, AOTS, Japan, in his address to the gathering, informed about the WNF programs and new training programs of AOTS. He thanked the 9th SAFAAS organizers for the successful organization of the regional convention.



Closing remarks and vote of thanks was given by 9th SAFAAS President and NAAS President Mr. Ramesh Man Singh. Presentation and exchange of gifts was initiated afterwards.

All the representatives, delegates and observers and guests attended the closing dinner organized at the Hotel Shanker, Lazimpat, Kathmandu.

Report compiled by: - Mr. Prakash Raj Singh Suwal, Coordinator, 9th SAFAAS Convention Secretariat, Kathmandu, IPP / Advisor, Nepal AOTS Alumni Society.



KATHMANDU RESOLUTION 16-17 DECEMBER, 2011

THE 9TH CONVENTION OF SOUTH ASIAN FEDERATION OF AOTS ALUMNI SOCIETIES (SAFAAS) held at Kathmandu, Nepal on 16~17 December, 2011 resolves as follows:

1. The convention conveys its thanks to Rt. Honorable Vice President of Nepal, His Excellency Parmananda Jha for his gracious presence and inaugurating the event.
2. The convention also conveys its thanks to Ambassador of Japan in Nepal, His Excellency, Kunio Takahashi, President of AOTS Japan, Mr. Kazuo Kaneko, Keynote speaker Prof. Ryokichi Hirono, Mr. Suraj Vaidhya, President, FNCCI and Prof. Hiroyuki Oba for their presence in the convention.
3. The delegates express their deep gratitude to the chairman and the members of Nepal AOTS Alumni Society for the excellent arrangement and hospitality provided to all representatives, delegates and observers, WNF committee members and AOTS officers who have attended the convention.
4. Amendments to SAFAAS constitution are agreed. SAFAAS Secretariat will carry out the constitutional amendments and forward the recommendations for the review of all alumni societies for finalization to be passed at the next General Body Meeting.
5. The present logo of SAFAAS presented has been adopted as the official logo of SAFAAS.
6. JASTECA has voluntarily accepted the responsibility of establishing the secretariat in conformity with the resolution passed at the SAFAAS committee meeting held in Yokohama convention 2009.
7. Annual subscription per alumni society has been revised to US \$ 200. This sum shall be remitted by 31 March every year.
8. Guidelines for utilization of SAFAAS Funds will be:
 - (a) 25% for the reserve fund
 - (b) 15% for administrative expenses of SAFAAS Secretariat
 - (c) Balance 60% for projects of inter-regional cooperation

On the recommendation of various suggestions made by the sub groups Secretariat will prepare a short term and long term plan of activities along with the budget and submit them by end of June that will be shared with all alumni societies.

9. SAFAAS Secretary General's activity report and the audited financial reports shall be submitted by the end of the financial year, 31 March.
10. The secretariat will create a database of all SAFAAS members and link it to all alumni societies.

Resolutions of the 9th WNF Management Committee Meeting

Held on 15 December 2011 at the Yamamoto Talim Ghar (YTG) in Kathmandu, Nepal

1. Mr. Takaaki Hirano opened the meeting and the following committee members and observers introduced themselves:
 - a. Mr. Adil Ali (AFAAS)
 - b. Mr. C.L. de Alwis (SAFAAS)
 - c. Mr. Georgi Stefanov Stoev (EFAAS)
 - d. Mr. Marcelo Rodrigues Pereira (FELAAS)
 - e. Mr. Lorentti T. Velasco (Philippines-Manila/ FOSAAS)
 - f. Mr. Deng Cong Li (China-Chengdu/ CNAAS)
 - g. Mr. Takaaki Hirano (Secretary General, WNF Secretariat/ General Manager, Training Div., AOTS)
 - h. Mr. Yasumi Suzuki (Observer /GM, AOTS New Delhi Office)
 - i. Ms. Miho Furuhashi (Staff, WNF Secretariat/ Overseas Affairs Coordination Group, AOTS)
 - j. And many other observers
2. The following persons were unanimously selected to be Chairman and Moderator of the 9th WNF Management Committee Meeting, and the discussions proceeded as per the agenda:
Chairman: Mr. C.L. de Alwis (JASTECA/SAFAAS)
Moderator: Mr. Takaaki Hirano (AOTS)
3. Following the previous resolution of the 8th WNF committee meeting, held in Colombo, Sri Lanka, in 2010, the WNF committee agreed to continue to encourage all AASs to make efforts to increase the fund and activate programs for the sustainability of the WNF Fund and Programs.

<Fund Raising>

4. The Secretariat reported the transitions of the WNF Fund till November 2011 and the result of donations between July 2010 and present. The committee commended all the donors, particularly JASTECA, which has collected voluntary donations from each participant who goes to Japan for AOTS training, and donated US\$9,700 in total.
5. Referring to JASTECA's practice as one effective way of raising funds, the committee agreed to propose to all AASs that they ask/suggest to participants who are going on AOTS training programs in Japan that they make a voluntary contribution to the WNF Fund on such an occasion as pre-departure orientation in their respective countries and provide information on how to make a donation to the WNF Fund. In order for AASs to do so smoothly, the committee requested the WNF Secretariat to prepare a letter that explains the

WNF Fund and the way to make a donation, etc. The letter should also include the information that the donation can be made in cash to the WNF Secretariat at AOTS upon the participants' arrival in AOTS or through bank transfer to AOTS's WNF account. The draft of the letter will be sent to WNF management committee members and be circulated from members to the AASs in the respective regions.

6. The committee suggested utilizing the AOTS e-newsletters to share information about WNF programs as well as the WNF Fund. The Secretariat will discuss the possibility of this with the group in charge of the e-newsletter at AOTS.
7. The committee pointed out the importance of the WNF website for PR activities as well as distributing information about making/receiving donations. And the Secretariat is requested to update the WNF website as new information/reports come from AASs as well as to link the e-newsletter and the website.
8. Organizing fund-raising social events was also recommended as a way of raising funds

<Balancing the annual budget>

9. In order to balance the amount of income and expenditure of the WNF Fund every year, the committee agreed to a policy of adjusting the number of participants in each program, rather than reducing the number of programs, when approving the programs for the next fiscal year (FY2012). When the Secretariat prepares the annual plan for the next FY for approval, the Secretariat will try to propose two plans: (1) a plan with the total estimated budget being equal to the income of FY2011, (2) a plan with the total estimated budget being a little above the income of FY2011, as it was in this FY.

<Fund Management>

10. The WNF committee proposed that the AOTS/Secretariat should start to study the possibility of establishing an independent fund, an NPO, or foundation for the WNF.

<Activating programs/Matching>

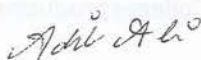
11. In order to avoid the cancellation of programs, the committee requests all AASs that apply for WNF funding to ensure that they have a basic agreement with the counter AASs stating that they basically agree to conduct the program jointly. And the application form will be revised so that it will be able to confirm that this basic agreement has been made between the host and sending societies through applications.
12. The committee encourages AASs to promote not only regular WNF programs but also non-subsidized WNF programs, so that the name value of the WNF will be promoted through many more programs.
13. The committee will welcome new types of programs such as third country programs and business type programs. The committee will positively consider its approval if any proposals

or applications are submitted.

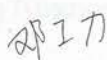
14. To deepen information sharing within the federation, when an application is sent to the Secretariat, AASs are requested to C.C. the application to the WNF management committee member in the respective federation.

<Other items/minor revisions to the guideline>

15. It was confirmed that the subsidy of airfare for the expert is basically provided only for one person. And depending on the necessity, a subsidy for more than one expert can be approved by the committee on a case by case basis. Those AASs that apply for a subsidy for more than one expert are requested to explain the necessity of this and the effect on the program in the application clearly. The related article (article 2-(1)-c) will be revised to clearly state this .
16. Due to the increase of cancellations by participants, the committee agreed that the percentage of the maximum amount for the advanced payment will be decreased from 70% to 50%.
17. The committee confirmed that when the actual number of participants exceeds the approved number during the period of actual participant recruitment, the Secretariat will decide case by case by looking at the balance with other programs as well as the total annual budget, etc., as has been done in practice.
18. The committee confirmed the following rough schedule that the Secretariat will adopt when calling for WNF program applications for the next FY:
- a. Mid-January to February 2012: Announce to all AASs and open for application
 - b. End of February 2012: Close receiving applications and start to make an annual plan
 - c. March 2012: Annual plan to be circulated to committee members for approval
 - d. By the end of March 2012: The Secretariat will announce the approved annual plan for FY2012
19. The WNF committee members will keep actively in contact with each other and organize the next meeting when it is necessary.



(Signed)
Mr. Adil Ali Mohamed (SUD/AFAAS)



(Signed)
Mr. Deng Gong Li (CHQ/CNAAS)



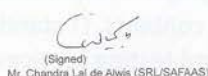
(Signed)
Mr. Georgi Stefanov Stoev (BUL/EFAAS)



(Signed)
Mr. Marcelo Rodrigues Pereira
(BRR/FELAAS)



(Signed)
Mr. Lorenti T. Velasco
(PHM/POSAAS)



(Signed)
Mr. Chandra Lal de Alwis (SRL/SAFAAS)



(Signed)
Mr. Takaaki Hirano (AOTS)

Japan Overseas Cooperation Volunteers (JOCV) from Japan International Cooperation Agency (JICA) to Nepal AOTS Alumni Society (NAAS)

Background

A need for an investigation was felt in view of the scarcity of the Nepalese IT personnel who are able to execute their responsibilities efficiently in the outsourced IT projects from Japan and other destinations. With the initiation of Japanese Chamber of Commerce in Nepal (JCCN) and with close consultation with Embassy of Japan in Nepal (EOJ) and Japan International Cooperation Agency (JICA), Nepal AOTS Alumni Society (NAAS) applied for a Japan Overseas Cooperation Volunteer (JOCV), who will

- Initiate such investigations,
- Find the gap between the Nepalese IT personnel's capabilities and the Japanese IT personnel,
- Design appropriate training program/s to empower the Nepalese IT personnel and
- Implement the designed training to the Nepalese IT personnel.

Initially a short term (10 months) and a long term (24 months) JOCV was requested, but with the non-availability of the short term volunteer, a long term JOCV Mr. Yujiro Yoshida was selected and dispatched to Nepal from 10 January 2012 and joined Nepal AOTS from February 17, 2012.

The mentioned objective is to be achieved with the continuous assistance of the JOCV and Senior JV as and when required with the active cooperation from the JCCN, EOJ and JICA in line with the requirements of the IT business houses executing outsourced IT projects, IT institutions producing IT manpower and IT policy makers of the country. The aim and objectives will be accomplished through the assistance of number of JOCV and Senior JV with the cooperation of JCCN, EOJ and JICA.

Aim

To empower Nepalese IT personnel in their performance in the Outsourced IT Projects.

Objectives

1. Analysis and reporting of the actual situation and potential of Nepal IT industry in view of human resource and IT infrastructure.
2. Course(s) re-designing, teaching, training and monitoring of Nepalese IT engineers about the followings:
 - Whole business application development life cycle concept with sample application - business application development life cycle: System analysis, basic concept design, internal and external specification design, I/O & class specification design, programming, unit test, module test, system test, deployment, manual preparation and explanation, customer support
 - Japanese quality control and schedule control
 - Japanese project management style

Strategies

- Gathering of information from IT business houses doing Outsourced IT projects, Colleges producing IT graduates, IT policy makers etc.
- Review of literatures related to current situation of IT in Nepal, Academic IT curriculum of Nepali colleges, Nepal's' Cyber laws etc.
- Review of literatures related to IT outsourced projects requirement from Japan, Japanese Standard followed in IT projects, Japanese IT curriculum, IT training contents, IT standard testing etc.
- Review of available IT Human Resource standard testing services and adaptation to Nepalese IT personnel.
- Find out the missing or lacking components necessary to empower the Nepalese IT Human resource.

- Organize workshop of IT stakeholders of Nepal in order to come out with the recommendations for empowering the Nepalese IT personnel.
- Conduct a work shop of IT companies and IT colleges, IT institutes to understand the requirement and deliveries.

Stakeholders

1. Nepal AOTS Alumni Society (NAAS)
2. Japanese Chamber of Commerce in Nepal (JCCN)
3. Embassy of Japan in Nepal (EOJ)
4. Japan International Cooperation Agency (JICA)

Role of stakeholders

- Nepal AOTS, the host to the JOCV, will provide the necessary assistance and guidance to the JOCV in executing necessary action in achieving the mentioned goal through its IT Committee.
- NAAS will convene stakeholders meeting every 3 months to disseminate the status of the project.
- NAAS will select a counterpart for the JOCV, who will coordinate and guide the JOCVs requirements regarding the carrying out of the project.
- IT Committee of NAAS will meet at least once every month to review the progress and guide the project. NAAS IT committee members and every other member will help in the successful carrying out the project.
- JCCN will assist in getting the requirements and suggestions from the Japanese IT Outsourced business houses to achieve the goal.
- JICA will provide necessary assistance and suggestions in the project.
- EOJ will suggest and give guidance regarding the whole project.

Current Status

Mr. Yujiro Yoshida has visited some of the Nepalese IT companies alone or with another JICA Senior Volunteer Mr. Kozi Izawa to gather information related to the different type of system development, hiring process of Human resources and the problem associated with the quality of knowledge and the retention of the staffs.

Mr Yoshida along with Mr. Izawa and Mr. Ota have visited FNCCI to meet Mr. Biplav Man Singh, Chief, FNCCI IT Committee, ITPF to meet Dr. Jyoti Tandukar, President; Mr. Shashi Bhattarai, Vice President; Mr. Prashant Lal Shrestha, General Secretary; Mr. Bijendra Suwal, Treasurer and Ms. Nayana Amatya, Executive Secretary to discuss the IT situation of Nepal, Strength and Weakness of IT Human Resources and other related matters.

Mr. Yujiro Yoshida, Senior JICA Volunteer Mr. Kozi Izawa, NAAS Advisor Mr. Prakash Raj Singh Suwal along with NAAS IT Committee Coordinator Mr. Prashant Lal Shrestha visited Nepal KC Consulting Pvt. Ltd. a subsidiary of KC Consulting Co. Ltd. Japan to gather information related to the different type of system development, hiring process of Human resources and the problem associated with the quality of knowledge and the retention of the staffs. Ms. Maya Kadowaki, Representative Director Nepal KC Consulting and Director, KC Consulting Co. Ltd. Japan briefed the team along with Mr. Gaurab Manandhar, Manager, Nepal KC Consulting during the visit.

Stakeholder Meeting

A Stakeholder's review meeting was held on the June 18, 2012 at YTG, at 15:30 pm. Mr. Yujiro Yoshida presented the report of his work till date and Mr. Prashant Lal Shrestha briefed about the activities of IT Committee, Nepal AOTS and the purpose of requesting JICA for the JOCV. The meeting was participated by:

- JICA – Ms. Kyoko SUZUMURA, Coordinator, Volunteer Program
Mr. Tomoyuki OTA, Project Formulation Advisor
Ms. Kalpana Rana, JICA Official
- SV – Mr. Koji IZAWA, IT Instructor, JICA Senior Volunteer
- JOCV – Mr. Yujiro YOSHIDA, JICA Volunteer
- JCCN – Ms. Junko NAITO, President
- EOJ – Ms. Tomoko NAKANISHI, Research Officer
- NAAS Advisors, President, Vice Presidents and IT Committee Members

Report of the Youth Leadership Workshop (YLW)

December 16 & 17, 2011, Kathmandu, the 9th SAFAAS Convention

◆ **Outline**

It was often discussed that the common difficulties among AOTS Alumni Societies (AASs) is to strengthen next generation that can continue management of Alumni Societies. To improve this difficulty, AOTS with the cooperation by NAAS organized the "Youth Leadership Workshop (YLW)" in the 9th SAFAAS Convention held in Kathmandu, Nepal as a Lecturing Tour with the objective to motivate AASs to involve younger generation as well as to expand network among next generations.

The YLW was successfully organized in the Convention on December 16 & 17 2012 with 25 youth participants from 15 AOTS Alumni Societies in SAFAAS countries. In the YLW, the concept of "Co-creative-Kyoso- Leadership" was introduced by Prof. Hiroyuki Oba, Professor in Reitaku University, Japan and discussed what next leaders should do in the AOTS Alumni Societies' activities by sharing the experiences of every participants as well as of senior members. To start up the network of the youth leaders of SAFAAS Countries, the new platform, "Young Kyōsō" group, was established among participants and agreed to commit themselves for the sustainability of AOTS Alumni Societies and AOTS with the mission statement as follows:

"We commit ourselves to ensure sustainability of common goal of AOTS by growing together, adding value to the society with integrity and pride of belongingness with joy"

The YLW in Kathmandu successfully made the 1st step to create new platform among young stars. But this is just a beginning and it is indeed important for all people concerned to maintain and strengthen this network by their own will. AOTS is ready to support the further actions which will be taken by themselves and hope that SAFAAS "Young Kyōsō" will be a great role model to other regions as well.



(Left: Prof Oba, in Workshop, Right: Members of "Young Kyōsō")

◆ YLW in detail

Date: Dec. 16 PM & 17 AM, 2011

Lecturer: Prof. Hiroyuki OBA, Ph.D. (Professor, Reitaku University)

Participants: 25 Youth Members from 15 AAS in SAFAAS who are expected to become one of future leaders of AAS (Attachment1: Participants list) and 2 AOTS young staffs

Objectives:

- To motivate next potential leaders in AASs
- To enhance the sense of leadership of the participants
- To strengthen the network among participants

Contents:

1) Essence of "Co-creative (KYOSO) Leadership"

- Co-creative leaders will create "co-creative space (CCS)" which allows everybody to exercise freewill and enables people to question directly their own ways of thinking and feeling of their own freewill by interacting with others in a real public space.
- The CCS can be created through the exercise of the Co-creative Human Development (CCHD) method;
 - Use 1) board, 2) magnets, and 3) ball.
 - Draw a matrix with 2 axis on the issue to be discussed
 - Each person indicates one's opinion by putting the magnet on the board
 - Once magnets are placed on the board, those opinions are considered as common property
 - Respect each one's dignity as a human being and give freedom to think and feel.
 - Do not offence others. Not play dodge ball, but play a catch
 - Enjoy to be aware of touching the unknown world and to be creative together
 - Not privately possess the fruit of "shared wisdom" but consider it as common property
 - By sharing everyone's thoughts and opinions through CCHD, it enable all to increase awareness, widen views, understand each other, motivate themselves, and make collective decision, which is similar approach with the bottom-up approach of Japanese-style management.



For more information, please refer attached Prof. Oba's paper (attachment.2)

2) Sharing your personal thought on activities of Alumni Societies –Let's experience CCS (good or bad, ? interesting or boring?)

- a) **GOOD:** Voluntary activities, dynamic activities, multicultural experience,
- b) **BAD:** wait for guidance from AOTS (should act by our own will), difficult to find contact of Alumni Society for newly returned ex-trainees, sometimes difficult for new people to get in the group of alumni, a little tough to spare one's personal time to involve the activities, not enough utilization of the knowledge and experience of returned trainees

- c) **INTERESTING:** work as a team with interesting people, design various/new programs, increasing activities as more Japanese companies come the region, opportunity to learn regularly and meet people, many great seniors to respect which guide us
- d) **BORING:** too many documentation, too many discussion,

3) Talk by Seniors (short speech by Ms. Amira Dali and Dr. AKM Moazzem Hussain)

Ms. Amira Dali:

What do you think you need to start Alumni activities? ----1) people and 2) financial resources.

By referring the history of NAAS's establishment, Ms. Amira emphasized what leaders should be like.

-It is fortunate to have such dedicated members at the beginning. The first president provided his home and food for meeting for the first 4 years. After that we thought it is not good to continue using his home so we found the place for at least monthly meeting, which we found it in the temple. Then, we had tried to save any earnings from our activities and finally we could rent a small office with the many supports from member such as donation in cash and in kind (desk, chairs, furniture, etc). So, dedicated members are very important for alumni activities.

There are some types of members; some are very much dedicated, some are to give commitment sometimes when requested, and some are just registered as members. What leaders should do is to accommodate members, listen to all, and respect above all three types of members. Leaders need much effort.

NAAS generated fund by ourselves through repeating various activities and save some earnings. I believe many members of Alumni Societies must have business sense. Although alumni activities are voluntary activities, it should be run with business sense.

Leaders always need to convince people around. When new members come, people tend to be busy and sometimes cannot help ignoring such new people. Leaders should convince people to let new people involve. Sometimes, old members have many sentiments to their activities and work harder, and thus no chance to work together is given to new comers. Entertainment is also good thing to gather members and make good relationship each other. Leaders have to always entertain people, which was my experience.



Dr. AKM Moazzem Hussain:

After hearing Ms. Amira's experience, Dr. Hussain started his talk by adding NAAS's great achievement that NAAS office, Yamamoto Talim Ghar (YTG), was the first Alumni Societies' office built by their own effort with no financial support from AOTS Japan. Mr. Yamamoto came to offer loan and members donated in cash and in kind.

Then, Dr. Hussain continued his talk by recalling the age of two past presidents of AOTS:

-First generation of AOTS Alumni was motivated by Hozumi sensei. Some leaders of the

Societies at that time already passed away and some are still alive. First alumni activities were funded by AOTS but the activities and networks were still limited. Recommendation of participants could only be done by introducing friends or friend's kids etc. At that time, Hozumi sensei emphasized a lot the philosophy of "co-existence and growing together", which inspired old alumni members very much.

After Hozumi sensei, Yamamoto san took place as AOTS President. Yamamoto san had global mind and clear vision how to expand AOTS alumni societies and AOTS activities. He also newly started SMEs promotion activities with cost sharing base.

Also, he emphasized on "Equal Partnership" among AOTS Alumni Societies and AOTS and encouraged Alumni Societies to be more independent and take own initiatives for their activities through bearing a cost from their own pocket sometimes. I believe this policy led the current situation that Alumni Society of AOTS knows how to manage and pay a cost from its own pocket, while JICA Alumni don't. As people are getting old, they will be self-esteemed and become richer. So we have to do something back for the society. Raising donation upon Tsunami in Japan was one example of good cause.

Talking about the seniors who you feel difficult to make change and convince, when people live long and are requested to change, it is natural for them to feel risk to change and feel resistance. However, if you try to convince seniors with your good logic and plans, they will listen and understand you. So, try to speak nicely.

I think senior members learned their leadership just naturally through being inspired by their great seniors. But young people have more opportunity to learn leadership in this kind of workshop. So you should do better with dynamic of change. Younger generation can work much faster with new technology such as PC and internet etc. Thus, your leadership and action should be faster than before. And I believe seniors have to pass a lead to next generation; maybe we can advice so with old members sometime necessary.

As Ms. Amira mentioned, I agree that commitment and contribution by members are very important. But not everybody can do so. So, what we have done is that we take one commitment from one person, while one from another. Our policy is to get whatever contribution and commitment from anybody who can and collectively make a good contribution.

In Bangladesh, we are having big project to establish Bangladesh Japan Training Institute (BJTI), to be like TPA/TNI in Thailand. Our young people convinced us that we could do it. So



we started. As one example of our collective contribution, last year, we tried to innovate the BAAS office and needed a big amount of money. We were a little worried at first but we believed this was a good cause so we could convince people to contribute for the betterment. Then we made it. Currently, we are applying for the government land for the BJTI campus and plan to purchase it with

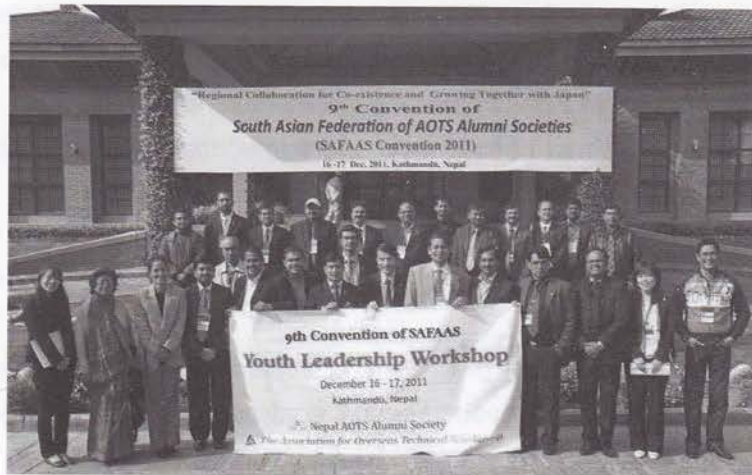
our saving money. Our young members convinced that we could invest now and collected it back in 10 years. So we did it. I hope our application for the land will be approved.

4) Conclusion by Prof. Oba

- Prof. Oba said it was so delighted to hear the stories of two seniors and expressed his deep appreciation to Dr. Hussain and Ms. Amira.
- To be a co-creative leader, it is very important to share the common goals with other people around you and involve them, which was like what Mr. Hozumi and Mr. Yamamoto did with Alumni Societies.
- To share ideas of each member and create the common goal, you can do it by putting the magnets on the board, utilizing the CCHD method.
- By traveling in co-creative space (CCS) with your colleagues by your lead, I hope you will find the clues to make any issues better.
- Enjoy CCS, and be a co-creative leader or joyful leader.

5) Output/resolution from YLW

- a) **"Young Kyōsō"**: new group of young leaders was formed as "Young Kyōsō".
- b) **Mission statement of "Young Kyōsō"**:
"We commit ourselves to ensure sustainability of common goal of AOTS by growing together, adding value to the society with integrity and pride of belongingness with joy"
- c) **Communication platform**: members were agreed to establish yahoo group of Young Kyoso to start continued communication for the next action in near future.



Attachment1): Participants List

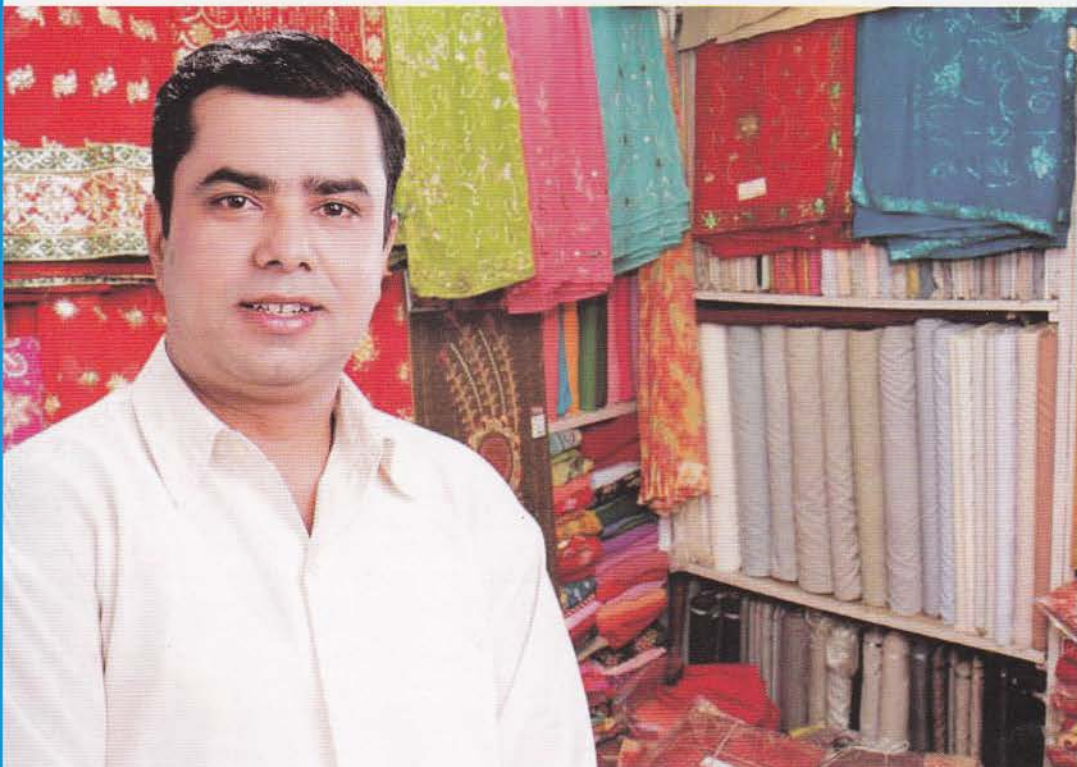
Attachment2): Research papers by Prof. Oba *"Does J-style 'Kaizen' management create the joy of service? -Exploring the Co-creative Human Development Model-*" June 2011

Report by Ms. Miho Furuhashi, Overseas Affairs Coordination group, AOTS



म आत्मविश्वासका साथ भन्छु म आत्मनिर्भर छु ।
अनि गर्वका साथ भन्छु म हिमालयन बैंकको ग्राहक हुँ ।

प्रमोद दाहाल (खुद्रा व्यापारी, लता कपडा)



SME Loan

व्यवसायको थालनी गर्न पुँजीको आवश्यकता पर्छ जसका लागि या त आफैँसँग पर्याप्त रकम हुनुपर्छ या कर्जा चाहियो । कर्जाका लागि थुप्रै विकल्पहरू छन् -

- साना फाईनान्स वा वित्तीय संस्था: चर्को व्याज,
- ठूला बैंकहरू: ऋणभटिला कागजी प्रक्रिया ।

तर हिमालयन बैंक पनि त छ, जुन ठूलो बैंक भएर पनि हामीजस्ता साना व्यवसायीहरूको साथ दिन्छ । जस्तै, यसको SME Loan सुलभ ब्याजदरमा बिनाऋणभट उपलब्ध हुन्छ । मैले पनि यही अवसरको फाइदा उठाएँ... आज म आत्मविश्वासका साथ भन्छु, म आत्मनिर्भर छु । अनि गर्वका साथ भन्छु, म हिमालयन बैंकको ग्राहक हुँ ।

यो कर्जा हिमालयन बैंकका कुनैपनि शाखाबाट लिन सकिन्छ ।

ठमेल, महाराजगञ्ज, नयाँ सडक, भक्तपुर, पाटन, नारायणगढ, टाँडी, वीरगञ्ज, पाल्पा, चावहिल, विराटनगर, बनेपा, धरान, पोखरा, बुटवल, टेकु, नेपालगञ्ज, इटहरी, डिल्लि बजार, धनगढी, त्रिसुली, स्वयम्भू, घोराही, नयाँ बानेश्वर, दमक, बागलुङ, पर्सा, सोह्रखुट्टे, सिद्धार्थनगर, धादिङ्ग, बेसी, गोरखा, कलंकी, सातदोबाटो, बाह्रबिसे, कावासोती, बत्तिसपुतली, रामबजार, हेटौँडा, कौशलटार

मुख्य विशेषताहरू

वार्षिक ब्याजदर	१३% - १४%
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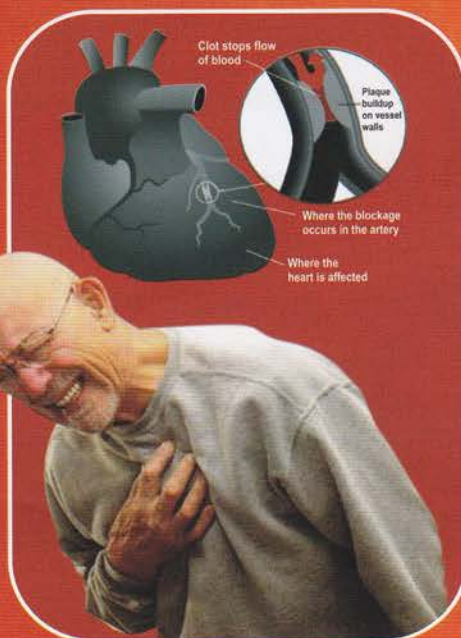
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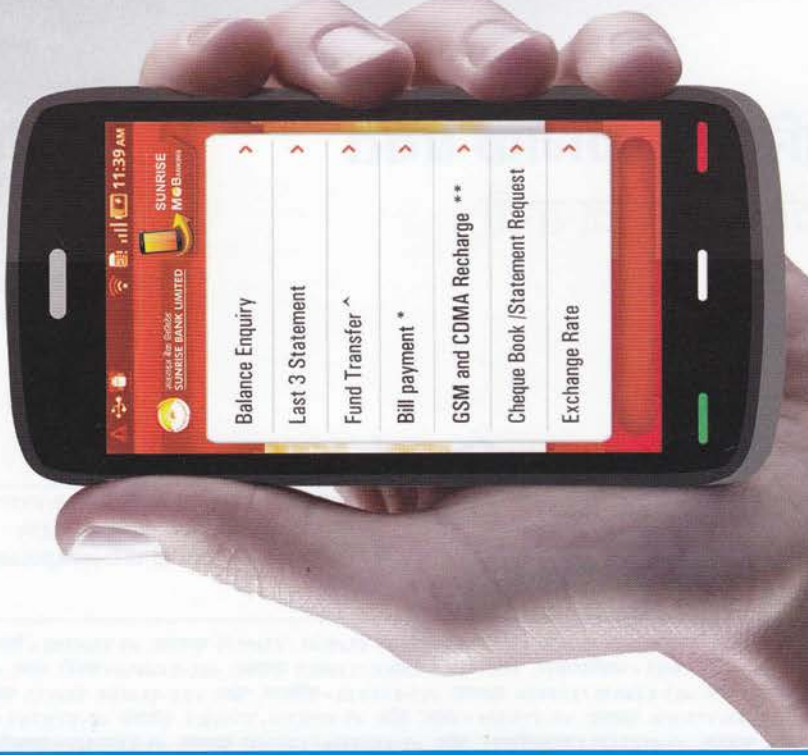
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Selected Contents from AOTS and HIDA Newsletters

1) Visiting new countries on business often makes us feel very tired and exhausted since you encounter a flood of new information, idea and stimulus. In such a complex situation, an automatic cultural and social behaviour based on unconscious mind cannot be applied in many cases but a conscious behaviour based on careful observation and consideration like "When in Rome, do as the Romans do" is sometimes required. If you take it in a positive way, you will be able to learn many things from this situation. For example, the more you understand other countries' culture, society, industry and government, the more you can see your country's objectively from various aspects. Similarly, the more you know other people's life and value, the more you can realize your way of life and value of life. And, realizing them could be a good opener for you to make your life better and happier in an enriching way.

2) "Fall seven times and stand up eight," Japanese proverb, literally means that stand back up when life knocks you down since life is full of ups and downs. I think this proverb also has the meaning of "keep trying until you succeed" in a sense. Accordingly, human resource development may be of great value in developing ambitious people who can stand up eight times.

3) There is an old proverb, which goes like this: "A journey of one thousand miles begins with a single step." It means that ambitious goals or great things start from courageous and humble beginnings. I think human resource development sometime plays a key role in helping people to set a definite goal and giving them the courage to take the first step towards its thousand-mile journey. Nothing can be done without hope. And, nothing can be done without conscious actions. What goals would you like to achieve for you depends on the journey you want to take in your life time.

4) A Japanese proverb said, "Failure is base of success." This means that every failure is a stepping stone to success. After the Japanese bubble economy collapsed in 1991, people tended to be more risk averse than before, which has evoked a sense of stagnation in Japanese society as a whole. "Failure is

base of success" can be restated as "Those persons who make no mistakes make nothing." We should, therefore, take an affordable risk and blaze a new path to the future with hope. In this sense, now must be the time to bring "Failure is base of success" to our mind. Of course, this can be applied to every failure situation in almost everyone's life from time to time.

5) Grasping the whole situation correctly or finding the facts from various aspects is the first step of problem solving. To do that, obtaining the right information at the right time is essential. But, how among massive quantities of information in the IT age? Maybe, there is no leapfrog technique on it.

To become a master of fact-finding, it may take time and need so much effort in developing the power of observation and insight by identifying credible sources of information, changing our standpoints, visiting the sites (GENBA) to verifying the accuracy of information obtained beforehand, and so forth. After being through this in-depth process, everything around us would look different than before and then our fact-finding as well as problem-solving skills would be greatly improved. Let us try!

6 "O-sewa ni natte orimasu." (Thank you for your continuous support.). "O-sewa ni natte orimasu." is a greeting expression most frequently used in a business environment. It is used to express gratitude towards continuous support and favour. It is a very polite and respectful expression used mainly towards business clients. No matter how much you respect your boss or colleagues, you would not use it toward them. This phrase is very useful, and it is often used as an opening line in an email to business clients. You may also use this expression when answering a phone in the office, upon receiving their name. It doesn't matter if you have never heard of the caller's name or the company, because those who called must be affiliated with your company in one way or the other, even if you don't recognize them. Even if you are certain you didn't have a business relationship, they may turn out to be a good client or a partner in the near future. In the cases where you were the caller's good client or an investor, where you may expect to be thanked rather than be thanking them, you can still use this expression.

Management of Self

The identification of self is the knower that comprises of three entities -- body, mind and intellect. There is an individual self that functions through the body, mind and the intellect. When we recall someone by name, we have to recall and process all the people having the same name we have known so far. Then, we need to visualize that particular person's total personality by one's physical body, mind and intellect at a glance. Then only we can identify that particular person and say 'OK, that one'.

Among these three entities, body is gross, mind is subtle, and intellect is most subtle. Let's see their functions. Gross body executes all the physical activities. Whereas, mind acts as the perceiver as well as the emitter. Mind gathers data and information to pass on to the intellect. The intellect is the discriminator. It performs the analysis of the subject based on the data stored with it. Then it comes to a conclusion and sends back the result to the mind so that the physical organs perform the action concurrent to the mind. Therefore, the self comprises of all these three entities -- body, mind and intellect.

It has been universally proved that we, the humans, have been blessed with the capacity to discriminate. We are equipped to take decisions using our intellect and by applying acquired wisdom. We have immense potential, yet because of our ignorance of self, these potentials remain largely untapped. This is why all wise men have exhorted us to try and attain Supreme Knowledge of the Self.

When we talk about management, we normally think about external management, i.e., the management of work place whether it is at home, office, business and social organizations etc by all means. In all those management, the materialistic management can be done as planned and desired; but the management of human is one of the most

complicated, because it is governed by emotion which has the unstable characteristics that are very unpredictable. We do the periodic maintenance and servicing of the body at the regular intervals. But, what about the servicing of the self?

The three entities of self -- body, mind and intellect need periodic maintenance and servicing. Most of the people do not even think of the necessity of this activity. They just use all these entities extensively throughout the life. No oiling, no maintenance, and no empathy; and use it for the sake of materialistic gain. All these components are the properties of self. Therefore, it has to be nourished, loved and used delicately. The physical body needs adequate exercise so that all the bone joints, muscles, limbs, veins and arteries remain sound enough to function as required. Any part of it remained unused for a long time gets jammed or develops blockades. On the contrary, overuse of any part will lead it to malfunction.

All the alimentary systems in the body are self regulated. We have neither put any effort for respiration, nor are we conscious about our own respiration. We do not even know whether both nostrils are functioning equally or not. The right nostril is known as solar nostril and the respiration through it generates heat in the body, the left nostril is known as lunar nostril and it cools the body. The quantity of the breath inhaled automatically alters among nostrils according to the need to maintain the body temperature. We are not conscious about it, and we have to witness this function to know about its difference. The heart is functioning on its own without our effort and notice. The components in the stomach are functioning on its own. The blood circulation throughout the body is functioning on its own. All of our body functions are self regulatory. We have no control over it. All these functions are in action in our conscious state, dream state, deep sleep state and in physically unconscious state. The only thing in our control is



Binod Rajbhandari
First Vice President
Nepal AOTS Alumni Society

to keep all the parts of our body in ever ready state without any obstruction. Similarly, the mind and the intellect have to be in the clean state - ready to enroll and analyze preferred subject. The mind is mindless when there is no subject. The subject it absorbs is either about the past or about the future. It is said that more than forty thousand subjects emerge in twenty four hours in our mind for intellect to analyze; out of which, hardly few subjects are of our concern. Therefore, the great saints and sages said that past had already passed which you cannot correct and the future is yet to come and is uncertain. So, remain in a clear state known as *sat chit aanand* -- truth, conscious, bliss state, always aware in the present state.

Hence, the management of self includes the eradication of physical, mental and spiritual obstructions so that the self can be in its original *sat chit aanand* state. The whole package is in the form of yoga, the unification with the nature. The process can be of one's own choice commonly practiced in fitness centers, meditation centers, yoga centers, acupressure centers, naturopathy centers etc. Whatever is the method, the goal is to achieve sound health, which is a state of total mental, physical, and social well-being, not merely the absence of disease and infirmity. These can be particularly understood as follows:

Physical fitness is good bodily health, and is the result of regular exercise, proper diet and nutrition, and proper rest for physical recovery. It is normally to rejuvenate the body in five ways.

1. Cardiovascular endurance -- the ability of the heart and lungs to work together to provide the needed oxygen and fuel to the body during sustained workloads. Examples would be jogging, cycling and swimming. The Cooper Run is used most often to test cardiovascular endurance.
2. Muscular strength -- the amount of force a muscle can produce. Examples would be the bench press, leg press or bicep curl. The push up test is most often used to test muscular strength.
3. Muscular endurance -- the ability of the muscles to perform continuous without fatiguing. Examples would be cycling, step machines and elliptical machines. The sit up

test is most often used to test muscular endurance.

4. Flexibility -- the ability of each joint to move through the available range of motion for a specific joint. Examples would be stretching individual muscles or the ability to perform certain functional movements such as the lunge. The sit and reach test is most often used to test flexibility.
5. Body composition -- the amount of fat mass compared to lean muscle mass, bone and organs. This can be measured using underwater weighing, skin fold readings, and bioelectrical impedance. Underwater weighing is considered the "gold standard" for body fat measurement; however, because of the size and expense of the equipment needed, very few places are set up to do this kind of measurement.

Hence, fitness may be described as a set of attributes that an individual has or has acquired which help in his or her ability to perform physical activity.

Mental state is the state of emotional and psychological well-being in which an individual is able to use his or her cognitive and emotional capabilities, function in society, and meet the ordinary esteemed demands. Hence, mental fitness attributes one's own state of cool, relaxed and calm mind with no tension or worries at all. Spiritual health is when one has the faith in oneself and has a strong faith in almighty evident in nature. This will help in memory power and boost wits.

With all these effort, the cleansing of physical, mental, and spiritual is experienced. These three entities -- body, mind and intellect remain in harmony. The body, mind and intellect will be concentrating in the same job one is in. This is also known as performing the things whole heartedly, attentively, by all means. Otherwise, these three entities may work differently. The physical body doing something, the mind engaged in another subject, and the different thought cooking in the intellect. It means that there is no synchronization among these three entities. In other words, the harmony is not maintained. This makes the job a mess and unsatisfied of oneself. It is therefore necessary that all these three entities are aligned to enhance the activity of the self.

It so appears that management of the self is managed only when its three entities -- body, mind and intellect is properly managed. In other words, it should be clearly understood that the self is manifested in the form body, mind and intellect, which apparently creates the world to have all sorts of benefit from it.

Japanese Culture Of Management

Trainings obviously have a positive impact in one's career. It's even more valuable if we get an opportunity to learn from a very developed country like Japan. On top of that, if the trainers share their success stories relating to their own corporate platforms, it's easy to dive into it. I gained a positive and motivating experience during the NPCM (The Corporate Management Program for Nepal) at AOTS Kansai Kenshu Centre (KKC), Osaka.

My heartfelt thanks go to Federation of Nepalese Chambers of Commerce and Industry (FNCCI) and Nepal AOTS Alumni Society for providing me the opportunity to participate in this training program. Also, with such opportunities in the future, more and more people should be encouraged to participate and enhance their skills.

Before the selection process, we needed to express in written about how we were going to apply the achievement from the course to our work field. It was indeed a big question. Learning is not a big deal, but to implement what we have learned is a very difficult task. But in my case it became little bit different.

Here, I would like to share my experience of a highly professional management training that I got in Osaka.

The topic itself was very interesting – Corporate Management Training – that too, designed for Nepalese entrepreneurs. We were altogether 18 participants from different fields. Obviously, everyone had different perspectives about the course. I was looking forward to gain insights into the excellent management tips from the developed country, and implement it in my own company. And I was very excited to grasp each and every tip being given in the course.

Right on the first day, all of us were impressed as we entered the Kansai Kenshu Centre. The check-in

process was very systematic and everybody was made clear about the do's and don'ts during our stay. A brief health checkup, orientation of the use of the rooms and services, time table for having lunch and dinner in the canteen etc. were briefed along with allowable time frame for the trainees to stay out of the center.

So the first tip I got was "System must run an organization, not the people". If the system is established, then anyone can fit into the system to carry on the services.

On the very next day, our class started exactly on time – neither five minutes grace nor excuses of traffic jam was required. The program coordinator, the director and the chairperson were present in the hall, right on time for the inauguration and orientation of the course. So we all forgot the "Nepali Time" and reached exactly on time if not ahead.

So the second tip I learned was "If you want to make other people punctual, set an example yourself". The respect they had on the value of time management, of one's own and of other's, is indeed very much appreciable.

We were introduced to the Japanese SMEs from the very first day of the course. Japan is a nation of SMEs and since these enterprises contribute significantly to the Japanese economy, the Japanese focus on developing them to boost their economy. So they were particularly interested in corporate management to enhance their performance and to enrich their employees' lives as well. A good Japanese company's essential characteristics are:

- Broad job description and flexible assignment
- Team work
- Initiative and creative



Purnima Rajbhandary
CEO, Brihat Investments

- Attentive
- Information sharing
- Establish basics
- Work ethics
- Mutual trust
- Long-term view

If we look at them, all will agree that these are the basic characteristics that any good company should possess, not only in Japanese companies but companies all over the world. To possess all these good characters, what else do we need? Definitely, it is the people. So we must realize that people are vital to a business.

The next thing I learned was "Make people before products/services". We know that good quality of products/services come from good quality of people. And good quality of people is made through good work environment and the work itself. They are the essentials of productivity. Productivity does not mean to work hard, but to work smart. Management-wise, it is about added value, and production-wise, it is an attitude of mind that seeks improvement.

We learned the word Kaizen which means improvement activities. Those are 5-S activities and are very simple and practical for improving productivity at work. The 5-S stands for Seiri, Seiton, Seiso, Seiketsu and Shitsuke in Japanese, which means Clear-up, Organize, Clean and inspect, Standardize and Discipline in that order. If we implement all these activities, our productivity will definitely be enhanced. If we clear our workplace distinguishing the necessary things from the unnecessary, we will not be messy. Placing the things orderly for easy access is about organizing, and this will reduce our time waste. We need to keep the workplace and the machinery clean. Regular inspection and checking for well kept is necessary for uninterrupted day to day work. So standardization of the above 3-S will ensure that the work is carried out systematically. Lastly, formation of good habits to do the right things, to follow the rules and to maintain discipline in management is important in every workplace.

We also learned that "the more you find problems, the more you can solve problems". I absolutely agreed with this. If we are able to find problems, we will be able to implement the improvement activities as

required. It is about developing the attitude for doing better. Problems emerge everyday. Thus, problem is not a problem, but overlooking the problem is a problem. We just need to be creative to find the idea to solve it.

We were also taught about management philosophy. For the success of a business, the vision of that business must be clear. Only with this, the path can be paved to move ahead. To realize the vision, every company, irrespective of the size, must have a corporate philosophy. Without it, its reasons for existence remain nebulous. Establishing the corporate philosophy means to have a clear vision for the management to answer "what is the management for", and it will be even clearer for every manager of the company to answer "why I am a manager?" And tips for the principle of actions to be in right track as per company vision is really appreciable. It's just few simple effective steps – continuous awareness of the situation, self-analysis to decide what to do, to set the goal, admit, motivate and to record for the right feedback.

There is no denying that a business is profit-oriented, i.e., a business must have profit for its continuation. In this course, however, the profit philosophy was stated a little different way. "The purpose of a business is to create customers and not gain profit." It elaborates that profit itself is important but it is a result of doing business which you gain through customers. Only satisfied customers will be willing to pay. So, customer satisfaction always comes first. Nowadays, people also talk about society satisfactions. To make customers and society satisfied, people in any business have to tackle activities like productivity improvement, strategy and innovation. For productivity improvement, the factors like mechanization, personal capabilities, management technology and technical innovation matter a lot.

On top of that, all these factors are of human activities. It is people who drive promotion of productivity activities. Thus people's quality becomes very important. Besides PDCA- method (Plan, Do, Check and Action), better working environment is essential improvement of productivity of human resources. Bonding with the company is very much appreciated in Japan where they have a concept like "both employer and employee are in the same boat". This, teamwork,

is indeed vital for the success of a company. For better teamwork, motivation factors related to employee performance must be considered. Transparency and better communication along with coordination are important ingredients. In Japan, Nomunication among the employees is practiced very much through drinking and gathering sessions.

Another tip learned for better working environment and customer's confidence, "make your workplace as a show room". This was highly reflected in the Tiyo Kogyo Corporation, Hirakata Plant where we visited in our field visit to provide us an example of corporate management of Japanese company. Doesn't it sound 100% right?

To run the business effectively, an accounting method must be used in two ways – financial analysis and managerial accounting. And we were also taught the importance of the managerial accounting to manage the business, besides maintaining the financial accounting.

Among the different management strategies taught, I was very impressed with the 3-C Analysis where, the 1st C stands for Customers for whom key buying factors have to be established; the 2nd C stands for Company for which key success factors to be identified; and the 3rd C stands for Competitors, about whom we must have information to move ahead with the right strategy.

The definition of marketing was mentioned a little differently, like Marketing is creating a concept where content is very important. So, it was about having clarity of 'who is the market', 'what are the benefits' and 'how customers will be established' etc. with the understanding that "People buy the product because they want it, not because it is cheap." The identification of strength and weakness to enter into growing markets or creating market is very important for the growth and sustainability of a business.

Toyota Motors Company had very well used the above management strategies and tips. They recognize that human power is the most essential for any kind of planning or team work. They have a philosophy of respecting people and believe "There is no limit to

how far human wisdom can be developed. Within the company we continually aim to achieve understanding, fulfill mutual responsibilities and combine the power of our individual employee. Respect for people is the attitude that regards people's ability to think most."

With this, they implement Kaizen wherever required with the belief in Continuous Improvement. They have a saying, "We set target and then push ourselves to achieve them through continuous improvement called Kaizen." Thus, they have different kind of philosophy regarding better human power, like "Developing people First" where they believe "Since it is people who manufacture things, manufacture is impossible unless people are developed." Based on this philosophy, Toyota has been working on human resources development ever since its founding. Human resources developed through continuous improvement on the Genchi Genbutsu (Go-and-see-for-yourself) principle.

If we are able to utilize in our own companies even 25% of the management tips, philosophy and strategy that we have learned and visually seen during the study visit, I am sure there will be a miraculous success in our businesses. Here, I would like to add that of the tips that I learnt in Japan, many of them are also being implemented in my company back home. It certainly gives me pride that we are heading in the right direction of the management mantras.

But as Toyota Company's philosophy, we also need to improve in our attitude, not only in respecting people but also in our own way of working and thinking. Yes! If we can bring such changes on individual basis, together we can make a big difference. Together means not only the human power of individual company, but also the macro factors outside the company, like in the context of the political scenario of the country, the government policy etc. These factors also do matter when it comes to pursuing individual company goals. The success of a company of a country is the success of the country as a whole, for which, what better example for us than a country like Japan. Of course, we can't reach that pinnacle stage right now, but at least we can pave a path to move ahead, using such million dollar tips! Lastly, learning is continuous, and a never ending process. So, enjoy learning!

P2M And PPMI Training At Japan

Managing a project is not a game to win or lose. It stands for win only. That's why a big deal is required before hands among the stakeholders. Managing a project is taking a medal after winning the game; not actually playing the game.

Keeping above lines in mind, three engineers - Mr. Bimal Gurung, Mr. Prasidhdha Man Shrestha and myself headed towards Tokyo, Japan for a training program on "Project & Program Management - for Infrastructure Construction and Plant Engineering - (PPMI)". We were a perfect team from different fields; Mr. Gurung from the Government sector, Mr. Shrestha from the investor sector and me from the private organization. The other participants were from 13 different developing countries. During the training program, the Nepalese were always interested in leading the group during group discussion, project and plan preparation and presentation. The facts about Mt. Everest and Buddha we told and share with all professors, staffs and colleges are remarkable for us. At the end of the training, we were considered the best scorers among all in the test exam.

The training was held in Tokyo Kenshu Center (TKC) from February 6-17, 2012. This was organized by the Association for Overseas Technical Scholarship (AOTS), Japan in association with the Project Management Association of Japan (PMAJ). From morning to evening we were busy with the training and field visits. In the evening we enjoyed visiting the Japanese towns and the market. The frequently visited place is the Tokyo Tower and the Akhirabara and Daiso market. The field visit to Tokyo Sky Tree Tower was one of the wonderful experiences for us because it is the tallest tower of the world. Similarly, the Yokohama visit was amazing because we gained knowledge and facts about the establishment and development of the Yokohama city and JGC. Likewise, the visit to Mt. Fuji at the weekend was very exciting for us. We reached almost the top

of the mountain by bus along the snow fed road. The massive investment in infrastructure, industries, metro and railway system, laborious and friendly peoples are the world famous factor of Japan.



Kumar Dhamala

The living in the center including the bedroom, canteen, tea house, laundry room, computer center and all are really well managed. It was very interesting and amazing for us to maintain the rules and regulations over there because we from the developing countries. Punctuality, well management, hygienic, politeness is the impressive facts among the staffs, Trainees, professionals and the professor. We felt equality in everything like in work, people and the places as in so called communist country.

Our expectation was fully met when we posed to take pictures with the professors and the Managers of the AOTS after completing our 2 weeks training course by certifying with P2M practitioners.

The brief about the P2M from the training course is outlined below.

P2M stands for "A Guidebook of Project and Program Management for Enterprise Innovation". Published in November 2001 by the Engineering Advancement Association of Japan (ENAA) and is now owned and administered by Project Management Association of Japan (PMAJ). It is a unique project management standard based on Japan's PM research over three years since 1999.

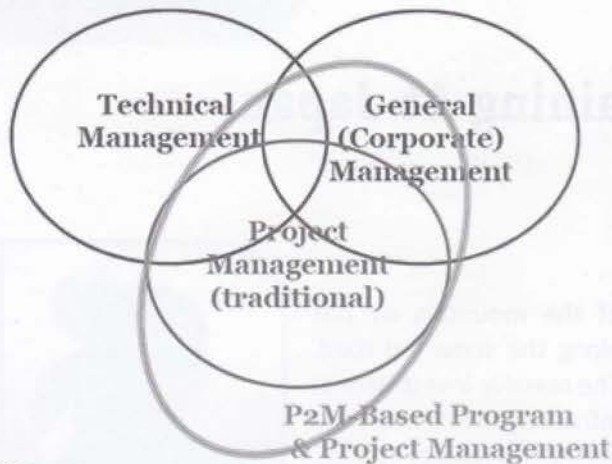


Figure 1; Program & Project Management and Other Management Branches (Source: H Tanaka)

P2M helps accelerate innovation in project and program context. It captured lessons learned of the shining Japanese industry until the 1980's that created valuable management methods, and its recovery from its "lost decade of economy" during the 1990's which has triggered a new direction. It intended to contribute to visioning and delivery of more value added and innovative programs and projects in addition to secure delivery of projects, a traditional project management paradigm.

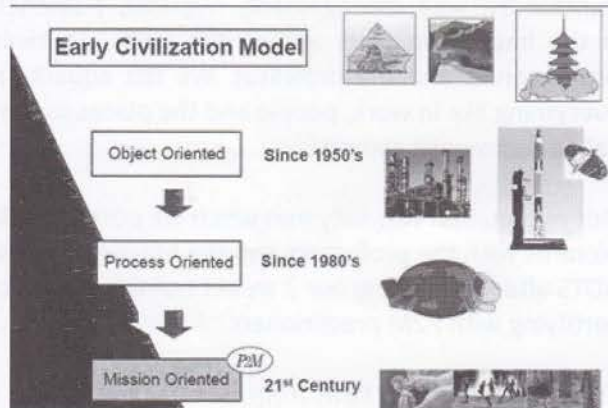


Figure 2, Generation models of Project management (Source: H. Tanaka)

Project Management is a set of management processes for creating any unique, new value in a project context, which is mission driven, systemic, time bound, knowledge and people integrative, and resources constrained. A project can be initiated on a stand-alone basis (discrete projects) or as an integral part of a program.

Program Management is a set of processes including conception, formulation, design, and structuring

and implementation management of a program an organizational vehicle to realize an organization's strategy, formed into a cluster of component projects to deliver the strategy. Based on the P2M following figures illustrates the different models for the development and management;



Figure 3; contemporary road map for the Nation

According to Professor H Tanaka, the Mission Achieving Type Professional

- Professional mindset to challenge the solution of complex (or compounded) problems
- High perspective (helicopter views)
- Broad knowledge base
- Systems thinking

According to Professor H Tanaka, Japanese industry middle manager key qualities:

- Focus on customer satisfaction and delight
- Work-front innovation (Kaizen, etc)
- Teamwork
- Perfection orientation

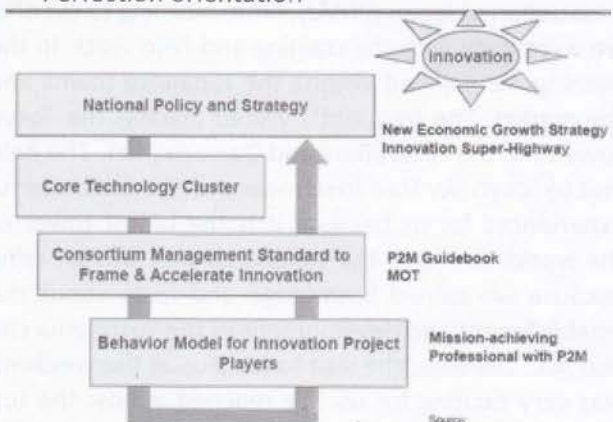


Figure 4; National Innovation Model of Japan (Source; H Tanaka)

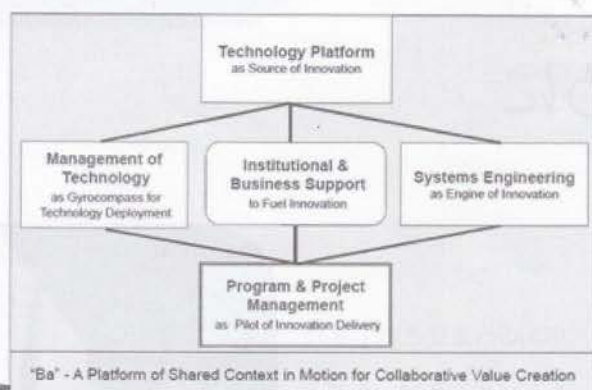


Figure 5; Balanced Innovation model of Japan (Source; H Tanaka)

Eight Components of project Goal Management;

- Life Cycle Management
- Scope Management
- Time Management
- Cost Management
- Earned Value Management
- Quality Management
- Report/Change Management
- Delivery and Close-out Management

According to Professor H Tanaka, Taxonomy of P2M Capability

- I. Holistic Thinking Criteria: Holistic mission pursuit
- II. Strategic Thinking Criteria: Strategic perception; Capable of perceiving strategic elements for a program/project and prioritizing them for proper application
- III. Integrative Thinking Criteria: Consistent program/project value pursuit; Capable of anticipating, capturing and dealing with changes in environment to maintain value
- IV. Leadership Criteria: Leadership for enhanced added value & innovation; Capable of directing team energy and efforts toward innovation and breakthrough
- V. Planning Ability Criteria: Planning for successful program/project conception, structuring and delivery; Capable of planning project objectives & goals, organization, resource utilization & execution
- VI. Delivery Ability Criteria: Delivery of a program/project as planned; Capable of using systems approach and performing team building, project controls &

problem solving

VII. Coordination Ability Criteria: Harmonization of diversified activities for total optimization; Capable of balancing different work groups & stakeholders and trading off competing constraints

VIII. Human Relations Skill Criteria: Social competency & people skills; Capable of maintaining a high-performing team through motivating and opportunities for self-realization

IX. Pursuit of Achievement Criteria: Self-starting and commitment; Capable of self-starting, maintaining energy for achievement through team efforts and providing a role model

X. Sense of Value Criteria: Self-discipline & self-realization; Having self discipline, abiding by ethics, assuming the responsibility and having a forward-looking stance

Moreover, the training program was very fruitful and completed successfully with a great hope and the knowledge.

*Heartly Congratulations
and
Best Compliments to*

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はじめに

はじめに

自己紹介

はじめまして。JICAボランティア事業を通して日本からネパールのNAASへ派遣されてきた吉田祐次郎といいます。ネ

パールではIT産業の人材育成、産業の拡大を目標に頑張っていくつもりです。ネパールがよりよく発展していくことを

願っておりますので、どうかみなさんにもご協力頂きたいと思っています。

以下では、私が日本で経験してきたことを簡単に書いて行きたいと思います。

入社した頃のこと

私は大学を卒業した後、6年間程ソフトウェア開発会社でプログラマーとして働いていました。従業員20人程の小さ

な会社で、主に公共機関や大学向けのシステム開発を行なう会社でした。

大学では物理学を専攻しており、入社当初はプログラムに関しては全くの素人でした。小さな会社でしたので、自社の

トレーニングなどはありません。入社して最初の1ヶ月はVMWare上にWindowsサーバなどをインストールして、開発

中のシステムの試験環境を構築しました。このシステムはActive DirectoryやExchange Serverを使って、職員のログイン

アカウントやメールアドレス、所属組織などを一括管理するシステムになっており、試験環境は複数のVirtual Machineが必要なものです。この作業を通して、Windowsのインストールの仕方やWindows Serverについて、少しずつ勉強して行きました。

その後、開発システムの詳細設計書の修正やデータベース設計書の修正などを行いながら、空いた時間に自分でホームページを見ながらC#とオブジェクト指向(object-oriented programming)について学ぶ作業を3ヶ月程続けました。

C#はMicrosoft社のVisualStudioを使えば簡単にデスクトップアプリが作れます。初めてプログラムを動かした時にはとても嬉しかったのを覚えています。

初めてのプログラム

こうした設計書の修正作業等を通して、徐々に開発システムについても理解できるようになって来ました。半年程過ぎた頃、初めてプログラミングをする機会が与えられました。システムのバッチ処理のプログラムで、詳細設計書を元にプログラムを行いました。ただ、まだまだ入社半年程度なので上手くプログラム出来るはずもなく、席が近い先輩に質問しながら作成して行きました。残念ながら完成したプログラムはバグが多く、品質も悪いものでしたがこうした経験から、どうしたらバグが少なく品質の高いプログラムを作ることが出来るのかということを考える切っ掛けになったと思います。この時は、実は納期には間に合っていなかったのですが、お客様からの機能追加の要望が終盤に追加され、そのために納期を延期することになったので事なきを得ました。

プログラマーのスキルとして大切なのは、言語や技術的な知識があるだけではなく、いかにソースコードを綺麗に書けるか、また冗長性や保守性を考えながら作成することが大事だなどと思います。汚いソースコードにはバグが隠れる確率が高く、またシステムの改修時にも不要なバグに悩まされる事も多いと思います。こういった事は、勉強だけではなく経験してみないとわからないことでした。

コミュニティ活動

その後もプログラマーとして大小様々なプロジェクトに参加して仕事をこなして行きました。同時に、時間があるときには最新技術や苦手の技術についてインターネットや本などで調べたり勉強を行うことを続けていました。また、仕事が終わった後には地域で開かれているいろいろな勉強会コミュニティにも参加するようにしていました。私が住んでいた札幌には、Ruby勉強会や.NET勉強会、Webデザインの勉強会などが自主的に開催されていました。これらのコミュニティはそれぞれが自主的に運営されているコミュニティで、月に1回集まって、プレゼンしたり、各自気になっている技術や最新動向について意見を交わしたり、この技術を仕事に取り入れたら良かった、悪かったなどの情報共有なども行います。日本では、こういったコミュニティベースの知識の共有が盛んに行われています。例えば、自分が未経験の技術についても、他の経験者から簡単に話を聞くことができます。もちろん、メンバーの会社や立場も様々で、学生も参加していますが、こういったコミュニティベースで企業の垣根を超えて知識を共有できるのは有用だったと思います。



Yujiro YOSHIDA
JICA Volunteer
Computer Technology

プロジェクト・マネージャ

入社4年目頃、あるプロジェクトのプロジェクトマネージャを任される事になりました。大学の学生の情報を管理するシステムで、チームは社内3人、外部の会社の人2人の5人チームになります。この頃、アジャイル(Agile)という開発手法について勉強していましたが、このプロジェクトにもAgileを取り入れて作業を進めていくことにしました。Agileについて、ここでは詳しくは書きませんが、簡単に言うと今までのウォーターフォール型の開発とは異なり、システムの機能を細かく分けて、機能毎に開発を進めていく方法になります。この方法を取る場合、細かく分けた機能をおよそ2週間間隔で納品しながら開発を進めていきます。はじめはこのやり方に戸惑うメンバーもいましたが、すすめるうちに次第に慣れてきて、比較的順調に開発をすすめることができました。また、納品を複数回に分けることで、随時お客様の声を聞くことができるので、お客様の反応に合わせて柔軟にシステム開発をすすめることができ、結果的に満足してもらったこともできたと思います。

もちろん、全てが順調なわけではなく、メンバーのスキル不足からバグが大量に発生するなどトラブルも起こりましたが、そういったことにも早めに気づくことが出来て、無事対処することができました。

日本のIT企業

日本の中小企業の開発現場について書きました。もしかしたら、日本企業のイメージとは違ったかもしれません。失敗したり、試行錯誤する毎日でした。もちろん、日本の大企業はまた違う状況だと思います。また、中小企業もいろんな企業があるので、全てが同じではありません。特にIT産業は歴史が浅く、今でもどのような開発手法が一番いいのか答えが出ていません。それぞれの会社で日々改善したり、新しい手法を試している状況がまだまだ続いていて、開発方法はこれからも進化していく途中だと思います。なので、常にどうしたらより良いのか、世界の動向を見て考えながら仕事をしていくことが必要だと思います。

ネパールのIT産業の印象

ネパールにきたばかりの1月頃、CANのInfo-Techへ行く機会がありました。会場には数え切れないほどのブースがあり、多くの来場者で賑わっていたので驚きました。ネパールの人々がIT産業に対してとても大きな期待を寄せているんだということを肌で感じることができました。その後、幾つかの企業や団体を訪問したり、技術者と直接話を聞く機会がありました。国内の需要が少ないこともあり、ネパールのIT産業は残念ながらまだまだ小さく、経験も少ない印象

があります。ただ、歴史が浅いこの業界なので、世界レベルに追いつくこともそう難しいとは思いません。そのためには積極的にグローバルに活動していく必要があると思っています。チャンスが来るのを待っているのではなく、積極的にチャンスを掴みに行く姿勢が今のネパールでは大切なのではないかと考えています。



Unforgetful Moments In Japan

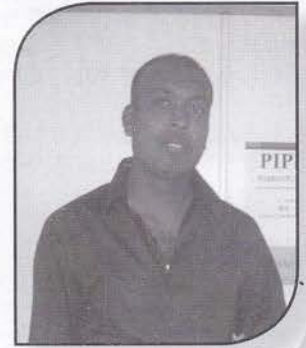
I thank Nepal AOTS Alumni Society and HIDA Japan for giving me the opportunity to attend program for PIPF (The Practical Improvement Program for Factories) in Kansai Kenshu Center, Osaka, Japan organized by AOTS from 11 to 22 June 2012. I reached Japan on 10th June and our training started on 11th June. The program started with an orientation program and a photo session. During the half hour opening ceremony, the Manager of KKC gave a speech. The Program Director Mr. Shigenobu Wada, President of JOTOC Limited focused on strictly following the time schedule during the training period. The schedule was from 9:30 am to 4:45 pm. On the first day, we learnt about the history of factory management in Japan.

On second day, I woke up early in the morning, finished my morning routine and went to classroom at 9:15 am. I was amazed to see our trainer and the interpreter already in the training hall. I greeted them and took my seat. Some other colleagues started entering the hall one by one at 9:30 am. Four seats were still empty. The trainer looked at his watch and said something to the Program Coordinator in Japanese language. Then the trainer started the class sharply on time. While the class was going on, the remaining participants came in one by one and took their seats. At the end of the class, the trainer asked us to be in the class five minutes before the schedule the next day.

On the third day, again two of them were late in class. This time the trainer was looking at us so annoyed that I felt very bad. After some time, the trainer asked someone among us to be the group leader. Nobody raised his hand. It was at that moment that I remembered the words of Mr. Ramesh Man Singh who told me before I left Nepal, "don't miss any opportunity, grab it". I then raised my hand and somebody said, "Mr. Raj will be our leader". Everybody clapped their hands and I was appointed the leader of the group for the whole training period. This was a great moment for me, because I am going to lead 22 participants from different countries.

During the industry visit, the most exciting moment was the Toyota Production System at Toyota where I saw wonderful mechanism and system used to

assemble the cars. The Kanban system was very noticeable there. We had learned in class about it, but we saw how it was used practically and was important there. Being the group leader, I had to give a speech on behalf of the participants there. That was indeed a great opportunity for me.



Raj Kumar Gupta

General Manager

Nepal Ambuja Cement Udhog
Pvt.Ltd

During the training period, whether inside the center or outside, everything was followed in system and on time. I noticed that the nature of people - they were very respectful, hardworking, disciplined and helpful to others. Seeing this, I changed my working style. That was my great achievement in Japan.

During the training, we learned about 5S, JIT, TQM and PM. Among all these, I liked 5S the most, and I have implemented 5S in my organization as a first stage of improvement. 5S represents the 5 disciplines to maintain visual at workplace. It is a fundamental activity to improve business. From my point of view, it represents a systematic approach for improvement of productivity, quality and safety. It is one of the important approaches in the journey of continuous improvement. The best part of the training was the mutual understanding and relationship developed among the people of different countries.

On the final day, we made our final presentation. We gathered in the party hall where everybody was there including our trainers, interpreter, management team and participants. The Manager of KKC distributed 23 certificates to the 12 PIPF participants because nobody quit the training. This was a great achievement. In my speech on behalf of the participants, I thanked everybody who were involved directly and indirectly to make the training successful, and we thanked Mr. Tanaka, the Program Coordinator for his great contribution in helping us.

Management of quality system in Fred Hollows IOL Laboratory through both quality control and quality assurance procedures

The concept of quality control and associated processes emerged in line with industrial development. In manufacturing organization, quality is defined as a measure of excellence or a state of being free from defects, deficiencies and significant variations, brought about by the strict and consistent adherence to measurable and verifiable standards to achieve uniformity of output that satisfies specific customer or user requirement. In case of health care, Medical quality control is the monitoring of products and services provided in a medical setting for the purposes of patient safety, comfort and satisfaction. Being manufacturers of medical devices the Fred Hollows IOL Lab established standards and protocols to measure quality control in place to protect the safety of product (IOL) which is implanted in the patient's eye.

The Fred Hollows Intraocular Lens Laboratory was established in 1993 with operational facility of manufacturing Class IIb (long term surgically invasive device intended for long term use) device named Polymethylmethacrylate (PMMA) intraocular lens and foldable acrylic hydrophilic intraocular lens. The mission of FH IOL Laboratory is to integrate international and Nepali work culture to maintain a high technology ophthalmic medical device manufacturing laboratory capable of producing world class quality products at low cost which will facilitate eradication of blindness in developing countries.

The lab is well equipped with clean room facility (Class 7) and highly educated and trained human resources. The FH IOL Lab has established, documented, implemented and maintains a Quality Management System (QMS), Medical Device Standard and Medical Device Directory requirements. The FH IOL Lab is certified with ISO 9001:2008, ISO 13485:2003 and MDD 93/43/EEC (CE mark). The ISO 13485 is an internationally quality management system (QMS) standard defined for the medical device industry. The ISO 9001:2008 emphasizes to maintain the QMS, improve quality system and satisfy customer needs. The IOL Lab is the first ISO certified organization in Nepal and another significant feature is it is only one organization in Nepal that is certified with CE mark from SGS, UK. Because of maintenance of high quality, the lab manufacturing facility continues to meet the demands of world-class production and management standards. The ISO system in lab helps to maintain following things:

- Focus on meeting regulatory requirements
- Focus on meeting customer requirements
- Use of a 'process' approach
- Maintenance of effectiveness of quality management systems and Maintenance of procedural documentation.

There are some routine procedures in lab which help to establish Quality Management System (QMS). These procedures include internal audit which is conducted in the lab by lab management team twice a year. For the issuance of certificate, as per standard requirements, external regulatory certification body SGS from UK perform surveillance audit every year and undergo renewable audit once in three years.

The laboratory has established statistical process control (SPC) tool for monitoring and controlling variation in production and microbiological processes. The equipment's used in production process are all calibrated, maintained and validated. The final product (IOL) is sterile and manufactured under appropriate controlled conditions. The standard operating procedure (SOP) is the guidelines for all staffs to perform their daily work in production process. The standard operating procedure is well maintained, documented and recorded. The IOL staffs are trained on general and specific task of their job and training is provided as per SOPs. In addition to this, Post Marketing Surveillance (PMS) is also conducted once in every three months to monitor safety of device after it has been released on the market and customer feedback survey is performed at the end of each year.

FH IOL lab covers around 80% market share in domestic market. Around 60% of the total production of the lab is consumed internationally through channels of distribution in 13 countries, although the lenses have been exported to over 50 countries worldwide through direct institution sales to INGOs, eye health care groups, hospitals and doctors. The Fred Hollows Intraocular Lens Laboratory is renowned internationally for its high quality lenses at affordable price and is the approved supplier for intraocular lenses to Vision 2020 Projects and Partners worldwide. Since its beginning, the laboratory has manufactured more than 3.5 million intraocular lenses.

In future, FH IOL lab is planning to run hydrophobic, aspheric, low and negative power intraocular lenses, visco-elastic (pharma projects) and torric lenses.



Amin Khadka, Quality Assurance Manager, Tilganga Eye Centre

Training Under AOTS Japan (2012)

S.N.	Name of the Program	Duration	Place of the Training	Name of Participants	Name of the Participants Company
1	Project and Program Management for Infrastructure Construction and Plant Engineering (PPMI)	6 – 17 February 2012	Tokyo	Mr. Prashidha Man Shrestha Mr. Bimal Gurung Mr. Kumar Dhamala	Clean Energy Development Bank Nepal Electricity Authority ECODE Nepal P. Ltd.
2	The Program on Corporate Management For Nepal (NPCM)	15-28 February 2012	Osaka	Mr. Bipul Dhakal Mr. Deepak Kumar Agrawal Mr. Ganesh Raj Pokharel Ms. Ishita Lohia Mr. Kapil Dhakal Mr. Madhav Dhakal Mr. Manoj Kumar Agrawal Mr. Mohan Raj Regmi Mr. Narayan Bahadur Thapa Ms. Nita Poudel Mr. Prabhakar Shumsher Thapa Mr. Prasanna Man Shrestha Mr. Punya Prasad Lohani Ms. Purnima Rajbhandari Shrestha Mr. Ravindra Raj Tamrakar Mr. Ritesh Silwal Mr. Rudra Bahadur Bhattarai Mr. Santos Shrestha Mr. Ujjwal Kumar Shrestha Mr. Ashok Kumar Shrestha	F1 Soft Int'l P. Ltd. United Finance Ltd. Citizen Bank Int'l Ltd. Aarti Soaps & Chemicals P Ltd. Hamro Bikash Bank Ltd. Shree Ram Refine Oil Products (p.) Ltd. Worldlink Communications P. Ltd. A-Roll P. Ltd. IBB P. Ltd. Welcome Advertising P. Ltd. Him Electronics Pvt. Ltd. Cosmos Cement Industries P. Ltd. P. U. Printers Brihat Investments P. Ltd. Pwasya Metal Crafts Global Multi Product Industries P. Ltd. Mirage Advertising & Graphics MARS P. Ltd. Panchakanya Steel P. Ltd. Nepal Bitumen and Barrel Udyog Ltd.
3	The Training Course on Solving Human and Organizational Problems(SHOP)	15 Feb – 6 Mar 2012	Aichi	Mr. Rajat Shrestha Mr. Nil Raj Acharya	Blue Cross Hospital Pvt. Ltd. Deurali Janta Pharmaceuticals Pvt. Ltd.
4	The Training Course on Practical Solution of Quality Related Problems (SQP)	29 Feb - 13 Mar 2012	Osaka	Mr. Gautam Shakya	GeoSpatial Pvt. Ltd.
5	Water Supply Business Management (WSBM)	5 – 14 March 2012	Yokohama	Er. Lila Prasad Dhakal	Kathmandu Upatyaka Khanepani Limited
6	The Practical Improvement Program for Factories (PIPF)	1-22 June 2012	Osaka	Mr. Raj Kumar Gupta	Nepal Ambuja Cement Udhhyog Pvt. Ltd.
7	The Program for Quality Management Promotion (PQMP)	14 June – 4 July 2012	Yokohama	Ms. Lisha Joshi	Deurali Janta Pharmaceuticals Pvt. Ltd.
8	The Executive Program on Corporate Management (EPCM)	23 July- 3 August 2012	Tokyo	Mr. Ajaya Karki	Prasid Pashmina Industry
9	The Quality Control Training Course (QCTC)	10-25 September 2012	Osaka	Application close	
10	The Executive Program on Quality Management (EPQM)	20- 28 September 2012	Tokyo	Application close	
11	The Program for Practical Operation Management (PPOM)	11-24 October 2012	Yokohama	Application close	
12	The Program for Design Management (PDM)	28 Nov – 11 Dec 2012	Tokyo	Application open	
13	The Program on Industrial Wastewater Treatment Technologies for Asia (PAWW)	13-22 November 2012	Osaka	Application open	

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47	Dhaubhadel, Radha Krishna	Eco Craft Nepal	6612782	6612335	ashokomanandar@gmail.com	
48	Dhungana, Sabita	Akarshan Industries	5545055	4782224	akarshanint@wlink.com.np	4482298
49	Dongol, Bishnu Dass	Bhaktapur Paper Crafts P. Ltd.	6610795	4272822	bishnud@gmail.com	
50	Dongol, Shyam Bahadur	Crystal Product Pvt. Ltd.	9851011078	4428559	dongolshyam@yahoo.com	4354039
51	Ghimire, Govinda Prasad	mastick p. ltd	4102647	9841320865	puskermaskey@hotmail.com	4223361
52	Ghimire, Govinda Prasad	Alternative Herbal Product (P) Ltd.		9841320865	gpg@info.com.np	
53	Ghimire, Kapil Dev	Small Business Promotion Project	4223361	4415473		4223361
54	Ghimire, Pranab			4350198	ghimirepr@hotmail.com	
55	Ghimire, Rajesh Mani	Balaju Yantra Shala Pvt. Ltd.	4350147, 4350894	4413305	rhcc@mos.com.np	4350379
56	Giri, Aju	Nepal Bio-Tech Nursery (Pvt.) Ltd.	5592895	5592756	nepalarati@hotmail.com	5525417
57	Giri, Sanjay	Everest Leather Industries Pvt Ltd.	51-522040	14468993	giris@wlink.com.np	4410550
58	Gorkhali, Dipesh	STM Telecom Sanchar Pvt. Ltd.		4445981	dipesh_gorkhali@hotmail.com	4419366
59	Gorkhali, Mahesh Kumar	Nepal Pharmaceuticals Laboratory	5529059, 5529436	4374864	nplmkt@wlink.com.np	5529434
60	Gorkhali, Niraj	Smart Solutions	4251047	4415095	niraj913@gmail.com	
61	Hada, Anil	Super Biscuit Industry		4226463		
62	Hada, Bipin	Himalayan Bank Ltd.	4250201	4276520	bipin.hada@himalayanbank.com	4222800
63	Hada, Purna Prakash			4270043		
64	Hada, Surya Prakash	Bio-gas & Agriculture Equipment Development P. Ltd.	42,465,784,275,776	2081046	sphada@hotmail.com	4472246
65	Halwai, Narayan Givind	MEH Consultants (P) Ltd.	4477634	5521364		4468969
66	Joshi, Kush Kumar	Nepal Ekra Engineering Co.	4243436, 4244857		neek@wlink.com.np	4253612

67	Joshi, Mukunda Prasad	Nepal Airlines Corporation	422467	4270827	mpjoshee@yahoo.com	4470768
68	Joshi, Sabita	Manka Crafts Association	5545033	4242429	sabita_joshi@hotmail.com	
69	Joshi, Sisam Pradhanang	Himalayan Bank Limited	4462045	5521747	sisam_joshi@himalayanbank.com	4490064
70	Joshi, Surendra Raj	Style Trade Line	4355880, 4388867	4352785	sugan@mos.com.np	4355348
71	Joshi, Tina	CTL Pharmaceuticals P. Ltd.	6610893	4280718	tinajoshi@hotmail.com	
72	Joshi, Upendra das	Nepalconsult (P) Ltd.	5011670	4242429	joshi.upendrajoshi@gmail.com	
73	K.C., Sangam	highland pashmina	5548753	9851111758	sangamkc@himsheerfoods.com	
74	K.C., Narayan Bahadur	CTL Pharmaceuticals P. Ltd.	6611617	4354092	narab_kc@hotmail.com	6611617
75	Kachhapati, Bhawati Lal		4415058	4497458		
76	Kansakar, Tiriratra		4330184	4422578	tkansakr@yahoo.com	4330136
77	Karki, Ajay Singh	Prasid Pashmina Industry	4262356	4411464	singhkarki@gmail.com	4218419
78	Karki, Dasrath	D. R. Traders & Suppliers	5542950	5524821	dasrathkarki@hotmail.com	
79	Karki, Dipinti	Avenues Television P. Ltd.	4227222	4410930	dipintikarki@hotmail.com	4251055
80	Karki, Mahesh	Machhapuchhre Metal & Machinery Works	061-530607	061-540162	karki_mahesh@hotmail.com	061-527328
81	Karki, Sajal	Laxmi Lodge & Hotel	049-421400	049-421400	info@laxmilodge.com	049-421500
82	Karki, Uttam	Surya Nepal Pvt. Ltd.	4220658	445680	uttam@snpl.com.np	4227585
83	Karmacharya, Chandra K.	Karmacharya Trading	061-525529	61-523016	kbn@mos.com.np	061-521571
84	Karmacharya, Jaya Bir	Omnica Laboratories Pvt. Ltd.	6540089	5522023	jayabir61@yahoo.com	6540059
85	Karmacharya, Rameshwor	People's Campus	451412	4770525	r.karmacharya@ntc.net.np	4210199
86	Karna, Suresh Kumar	Kumari Bank Limited	4232112	5544368	skarna@kbl.com.np	
87	Kayastha, Nagendra	MULTI Software (P) Ltd.	5545694	6611090	nagendra@mail.ru	5523103
88	Kejriwal, Anil Kumar	Siddhartha Finance Ltd.	4441702	4477511	anilkejriwal1@gmail.com	4442968
89	Khadka, Amin	Tilganga Eye Center	4493775	4496360	khadka@yahoo.com	
90	Khadka, Keshab Bikram	Annapurna Agro Industries Pvt. Ltd.	071-204500	017-524821	oshokosanyasi@gmail.com	
91	Khairgoli, Shrestha Raju P.	Omnica Laboratories Pvt. Ltd.	20,921,424,440,676	6610386	rajuprasadsrestha@yahoo.com	4268081
92	Khanal, Dharma Prasad	TU, Memorial Health Science	9851077038	4361670	Dr.dpk.mmihs.edu.np	4436395
93	Khanal, Gopal	Central Finance Ltd.	5522289, 5536420	4355428	gkkhanal@gmail.com	4239190
94	Khanal, Jhalak Prasad	Siddhartha Dev Bank Ltd	4488480	4431743	tarkudamda25@yahoo.com	4488470
95	Khanal, Krishna Prasad	Apollo Offset Press P. Ltd.	4471584	4351915	khanal_krishnap@hotmail.com	4471584
96	Khanal, Kundan			4001621	kkhanal@gmail.com	
97	Khanal, Sarita Karki	Lomus Pharmaceuticals	4990496	4351861		4436395
98	Khanal, Sharad	Asian Pharmaceuticals Pvt. Ltd.	071-522152	9847021819	khanalbabu@gmail.com	71-523152
99	Kharel, Gourish K.	K-too Health Food Inc.	031-520108	4410647		
100	Khatiwada, Achut	Equipment Maintenance & Service Center	4312008	4372645		4312000
101	Khatri, Bishnu	New Kantipur Feed Industry	16617309	16540353	ashapuri@wlink.com.np	16614780

102	Khatri, Sudhir Babu	Sherpa expedition Trekking Pvt. Ltd.	4231120, 4231490	5526785	urnilashrestha09@gmail.com	4231469
103	Koirala, Euden	Laxmi Bank	5548375	9851047337	euden.koirala@laxmibank.com	5548376
104	Koirala, Shanta Baskota	Kanchanjangha Tea Estate	4469503	9841737074	shantakoira@hotmai.com	4493303
105	Lal, Shiv Bhushan	capital merchant banking & finance	4270059	5534866	shiv.lal@ntc.net.np	4270410
106	Maharjan, Asha Lal	Nepal Telecom	4213944	5526379		
107	Maharjan, Ashok	Palpali Lable Industries	4414772	4414772	csb@ccsl.com.np	4424168
108	Maharjan, Babu Raja	Kathmandu Repairing Center	4246518			
109	Maharjan, Maheswor	Capital Merchant banking & finance merchant Banking & Finance	5521131	4364232	maheswor@gmail.com	
110	Maharjan, Mandira	Bhaktapur Ceramics Pvt. Ltd.	6613440	4424540	romiluck@hotmail.com	
111	Maharjan, Suresh	Lumiva Store	9841304297	5540101		
112	Maharjan, Surya Lal	Nepal AOTS	4359516	4428651	suryalalmaharjan@hotmail.com	
113	Mahato, Chandra Kishor Prasad	National Healthcare P. Ltd.				
114	Mahato, Radhe Shyam	National Healthcare P. Ltd.	051-528538	9851041371	dm@nationalhealthcare.com.np	051-533400
115	Malla, Naresh Bahadur	Web Printers P. Ltd.	4272969	4221278	sula@mos.com.np	4275611
116	Malla, Trilokeshwar	Direction Nepal P.Ltd.	4117101	55308421	janak@ioe.edu.np	5548035
117	Manadhar, Bandana	Prime Commerical Bank Ltd.	4271191	4233388	bandana.manandhar@pobl.com.np	4233390
118	Manandhar, Deepak	Nepalconsult (P) Ltd.	5523763	4259927	dpak_mdr@hotmail.com	
119	Manandhar, Leesa	BB airways	4354027, 4420060	4263501	dugesh.gali@gmail.com	4436395
120	Manandhar, Saroj	Deurali-Janta Pharmaceuticals Pvt. Ltd.	5548082	4480365	saroj.manandhar@deuralijanta.com	4375574
121	Manandhar, Sunil	NIDC development Bank Ltd	42,225,604,229,418	98412218184	sun_manandhar@hotmail.com	4474937
122	Manandhar, Saroj	SSI Education	4265572	4256895	sama_sayami@yahoo.com	
123	Maskey, Ujwal Raj	FOND P. Ltd.	4429815	9851042355	umaskey@hotmail.com	4430814
124	Maskey, Gopesh Shakti	Vijayadeep Pharmaceuticals	5525515	4471697	gopesh_sm@yahoo.com	5539817
125	Mathema, Kishor Bhakta	Acutech Consultancy Services	2297414	6630956	mathema_kb@yahoo.com	4478378
126	Mishra, Akhileshwar	Kathmandu Engineering College	4276130	4417122	akhil_mi@yahoo.com	4272653
127	Murarka, Ashok Kumar	Ilam Tea Producers Pvt. Ltd.	021-523965	021-523965	murarkaorg@wlink.com.np	021-525194
128	Nakarmi, Dibesh Lal	Aariya Tara Mechanica works	4034954	4030577	nakarmildbs@hotmail.com	
129	Nakarmi, Narayan	Radymade Garment Training Center	4256931	4258270		
130	Neupane, Hom Nath	Nebico Pvt. Ltd.		4350130	n_hom@hotmail.com	4350527
131	Neupane, Suman	Global Bank Ltd.	4231007	4474578	suman.neupane@globalbank.com.np	4231057
132		Nasa Trading and Consultancy Pvt. Ltd.		23581856	yogesh@aarya.com.np	
133	Nyachyon, Jayan	Himal Tents Pvt. Ltd.	5527202	5526070	jayan@info.com.np	5527167
134	Pandey, Jarman Bahadur			4250758	lepnepal@hotmail.com	
135	Pandey, Prajwal Jung	Lomus Pharmaceuticals Pvt. Ltd.	4436396	404807	prajwalpandey@lomus.com.np	4436395

136	Pandey, Pratap Jung	International Leasing & Finance Co. Ltd.	4782010	4412001	pipandey@yahoo.com	4782167
137	Pandey, Yadav Raj	Economic survey & credit Cooperative Ltd	4100556/557	4018515	yrpcookic@yahoo.com	4446453
138	Pandeya, Shanker Prasad	Sagarnath Silks	4781300	9851027009	himal@silks.wlink.com.np	4781303
139	Pant, Janardan Dev	Himalayan Bank Ltd.	4243107	4240368	janardan@hotmail.com	4240086
140	Panta, Naresh Dev	World Distribution Nepal Pvt. Ltd.	4263600	4413078	panta_nd@hotmail.com	
141	Panta, Ramesh Prasad			4486601		
142	Panta, Surendra Nath	Continental Trading Enterprises Pvt. Ltd.	4650803	4811279	admin@continental.com.np	4650801
143	Panthee, Srijana Mishra	Nepal Oil Corporation Ltd.	4266741	4488368	srijanapanthee@hotmail.com	
144	Paudel, Tara Prasad	Gaurav Nepal Engineers (P) Ltd.	56525249	56521949	gaurav_eng@wlink.com.np	56525076
145	Piyya, Amartya Minoo	Nepal Pharmaceuticals Laboratory	5529059	5530681	minnopiya@gmail.com	5529434
146	Piyya, Bharat Narayan	United Packaging Pvt. Ltd.	056-570663	5530681	bnp@techminds.com.np	056-528363
147	Piyya, Jiwan Lal	Chirag Foam Ind. Pvt. Ltd.	4430773, 4350384	4420773	piya@ccsl.com.np	4430945
148	Pokharel, Arun	Shangrila Tours (P) Ltd.	4226138, 4226139	4420018	arunp@mos.com.np	4418182
149	Pokharel, Prabin Raj	F1 Soft International Pvt. Ltd.	4442435	4485845	prabin.pokharel@globalbank.com.np	
150	Pokhrel, Bijayshwar	CTL Pharmaceuticals P. Ltd.	6610893	4358760	clfactory@infoclub.com.np	4266849
151	Pokhrel, Rajib	Premier Finance Co. Ltd.		9851021675	rajivpokhrel@gmail.com	5550412
152	Pokhrel, Sanjeeb Chandra	Nepal Rubber Udhog Pvt. Ltd.	4221123	4221123		4223145
153	Poudel, Nikita	Gopi Krishna FM Radio	4812404		itsmenikita@hotmail.com	
154	Poudyal, Roshan	CTL Pharmaceuticals P. Ltd.	6610893	4470540	roshpn@hotmail.com	6611617
155	Poudyal, Upendra Keshari	NRB. Mint Dept. Sundhara	4226965	4474144	nrbmint@ntc.net.np	
156	Pradhan, Banshee Ram	Institute of Engineering	4256481	4354043		
157	Pradhan, Basanti Roshan (Shrestha)	Training Institute For Technical Instruction	66307187	4228270	brsshrestha@yahoo.com	6630289
158	Pradhan, Bhushan Narsingha	Ministry of Land Information & Archive	4477615	4424479	b_pradhan@yahoo.com	4477613
159	Pradhan, Kishor Kumar	Birat Pharma Lab (P) Ltd.	021-527191	021-527144		021-527082
160	Pradhan, Mahesh Prasad	Omnica Laboratories Pvt. Ltd.	4266858	4250627	maheshpradhan@gmail.com	4268081
161	Pradhan, Paras	Madan Puraskar Pustakalaya	5521393	9851044172	paras@mpp.org.np	
162	Pradhan, Prabhu Keshar M.	NIDC	4228322	4272650	prabhupradhan@nidc.wlink.com.np	4227428
163	Pradhan, Rabindra	Shiv Shankar Biscuits Ind. Pvt. Ltd.	061-520596	4254226	rabindrapradhan@hotmail.com	
164	Pradhan, Rajiv Bhakta		5530313, 5526660	5560830	rajiv@enet.com.np	5532013
165	Pradhan, Rati Bhochhibhoya	Beltron Traders (Beltronix)	5527999	4221673	ratipradhan@hotmail.com	5527884
166	Pradhan, Sushil	Professional Computer System P. Ltd.	5525031	4225999	sushil_pradhan@hotmail.com	
167	Pradhan, Tribeni Man Singh	Chamati Land Pooling Project	4413102	5526826	tribeni2001@hotmail.com	4442323
168	Pradhanang, Ajay Bahadur	Fleur Himalayan Ltd.	5529436	5525322	fleur@wlink.com.np	5529434

169	Pradhanang, Subir Bahadur	FOSS Nepal	9841268738	5012556	subirbp@gmail.com	
170	Pradhanang, Tara Bahadur	Prefab Concrete	4220046	4220046	prefab@infoclub.com.np	
171	Pradhananga, Ramendra	Inorius Technologies	4257291	4671071	rpradhananga@yahoo.com	
172	Prajapati, Rabin	Bhaktapur Ceramics Pvt. Ltd.	6613440	6611625		
173	Prajapati, Rupesh	Chandeswori Auto Engineering	4485862	011-661671		
174	Rajbhandari, Achyut	Perfect Printing Press	4284265	4278869	variety@wlink.com.np	4278050
175	Rajbhandari, Ashok Raj	Technology Consultancy Services P. Ltd.	4413040	4350137	tcs@tcs.wlink.com.np	4425219
176	Rajbhandari, Bhava	Variety Printers	4278869	4284275		
177	Rajbhandari, Binod Bahadur		9851024440			
178	Rajbhandari, Rabindra	BRS Infotech learning Pvt. Ltd.	4412580	4782454	kumarirb@info.com.np	4418361
179	Rajbhandari, Sohani	Informatic Computer School	5551177	4244886	infoschool@wlink.com.np	
180	Rana, Ashoke S. J. B.	Himalayan Bank Ltd.	4227749	4222245	hbl@hbl.com.np	
181	Rana, Sarbajit	Surya Nepal Pvt. Ltd.	053-520035	051-529264	sarbjit@snpl.com.np	053-520034
182	Rana, Vivek S	AAC Inc		4465786	bibek.rana@acc.com.np	4413038
183	Rauniar, Anand Shah	Interstate Multimodal Transport P.Ltd.		4271473	rauniar@mos.com.np	4271570
184	Rayamajhi, Pradeep Narsingh	Himalayan Bank Ltd.	4227749	4358348	pradeep@hbl.com.np	4222800
185	Regmi, Shree Ram	Lomus Pharmaceuticals Pvt Ltd.		4990496	regmishree@yahoo.com	4436395
186	Roongta, Jagdish	National Healthcare P. Ltd.	51-524336, 528537	51-521345	national@cyberspace.com.np	51-533400
187	Sangat, Gore Kaji	Nepal Biotech Nursery	5591349	4486839	gksangat@yahoo.com	5553377
188	Satyal, Anil Raj	Nepal Electricity Authority	6610033	4474068	anilsatyal@ntc.net.np	6614626
189	Saud, Binaya Mohan	Subisu Cablenet Pvt.Ltd.		4473767	binaya@subisu.net.np	4430572
190	Sayami, Sidhi Das	Sisa Holidays Tours (P) Ltd.	4424973	4253092	s.sayami@wlink.com.np	
191	Shah, Vijaya Bahadur	King Mahendra Trust	5526571, 5526573	5538644	vbshah@kmtnc.org.np	5526570
192	Shahi, Praveen	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4375575	4424084	praveenshahi@yahoo.com	4375574
193	Shakya, Rajesh Kumar	Hitech Valley iNet Pvt. Ltd.	4427336	4426075	rajesh@hitechvalley.com	4417745
194	Shakya, Salin Narshing	Crystal Image	4245501	5533603	skysalin@yahoo.com	5551905
195	Shakya, Saroj Kumar	Nepal Telecom	5529826	9851042757	sarojs@ntc.net.np	5537477
196	Shakya, Shanti Laxmi	Nepal Electricity Authority	4153149	9851054360	shantinea@yahoo.com	4153150
197	Shakya, Surya Bahadur	Shambala Garments (P) Ltd.	5522433	5522433	shambala@wlink.com.np	5522433
198	Sharma, Ananta	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4371061	4491544	ananta.sharma@deuralianta.com	4375574
199	Sharma, Ashis Kumar	Siddhartha Bank Ltd.	4442919	4488766	ashis1150@gmail.com	4442991
200	Sharma, Ashok	Simca Laboratories Pvt. Ltd.	6631259	4414433	simca@wlink.com.np	4251232
201	Sharma, Binita Ganawaly	Himalaya Co-operative Society	981038157	4471596		
202	Sharma, Ghanashyam S.	Yeti Finance Company Ltd.	057-523806	057-523463	ghanashyam_htd@hotmail.com	
203	Sharma, Madan	Nepal Telecom	4210435	4471571	madan.sharma@ntc.net.np	4210450

204	Sharma, Ramesh	Sharma & Company Pvt. Ltd.	4260577	4271227	sharmaco@mos.com.np	4260628
205	Sharma, Shiva Kumar	Himal Hydro and General Cons. Ltd.	5535032	5522597	gm@himalhydro.com.np	5550211
206	Sharma, Shyam Sunder	MEH Consultants (P) Ltd.	4477634	4471596	meh@info.com.np	4491387
207	Sherpa, Dawa	City Carpet Industries		4499957	mail@citycarpet.com.np	
208	Sherpa, Ugen	Udeco Pvt. Ltd.	5541279, 5411289	4913058	urgen@wlink.com.np	5523870
209	Shilpakar, Anajana	Wood Carving Industries Pvt. Ltd.		5521447	anajana@woodcarving.com.np	5527730
210	Shrestha, Amar Lal	Doree Printers	4415399	4415399		4412746
211	Shrestha, Anil Prasad	Mancha Confectionery Industry	071-542952	071-542909	sagun57@gmail.com	071-438950
212	Shrestha, Barun	Nepal Investment Bank		51010188	Shresthabharun@yahoo.com	5010142
213	Shrestha, Bhagawati	Nepal Bio-Tech Nursery	5591349	4355218	nbn@mail.com.np	
214	Shrestha, Bhim Dhoj	Tribhuvan University	4331316	4263659	bhim00@rediffmail.com	
215	Shrestha, Bhusan Krishna	Pape Inc. Traders	4246303, 4253404	5533809	pape.inc@mail.com.np	4225524
216	Shrestha, Bhuwan Krishna	CTL Pharmaceuticals P. Ltd.		44229941	mailbhuwan@yahoo.com	4266849
217	Shrestha, Bijay Bahadur	Snowlion Carpets Pvt. Ltd.	4227130	4431637	snowlion@ccsl.com.np	4225487
218	Shrestha, Bijaya Krishna	Beltronix	4251515, 4249285	4251576	beltronix@wlink.com.np	4251515
219	Shrestha, Bijesh	Harati Computer Service Pvt. Ltd		4260622	bijesh@harati.com.np	4267810
220	Shrestha, Degendra Kumar	Down Town Housing Co.P. Ltd.	5000223/224	5013034	degendra@hotmail.com	5000224
221	Shrestha, Denis	Advance Poly Clinic		4443386	drdenis@advancepolyclinic.com	
222	Shrestha, Devendra Shrestha	CTL Pharmaceuticals P. Ltd.		4228495	dev202@hotmail.com	4266849
223	Shrestha, Dipendra Lal	Quest Pharmaceuticals P. Ltd.	4240304	4473246	quest@ccsl.com.np	4231028
224	Shrestha, Ganesh Raj	Pashupati Rubber Industries (P) Ltd.	5522157	5524780	ganeshshrestha@hotmail.com	5527167
225	Shrestha, Geeta	Readymade Garment Train. Center	4256931	4226526		
226	Shrestha, Gopal Krishna	Himal Cement Company Ltd.	4331762, 4331764	5526531	ksgopal@wlink.com.np	4330136
227	Shrestha, Guna Raj	PD Consult	4491475	4229190		
228	Shrestha, Hari Gopal	Hitesh Garments	4221262	4221262		
229	Shrestha, Hari Kishor	Om Hospital & Research Center	4476224	4351172	omhrc@wlink.com.np	4466128
230	Shrestha, Jyoti	Chandra Enterprises Pvt. Ltd.	4245856, 4232858	4720352	singhdan@wlink.com.np	4245856
231	Shrestha, Keshab	Natural History Museum	4271899	4272637	keshab_shrestha@hotmail.com	
232	Shrestha, Laxmi Bahadur	Harishidhi Brick & Tile Factory Ltd.	4240698	4418862	nbgroupp@mos.com.np	4240665
233	Shrestha, Madhav Narayan	Nepal Water Supply Corporation	4419585, 4411194			
234	Shrestha, Madhur Kumar	Seagate Institute of Technology	5537231	5544450	seagate92@wlink.com.np	
235	Shrestha, Mahendra Gopal	Habitech Nepal Pvt. Ltd.	5592895	4279913	mahendra93m@hotmail.com	5525417
236	Shrestha, Maheshwor Prakash	Nepal Investment Bank Limited	4231430	4272052	maheshwor@nibl.com.np	4229623
237	Shrestha, Naresh Kumar	Panas Pharmaceuticals Pvt. Ltd.		4783118	panas1153@gmail.com	4491153
238	Shrestha, Neeraj Man	Nepal Telecom	4220930	5552699	n_shrestha@yahoo.com	4228888
239	Shrestha, Nepal Bhusan	Prime Commercial Bank Ltd.		4233388	shresthabhusan@hotmail.com	4233390

240	Shrestha, Om Prakash	Amiko Nirman Co.	4470307	4487665	arniko@mos.com.np	4487848
241	Shrestha, Opendra Kumar	Sharma & Company Pvt. Ltd.	4261158	4472406		4260628
242	Shrestha, Pradeep Kumar	Omnic Laboratories Pvt. Ltd.	4440676	5528156	omnica@htp.com.np	4440676
243	Shrestha, Prajwal	Microtech International (P) Ltd.	4247541	4241951	sprajwal@wlink.com.np	4240469
244	Shrestha, Prakash Man	Harishiddhi Brick & Tile Factory Ltd.	5521451, 5521178	5533225	prakashs_0606@yahoo.com	5522776
245	Shrestha, Prashant Lal	Islington Collage	4412929	4359856	prashanta.lalshrestha@gmail.com	
246	Shrestha, Pritam Lal	Sunrise Bank Ltd.	4239470	9851034336	pritam01@yahoo.com	4239451
247	Shrestha, Rabi K.	CTL Pharmaceuticals P. Ltd.	4252500	5521117		
248	Shrestha, Rabin Kumar	Paybill Pvt. Ltd.	4785677	9851045150	rabin.shrestha@paybill.com.np	5549957
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254	Shrestha, Raju Babu	Manakamana Darshan P. Ltd.	4434690, 4434825	4417943		
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256	Shrestha, Ratna Man	Shakti Hume Pipe Udhog	4270518	4271438		
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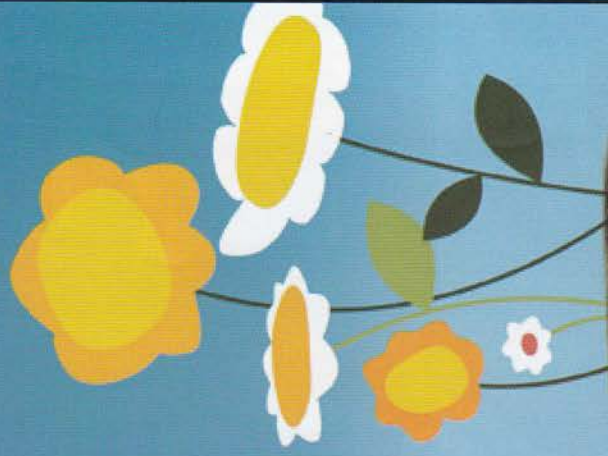


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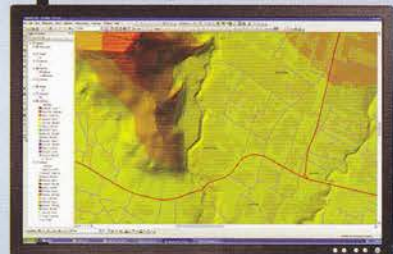


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