

TALIM

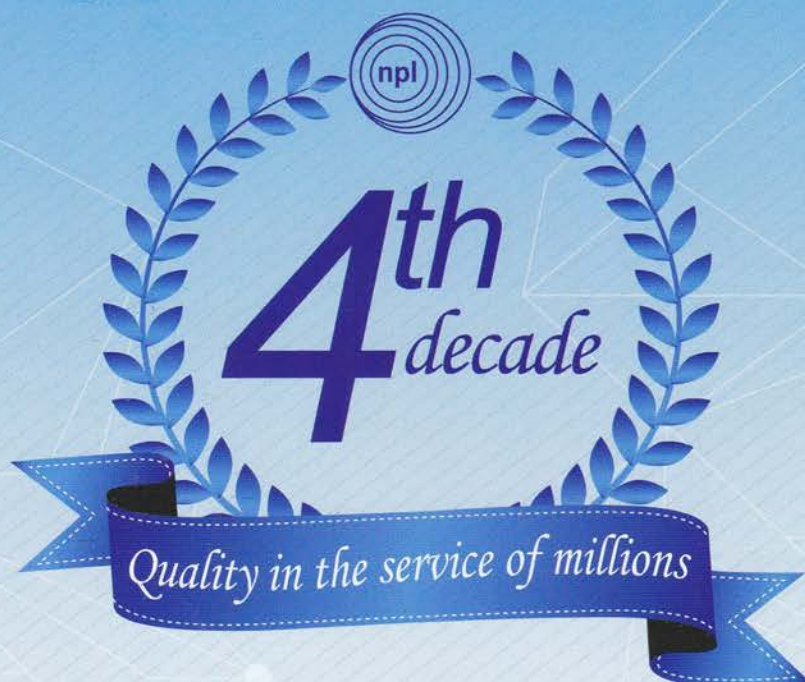
August 2018

Vol: 27



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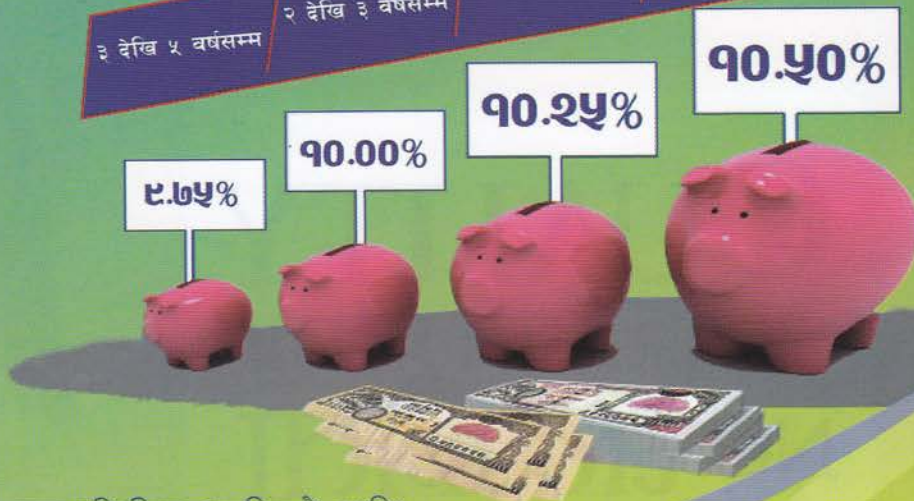


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EDITORIAL

Nepal AOTS was formally registered with the government of Nepal in the year 1991 and acquired NGO status since then. It has now completed 27 years of establishment with relentless contribution in the country's HR industry and nation building exercise, preparing precious human resource for our nation.



It is imperative to notify our valued members and readers of Talim that establishment of Nepal AOTS Alumni society is the positive outcome of like-minded, spirited and synergistic efforts of our ex trainees from AOTS-Japan.

The Alumni is involved in organizing various need based management development programs in the country and sending eligible trainees to Japan for managerial skill enhancement activities. All these are positively contributing to capacity building process of Nepalese SMEs and IT companies, which are considered to be the potential growth engines of our nation's economy and largest job creators and employment generators beside agriculture.

The name of this magazine "Talim" in Nepalese vernacular is also respectfully inspired by the word "educate".

Good practice has to be continued and Nepal AOTS Alumni Society is also continuing its ritual since the year 1991 of annually publishing "Talim" magazine. Through the help of our members' relentless efforts and goodwill of our advertisers "Talim" continues its publication this year as well and we are proud to announce that this is the 27th volume of Talim.

This is to inform our valued readers and new members that AOTS-Japan in 2017 has reconstituted its acronym AOTS; as "Association for Overseas Technical Cooperation and Sustainable Partnership" (AOTS) incorporating the mission "Live in Harmony Together, Grow Together" through the development of "Global Human Connectivity" in the current period of global instability.

Following the spirit of our parent organization in Japan, Nepal AOTS Alumni society strongly believes in building people to people ties and development of global human connectivity within its national and south east regional network that primarily endeavours to skill enhancement of the human resource of the country through various knowledge imparting training programs with focus on application of Japanese Style Management and strengthen the network ties amongst the alumnis, furthermore depending on the country's investment climate also envisages a bigger picture to attract (Japanese) FDI in the

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country in future for the upliftment of national economy as well.

In the year 2017 Nepal AOTS Alumni Society has restructured our training division and continued much demanded trainings (TQM, Kaizen, Pokayoke, VM& 5S) of Japanese Style Management in Kathmandu through the expert trainers from Sri Lanka, Bangladesh and India, which was largely participated by various companies and member organizations.

Apart from activities like sending the selected candidates for training in AOTS- Japan and conducting training activities within Kathmandu the training division will now look at rendering training outside Kathmandu in emerging mofussil area as well based on requirement of the SMEs established in such area.

For such training purpose Nepal AOTS is mulling to partner with FNCCI and CNI bodies and knowledge imparting institutions and conduct Domestic Lecturing Tour programs in various industrial districts outside Kathmandu, as well as plans to conduct Management, Technical Training Programs, Seminars, Workshops anywhere in Nepal to enhance the capacity building exercise of SMEs to attain quality and productivity and enhancement of their operational proficiency through application of Japanese syle Management techniques and thus contribute in national development exercise.

Nepal AOTS is under the umbrella of South Asian Federation of AOTS Alumni Society (SAFAAS) and formerly concluded SAFAAS convention, 2017 held in Colombo of Sri Lanka, with active participation of Nepal AOTS members is the good gesture of regional fraternity and friendship bondage reflected by Nepal AOTS towards the regional alumns.

It is inspiring to note that timing and location of previous SAFAAS conventions held in various destinations like Cox Bazar of Bangladesh , Kochi of Kerela, India and in Colombo, Sri Lanka were remarkable observation of destination promotion (sun, sand & beach) endeavoured by respective country's alumni society.

Nepal AOTS feels that the peculiar USP of Nepal, the perfect blend of nature, culture and heritage as competitive advantage of destination needs to be capitalized in future SAFAAS forums through active effort of our members' network and request our regional wellwishers and friends of Nepal to lobby for Nepal destination for their future activities.

That has inspired Nepal AOTS to work out the possible modus operandi for future and lobby to promote Nepal destination and plan various strategies to organize maximum number of WNF training programs in Nepal by attracting Experts and Trainees from South Asian Federation of AOTS Alumni Society (SAFAAS) countries like Bangladesh, India, Pakistan and Sri Lanka. Beyond that we can also explore possibilities of inviting trainers and participants from emerging economy countries like Thailand, Singapore, and Malaysia and Indonesia etc. through the network of respective AOTS alumni societies and further strengthen the knowledge sharing network ties.

Nepal AOTS is thankful to our mentors and well wishers Mr Shinya Kuwayama, President AOTS, Japan, Mr Joji Tateishi, Senior Managing Director, AOTS, Japan and Mr Akira Kuriyama, Chief Representative, AOTS, New Delhi office, and Honorary adviser of Nepal AOTS, adviser BAAS and CAAS Dr AKM Moazzem Hussain for their encouraging support and advise.

Nepal AOTS extends heartfelt thanks to all advertisement contributors, article writers, members and advisors along with its secretarial staffs, printer and our well-wishers who extended support for this 27th volume of TALIM.

Through your support, Nepal AOTS continues its endeavor on knowledge sharing training activities on Japanese Style Management to enrich the economy and upkeep & retain the moral and ethical values.

Kishor Bhakta Mathema
Coordinator

Writers are responsible for their article- Editorial Board



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Message from
His Excellency Masamichi Saigo
Ambassador of Japan to Nepal

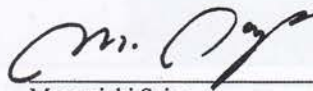


It gives me a great pleasure to congratulate the Nepal AOTS Alumni Society (NAAS) on the publication of the 27th issue of TALIM Magazine. I would like to pass on my sincere respect to all NAAS members whose tireless efforts have made this possible.

Since its establishment in 1990, NAAS has been working for economic development of Nepal in cooperation with business communities in Japan and Nepal. Every year NAAS sends trainees to trainings held by The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), and follows up with these trainees after their return to Nepal. Also, NAAS enthusiastically organizes various programs like entrepreneurship seminars and symposiums as well as social activities like free health camps and assistance to flood victims, to name just a few. NAAS is, indeed, very active in a wide range of activities.

Last year, 2017, Nepal succeeded in conducting the historic elections in three levels, and in forming a stable government that is expected to lead the country toward the implementation of federalism. In this positive condition, Nepal welcomes opportunities for economic development to realize her graduation from the LDC status by 2022. Human resource development and foreign investment are critical for achieving this goal and for advancing beyond.

In this context, NAAS will have a prominent role to play, by providing business persons with opportunities of skills development, and also by inviting more investment to Nepal. The importance of NAAS is not only for economic development. I would like to emphasize that the connectivity between NAAS and Japan makes it possible to enhance the cordial friendship between the two countries. This is indeed a common wealth for both Japan and Nepal.


Masamichi Saigo
Ambassador of Japan to Nepal



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AOTS 18-6-369

June 28, 2018

On behalf of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), I would like to congratulate you for organizing the 28th Annual General body Meeting (AGM) of the Nepal AOTS Alumni Society (NAAS) on 3 August 2018.

NAAS has been recognized with different names, such as a benefactor to the earthquake-torn communities, and an avid supporter for industrial development in Nepal. In any case, NAAS's main inspiration is to do good for the country. This is what we admire most about NAAS. We have been privileged to join NAAS in your pursuit of growth and development.

As in past years, the Program on Corporate Management for Nepal (NPCM) was organized at Kansai Kenshu Center from May 28 to June 8, 2018. Our special thanks must go to NAAS, and the local industrial community including the Federation of Nepalese Chambers of Commerce and Industry (FNCCI). It is our expectation that those returned home from the program have already acquired membership of NAAS.

It is our pleasure that NAAS has also been supported by the network of AOTS Alumni Societies. Using the scheme of World Friendship Network (WNF), a platform promoting mutual cooperation among developing countries, NAAS will organize three training programs at home in FY2018. This is a showcase of what comradeship among the Societies can do to each other.

We would be grateful if NAAS could continue serving as a hub that coordinates the activities of the Alumni Societies in the region.

We wish you all success and prosperity.

Sincerely yours,

Shinya Kuwayama
President



Message

I would like to extend my congratulations on the opening of the 28th Annual General body Meeting (AGM) of the Nepal AOTS Alumni Society (NAAS) on 3 August 2018.



I am Hisashi Kanda, newly assigned as General Manager of the New Delhi Office of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS). Let me begin by expressing my admiration for NAAS's having earned a special recognition for your commitment toward human resources development, using various training programs organized by the AOTS. Such programs have laid the foundation for industrial development in Nepal and promoting friendship between our countries. It is my great honor to work with NAAS, who has accomplished enormous feats for the country. On my personal front, I am excited about visiting to Nepal, a famous destination of global tourism blessed with mountain views, for the first time in my life.

In my immediate past assignments with the AOTS Research Institute, Tokyo Japan, I tried to create a link between private sector initiatives in Japan and other countries, particularly hoping to arouse more interest in South Asia among Japanese companies. Feeling encouraged by the enthusiasms of NAAS, we are ever more determined to expand our mutual collaborations encompassing all aspects of human resources development, such as training needs identification, and participants recruitment; as well as business sector development, cultural exchanges and friendship promotion among our regions.

We would thus be grateful if you could continue supporting us in our future endeavors.

Lastly, we wish you all the success with the meeting.

Best regards,

神田 久史

Hisashi Kanda
General Manager, New Delhi Office
The Association for Overseas Technical
Cooperation and Sustainable Partnerships (AOTS)



MESSAGE

It is indeed my great pleasure to write this short message for the 27th issue of the TALIM, the annual publication of NAAS which will be distributed among the members at the 28th AGM to be held on 3rd August, 2018.



NAAS deserves congratulations of the highest degree for continuity of this significant publication without missing even a single issue. The updated membership list contained in this publication is a great source of networking among the members of NAAS as well as the AOTS family worldwide.

Nepal had a lot of setbacks such as political instability, natural calamity, etc., but NAAS has survived nicely due to the strong bond among its members and has already created a base for supporting the HRD process of the country. I always feel proud for being a part of NAAS since its inception.

Due to a lot of commitments, I am unable to attend the 28th AGM, but my wife & I do hope to visit NAAS within this year to meet our long-time friends and to reinforce our life-long ties. Let me stop here today wishing you all good health, happiness and prosperity.

Dr. AKM Moazzem Hussain

Honorary Adviser to AOTS Activities in Bangladesh and
Life-long Adviser of Nepal AOTS, BAAS & CAAS
28th June, 2018



Message from President Nepal AOTS

Nepal AOTS Alumni Society has completed 27 years of its formal existence and is now running into its 28th year. One more fruitful year of remarkable dedication of all the ex-trainees of AOTS, Japan, with the ideal of "Sustainability, Stability and Continuity" for the "Human Resource Development in Nepal. Nepal AOTS is advancing ahead continuously in the development of the Nepalese technical skill and human resource in management sector as well as in IT sector, since last 27 years. The ideal applies equally to the continuous publication of this annual publication "TALIM". The latest TALIM vol. no. 27 published on time for the 28th AGM of Nepal AOTS, is in your hands. This is one of our continuous achievement since last 27 years, with the support and cooperation of all members /colleagues and Corporate & Institutional life members. This stands firmly as one of the pillar in the sustainable and stable development of Nepal AOTS.



Our parent organization, the Overseas Human Resources and Industry Development Association (HIDA), is now called as the Association for Overseas Technical Cooperation and Sustainable Partnership (AOTS) effective since 1st July 2017.

This FY 2017/2018, the continued support of AOTS, Japan, enabled us to train many Nepalese Human Resources in various training programs organized in Japan by AOTS, Japan. We are glad to inform that AOTS, Japan has decided to conduct the Overseas Training Programs (OTP), in Nepal this year after a long gap.

Last year, Nepal AOTS had actively participated in the 12th SAFAAS Convention organized by JASTECA in Sri Lanka, for the mutual friendship and cooperation between AOTS, Japan and South Asian AOTS Alumni Society member countries in Sri Lanka.

In accomplishment of the main objective of - "Human Resource Development in Nepal, our main activities naturally are centered around trainings. Last year we had accomplished seven different training programs. Among them, two special in house training program, in two different alumni members' organizations for the development of their human resources in motivation and management skill, opened up a new avenue for us. This mode of training will be encouraged in future training programs of Nepal AOTS.

Besides the main activity of training programs, Nepal AOTS also carried out some corporate social responsibility (CSR) activity with the support of all colleagues/friends, like – handing over of Rs. 30,000 to assist the flood victims in Tarai through Parsa Milan Kendra. Similarly, five unit of desk top computer sets had been handed over to Bhim Aadhar Community School, Bhimpheedi. Nepal AOTS also coordinated the signing in program for Embassy of Japan's GGP grant to Rural Community Health Service Center, Bhotechar for medical equipment at Japanese Embassy, Kathmandu.



It's our great honor to heartily welcome His Excellency Mr. Masamichi Saigo, the newly appointed Japanese Ambassador to Nepal. Our best wishes for the great success to His Excellency's tenure in Nepal.

Our sincere thanks and best wishes to His Excellency Mr. Masashi Ogawa, the outgoing Japanese Ambassador to Nepal.

We like to welcome Mr. Hisashi Kanda, newly appointed General Manager to AOTS New Delhi Office. Our sincere best wishes to Mr. Hisashi Kanda, for his success.

Our heartily thanks to Mr. Akira Kuriyama the outgoing General Manager, AOTS New Delhi Office for his supports and advices in the development of Nepal AOTS.

I would like to express my heartfelt thanks and congratulation to the publication committee for successfully publishing the TALIM.

Lastly, I like to thank all the Nepal AOTS members for their active participation in the activities of Nepal AOTS.

"Let us continue the HRD with the ideal of "Sustainability, Stability and Continuity" for the development of Human Resources of Nepal".

Best Wishes,

Mahesh Kumar Nakarmi

President

Nepal AOTS Alumni Society

You can be totally rational with a machine. But if you work with people, sometimes logic has to take a backseat to understanding..

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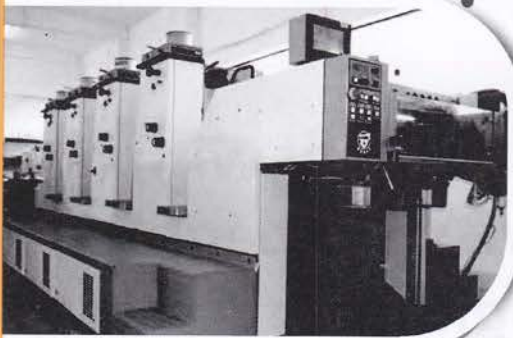
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Advisor



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Advisor



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Mr. Prakash Raj Singh Suwal
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NEPAL AOTS ALUMNI SOCIETY (NEPAL AOTS)

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E-mail: naasytg@mail.com.np

Nepal AOTS Alumni Society (Nepal AOTS) is a non-government and not for profit organization of the ex-trainees of The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) – previously known as The Overseas Human Resources and Industry Development Association (HIDA) – the Center of International Cooperation for Computerization (CICC), Japan and HIDA/ACTS Alumni Societies of different countries. Nepal AOTS was formally established in 1991 with the objective of human resource development in management and technical fields in Nepal through various activities in line with its parent organization, HIDA/AOTS, Japan. Nepal AOTS assists development of the country's private sector through HRD activities and facilitates their business promotion. By the end of 2017, more than 1000 Nepalese have already received training through HIDA/AOTS in Japan and more than 3300 in Nepal itself.

Since 1998, Nepal AOTS expanded its activities in developing human resources in Information Technology sector especially with the cooperation of CICC, Japan, whose objective is to assist the developing countries of Asia in the field of Information Technology.

Similarly, since the early 1990s, Nepal AOTS expanded its activity under the World Network of Friendship (WNF) in for mutual exchange of experts and trainees within South Asian Federation of AOTS Alumni Society (SAFAAS) countries like Bangladesh, India and Pakistan in management and technical fields.

Nepal AOTS Vision 2020 has put the focus on the development of human resources in two specific

areas – Quality Management and Information Technology, and these are executed through the Nepal AOTS' Training Division. Nepal AOTS has been regularly organizing different types of management and technical training programs in Kathmandu with the objective of developing human resources, exchanging of information and learning from each other's experience. These programs are held in its own training center, the Yamamoto Talim Ghar (YTG) located in Koteshwor, Kathmandu as well as in other venues.

Progress Through Human Resources Development

With the common motto of "Progress through Human Resources Development", Nepal AOTS cooperates, implements and organizes programs for the enhancement of skill and knowledge of Nepalese people in three broad modalities.

1. Training in Japan

Nepalese technicians, engineers, managers and entrepreneurs are recommended and sent to Japan for training programs conducted by HIDA/AOTS. These programs vary from short duration study tours to one-year technical training, and based on cost sharing, fully subsidised or fully paid by the participants. Earlier, Nepal AOTS used to get support from CICC, Japan for advanced computer training in Japan.

2. Training in Other Countries

Besides Japan, Nepalese technicians and engineers are also sent for specific training programs in other countries under the auspices of the World Network Friendship (WNF) of HIDA/



AOTS, which symbolizes cooperation among various AOTS alumni societies of those countries. These training programs are also conducted on cost sharing basis which are generally of the duration of up to three weeks.

3. Training Within Nepal

Nepal AOTS conducts different types of training programs within Nepal itself. These programs are basically of three categories.

a. Training by experts from Japan

Nepal AOTS implements programs like Overseas Lecturing Tour (OLT) and Overseas Training Program (OTP) of the HIDA/AOTS, Japan in Nepal. Experts and lecturers from Japan are dispatched by HIDA /AOTS to conduct training and seminars in Nepal in specialized areas recommended by Nepal AOTS.

b. Training by experts from South Asian region

Resource persons from regional AOTS Alumni Societies are invited to conduct specialized seminars and training programs organized by Nepal AOTS. This type of program is generally organized through inter-alumni cooperation and collaboration under the aegis of the World Network of Friendship (WNF).

c. Training by Nepalese experts

Nepal AOTS designs, organizes and implements various training programs, workshops and seminars in different cities of Nepal in cooperation with local trade or business associations. Nepalese experts and lecturers trained in Japan are involved in conducting these Domestic Lecturing Tour (DLT) programs. Such training programs are conducted on need base and cost sharing basis.



THE ASSOCIATION FOR OVERSEAS TECHNICAL COOPERATION AND SUSTAINABLE PARTNERSHIP (AOTS)

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan aims at human resources development in developing countries to promote technical cooperation through training, experts dispatch and other programs.

Initially, AOTS was established as The Association for Overseas Technical Scholarship in 1959 with the support of Japan's Ministry of Economy, Trade and Industry (METI) with the main objective of promoting technical cooperation between Japan and developing countries for the industrialization and development of developing countries and enhancing mutual and friendly relationships between those countries and Japan.

After a major restructuring, in April 1, 2013 AOTS became a division of The Overseas Human Resources and Industry Development Association (HIDA), an organization which came into existence as a general incorporated foundation from March 30, 2013 through the merger of The Association for Overseas Technical Scholarship (AOTS) and Japan Overseas Development Corporation (JODC). The objective of HIDA is 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. Since July 1, 2017, The Overseas Human Resources and Industry Development Association (HIDA)



has been rechristened as The Association for Overseas Technical Cooperation and Sustainable Partnerships adopting the previous acronym, AOTS.

To date, HIDA/AOTS has trained in Japan approximately 190,578 persons from 170 countries and regions; approximately 201,966 persons overseas; approximately 9,230 persons through expert dispatch programs, and approximately, 1260 persons through internship programs. The activities of HIDA/AOTS are financed by Japanese government subsidy, company contributions, and other sources. HIDA works closely with Japan External Trade Organization (JETRO).

Some of the Activities of HIDA/AOTS:

1. Trainings that are needed by industries within and outside Japan and vital to

human resource development 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 human resource development 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



THE 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 Late Mr. Nagaaki Yamamoto. Earlier to the formation of WNF, there was the Inter-Alumni Society Resource Exchange Program. However, the basic guidelines were drawn in the second steering committee meeting held in Dhaka, Bangladesh in November 1998, which was then revised by the WNF Management Committee in the third meeting held in Kuala Lumpur, Malaysia in December 2001. WNF's mission statement is *"The creation of a better world through the ties of friendship and the individuals as well as collective endeavour 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. With this entire endeavour, WNF program can be beneficial to the countries in the region and will certainly be an effort to attain the aim stated in the WNF resolution

The money in this fund was collected in the form of donations from the members of the Alumni Societies, AOTS staff members and other people for the purpose of funding trainee exchange programs among the AOTS Alumni Societies. AOTS is entrusted by the Alumni Societies to manage the WNF Fund and also assists the



Alumni Societies with the implementation of the WNF Program.

AOTS Alumni Societies, as main players, develop and implement training programs or seminars

with the cooperation of other Alumni societies or related organizations. WNF fund gives financial support for such HRD activities every year.

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Useful Links

AOTS Japan – <http://www.aots.jp/hida/en/index.html>
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Annual Activities of Nepal AOTS Alumni Society 2017-2018

1. 27th Annual General Body Meeting

Nepal AOTS Alumni Society held its 27th Annual General Body Meeting at Hotel Himalaya, Lalitpur on 4th August, 2017. The General Secretary's Annual Activity Report and the Treasurer's Financial Report were presented on the occasion, and the reports were passed unanimously endorsed by the AGM after the floor discussion.



2. Meetings and Other Business

The following are the formal meetings carried out to plan and execute the activities of Nepal AOTS on a regular basis throughout the year 2016/17

Monthly Meeting	11
Executive Committee Meeting	12
Special Executive Committee Meeting	4
WNF Committee Meeting	8
Nepal AOTS Training Division Meeting	6

Special thank goes to Mr. Naruo Katte, Research Officer, Embassy of Japan and Mr. Hideaki Takada, Vice President, JCCN and AOTS Advocate to Nepal AOTS for their presence in monthly meetings and various other Nepal AOTS programs.

3. 12th SAFAAS Convention, Colombo, Sri Lanka

A team of Nepal AOTS member delegates and observers attended 12th South Asian

Federation of AOTS Alumni Societies (SAFAAS) Convention on 27-28 October 2017 in Colombo, Sri Lanka under the leadership of President, Mr. Mahesh Kumar Nakarmi. Altogether 15 Executive members, general members accompanied by few family members as observers attended the 2 day conference. The theme of the convention was Creating Inspirational Business Leaders under the Stewardship of AOTS. The convention also organized Youth Leadership Workshop (YLW) under the same theme to mark the occasion.



4. Training Programs

a. The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan

There were 67 participants selected for various training programs under AOTS, Japan during the period of August 2017 to July 2018 i.e. between two AGMs of Nepal AOTS.

The overview of those training programs attended by participants in Japan is depicted chronologically as follows:

- i. The Leadership Development Training Program[LDTP], 7 – 20 September 2017
 - 2 participants
- ii. The Program on Information and Communication Technology in

- Manufacturing Industry [PICT], 25 September – 6 October 2017
 - 2 participants
- iii. The Program on Corporate Management for Nepal [NPCM], 1 – 14 November 2017
 - 22 participants from FNCCI, CNI and NCC
- iv. The Executive Program on Production Management [EPPM - 2], 7 – 30 January 2018
 - 2 participants
- v. The Program on Business Innovation [PBI], 22 – 31 January 2018
 - 2 participants
- vi. The Logistics Management Training Program [LMTP – 2], 1 February – 6 March 2018
 - 1 participant
- vii. The Program for Japanese Corporate Management [PJCM], 21 February – 8 March 2018
 - 1 participant
- viii. The Quality Control Training Course [QCTC- 2], 22 February – 9 March 2018
 - 1 participant
- ix. The Program for Quality Problem Solving [PQPS- 2], 28 February – 13 March 2018
 - 1 participant
- x. The Program on Consultancy Training [PCT], 1 – 14 March 2018
 - 2 participants
- xi. The Training Program on Program & Project Management for Advanced Infrastructure- [PPMI], 1 – 14 March 2018
 - 1 participant
- xii. The Training Course on Solving Human and Organizational Problems [SHOP], 7 – 18 May 2018
 - 2 participants
- xiii. The Executive Program on Production Management [EPPM], 16 - 29 May 2018
 - 1 participant
- xiv. The Logistics Management Training Program [LMTP], 28 May - 8 June 2018
 - 1 participant
- xv. The Program on Corporate Management for Nepal [NPCM], 28 May – 8 June 2018
 - 25 participants

- xvi The Executive Program For Corporate Management [EPCM], 23 July – 3 August 2018
 - 1 participant

b. Training Programs under World Network Friendship (WNF)

A series of training programs under WNF were conducted by Nepal AOTS in 2017. President Mr. Mahesh Kumar Nakarmi as the coordinator of WNF training programs and VP Mr. Prashant Lal Shrestha, as the Training Division Head, have coordinated for the smooth conduction of the training programs. A brief overview of WNF programs conducted in 2017/18 is as follows:

i. Training of Trainers (ToT)

Training of Trainers (ToT), a 4-days training program under WNF was conducted at Hotel Yellow Pagoda from 9 to 12 October 2017. Mr. Syed Masud Hasan from Bangladesh AOTS-HIDA Alumni Society (BAAS) was the key resource person for the training program. The training program was successfully conducted with attendance by 14 participants from different business sectors in Kathmandu.



ii. Total Quality Management

Training on **Total Quality Management (TQM)**, a 3-days training program, was successfully conducted at Hotel Yellow Pagoda by resource person, Ms. Sakunthala Goonetilleke from JASTECA,



Sri Lanka. Altogether 20 participants representing various business sectors benefitted from the training program on quality management.



iii. Employee engagement : Tool for increasing organizational efficiency and productivity Employee

WNF training program titled **Employee Engagement: Tool for Increasing Organizational Efficiency and Productivity**, was organized by Nepal AOTS at Hotel Kaze Durbar, Kamal Pohari from 30 July – 2 August 2018 with attendance by 20 participants from different business organizations. The 4-days program was conducted with the support of resource

person Mr. Rupak Nasrullah Zaidi from Bangladesh AOTS-HIDA Alumni Society (BAAS).

Forthcoming WNF Training Programs

The following training programs have also been approved to be conducted by Nepal AOTS under WNF in 2018:

- Practical Solutions for Quality related Problems in Organizations
- Leadership Development

c. Training Programs under Training Division of Nepal AOTS

A series of one-day training program on Office Kaizen and 5 'S' Concepts were organized for different business sectors by Training Division of Nepal AOTS during the period of 12 – 16 November 2017 in Kathmandu. The resource person for the program was Mr. Prakash Yardi from India. The one-day training programs were conducted consecutively for five days, mainly with two different themes on **Office Kaizen and 5 'S'** for different target groups on each occasion. The details of the training programs are as follows:

Date	Title	Participants and Venue
12 Nov 2017	Office Kaizen and 5 'S' concepts	15 participants, Hotel Yellow Pagoda
13 Nov 2017	Training on Manufacturing Excellence through Kaizen	15 participants, Hotel Yellow Pagoda
14 Nov 2017	Training on Manufacturing Excellence through Kaizen	36 participants, Deurali Janata Pharmaceuticals Ltd (DJPL)
15 Nov 2017	Office Kaizen and 5 'S' concepts	32 participants, Kantipur Media Group (KMG)
16 Nov 2017	Office Kaizen and 5s	45 participants, CNI in Hotel Yellow Pagoda



d. Overseas Training Program (OTP) from AOTS, Japan

Overseas Training Program (OTP) in Nepal is being resumed after a gap of more than a decade and a half, as AOTS, Japan is conducting OTP in Kathmandu in cooperation of Nepal AOTS Alumni Society under the support of Ministry of Economy, Trade and Industry (METI), Japan. **The Training Program on Changing Behavior for Productive Organization** is going to be conducted in Kathmandu on 15-16 November 2018 by senior resource person from Japan, Mr. Noriyuki Murata, and the two-days program is expected to benefit more than 40 participants from various professional background in Kathmandu. A series of communication by Nepal AOTS regarding resumption of Overseas Training Program in Nepal as well as follow-up by VP Mr. Prashant Lal Shrestha with AOTS, Japan proved instrumental in bringing back Overseas Training Programs to Nepal.

5. Bonenkai 2017 Program

Year-end celebration program, Bonenkai, was observed on 17 December 2017 at Platinum Hotel, Kathmandu. The program was attended by 116 Nepal AOTS members and guests, and Ambassador of Japan to Nepal, His Excellency Masashi Ogawa, was the guest of honor. The members and guests exchanged wishes while cultural shows of Nepal and Japan were enjoyed by the attendees of the program.



6. Facilitation for Grant Assistance for Grassroots Human Security Projects (GGP) to RCHSC, Bhotechaur

Nepal AOTS had, earlier in 2017, through its Earthquake Relief Fund, built a pre-fabricated X-Ray building for Rural Community Health Service Center (RCHSC), Bhotechaur, Sindhupalchowk which was severely damaged by the earthquake of 25 April 2015. After the inauguration of the building by Ambassador of Japan, H.E. Masashi Ogawa on 23 March 2017, Nepal AOTS requested for upgrading the health center through Grant Assistance for Grassroots Human Security Projects (GGP) of the Government of Japan. The request was accepted, and accordingly, an agreement was signed between the Embassy of Japan and RCHSC on 21 February 2018 for the Project for the Installation of Medical Equipment for the Community Health Center funded under GGP amounting to USD 32,708 (approximately NPR 3.3 million).



7. Social and Relief Activities

- Donation of Rs. 30,000 was made through Parsa Milan Kandra, a social service organization, on 26th Jan 2018 for the benefit of the people suffering from severe cold during the winter season in Parsa region in Terai.
- 5 computers donated by Geospatial Pvt. Ltd. were handed over to Bhim Adhar Community School in Bhimpheedi, Makwanpur on 25 March by Executive members of Nepal AOTS amidst a handover ceremony organized to mark the occasion.

8. TALIM Publication

27th edition of TALIM has been published this year as well by the TALIM Publication Committee led by Executive Committee Member, Mr. Kishore Bhakta Mathema. Nepal AOTS owes its gratitude to timely advice and support provided its advisors and special thanks goes to the well wishers of Nepal AOTS, and various other organizations which supported the publication of the magazine by providing advertisements and articles.

9. Farewell Programs

- i. Nepal AOTS organized a farewell program on 14 May 2018 at Hctel Shangri-La jointly with JUAN to bid farewell to H.E. Masashi Ogawa, who had successfully completed his tenure in Nepal. Madame Ambassador was also present on the occasion. Nepal AOTS thanked the Ambassador and the Embassy of Japan for participation in Nepal AOTS activities and for the support provided by EOJ to Nepal AOTS.
- ii. A farewell program was organized on 16 May to bid farewell to Mr. Naruo Katte, Research Officer, Embassy of Japan. Nepal AOTS thanked Mr. Katte for valuable contributions made by his active presence during Nepal AOTS activities and monthly meetings as representative from Embassy of Japan.

10. Visits

- i. A courtesy visit was made by Nepal AOTS Advisor and Executive Committee members to newly appointed Ambassador of Japan to Nepal, His Excellency Mr. Masamichi Saigo, on Tuesday, 19 June 2018. During the meeting, His Excellency was briefed on the activities of Nepal AOTS and the Executive Committee members also thanked Embassy of Japan for the support provided to Nepal AOTS.
- ii. Mr. Akira Kuriyama, Representative, AOTS, New Delhi Office, visited Nepal AOTS secretariat on 19 November 2017 and 6 May. On May 5, Mr. Kuriyama attended orientation program held for 25 participants attending NPCM training program in Japan.
- iii. Vice President and Head of Training Division, Nepal AOTS, Mr. Prashant Lal Shrestha, during his visit to Japan on 1-15 March 2018, held a meeting with Mr. Shinya Kuwayama, President, AOTS, Japan to discuss about support to Nepal AOTS activities from AOTS, Japan. Similarly, Mr. Shrestha met Senior Managing Director Mr. Joji Tateishi, Managing Director Mr. Yuji Shimo-Osawa, Senior Manager Mr. Hiroyuki Sato and Manager Mr. Masami Tada at AOTS Head Office in Tokyo where he briefed about Nepal AOTS activities and requested AOTS, Japan to continue the support of the training in Japan and to revive the Oversea Training Programs (OTP) in Nepal.

In Japan, a company does not start out with an entrepreneur who wants his workers to play the role of tools. He creates his company and hires personnel to help him carry out his ideas. Once hired, the personnel are considered collaborators and not machines to make money.

- Mr Akio Morita



Training Under AOTS Japan (2017-18)

S.N.	Name of the Program	Duration	Training Location	Name of Participants	Name of the Participants Company
1	The Leadership Development Training Program[LDTF]	7 – 20 September 2017	Tokyo	Mr. Subash Sharma Mr. Subhas Sapkota	F1soft International Pvt. Ltd. eSewa Fonepay Pvt. Ltd.
2	The Program on Information and Communication Technology in Manufacturing Industry(PICT)	25 Sep – 6 Oct 2017	Tokyo	Mr. Ujjwal Manandhar Mr. Sumit Shrestha MR. BHUVAN ACHARYA MR. BINOD RANJIT MR. GYANENDRA PRASAD DAHAL MR. GYANI PRASAD UPRETY MR. ISWAR PRASAD GAUTAM MR. MANOJ KUMAR DAS MR. MUKUNDA PRASAD LAMICHANE MR. NARAYAN PRAKASH BHUJU MR. RAJU POUDEL MR. RITESH MEHAR SHRESTHA	Nepal Investment Bank Limited Himalayan Infrastructure Fund Ltd TSN Plastcare Industries Pvt. Ltd. Nepal Bangladesh Bank Ltd. Mega Shoe Industries Pvt. Ltd. Quest Pharmaceuticals Pvt. Ltd. Surya Nepal Pvt. Ltd. Manoj Gas Udyog Pvt. Ltd. Prabhu Bank Ltd. Machhapuchhre Bank Ltd. Arghakhanchi Cement Pvt. Ltd. Global Merchants and Logistics Pvt. Ltd.
3	The Program on Corporate Management for Nepal (NPCM)	1 November – 14 November 2017		MR. RUPESH KRISHNA SHRESTHA MS. SANGITA KADARIYA MR. SUBASH VAIDYA MR. SUMAN ACHARYA MR. SUMAN KUMAR THAPA MAGAR MR. SURAJ UPRETI MR. UJJWAL CHAULAGAI MR. ROSHAN MALLA MR. SURESH PANDEY MR. TIKA BAHADUR NEPALI DEULA MS. GITA TAMRAKAR MR. SURIDH DAS SHRESTHA	Subarna Match Factory Pvt. Ltd. Shikhar Shoe Industries Pvt. Ltd. Standard Automobiles Pvt. Ltd. Civil Bank Ltd. Pioneer Developers & Builders Pvt. Ltd. SR Steel Industries Pvt. Ltd. Makawanpur Media Pvt. Ltd. Citizens Bank International Ltd. Deurali-Janta Pharmaceuticals Pvt. Ltd. Arati & Company Everest Art Paper Home Furnishers Pvt. Ltd.



4	The Executive Program on Production Management[EPPM-2]	7-30 January 2018	Aichi	Mr. Vivek Agrawal	Shakun Chiya Udhog
5	The Program on Business Innovation [PBI]	22 – 31 January 2018	Tokyo	Mr. Rajendra Chapagain	Creative Press Pvt. Ltd
6	The Logistics Management Training Program 2 (LMTP2)	1 February – 6 March 2018	Aichi	Mr. Surya Bahadur Tamang	Siddhatha Bank Limited
7	The Program for Japanese Corporate Management [PJC]	21 February – 8 March 2018	Osaka	Mr. Sagar Poudyal	Civil Bank LTD.
8	The Quality Control Training Course(QCTC- 2)	22 Feb – 9 Mar 2018	Osaka	Mr. Diwash Aryal	Deurali-Janata Pharmaceuticals Pvt.Ltd
9	The Program for Quality Problem Solving [PQPS- 2]	28 Feb – 13 Mar 2018	Tokyo	Mr. Yub Raj Guragain	Civil Bank Limited
10	The Program on Consultancy Training [PCT]	1 – 14 March 2018		Mr. Mukunda Chaulagain	Fred Hollows Intra Ocular Lens Laboratory, Tilganga Institute of Ophthalmology
11	The Training Program on Program & Project Management- for Advanced Infrastructure- [PPMI]	1 - 14 March 2018		Mr. Navin Kumar Thapa	Fred Hollows Intra Ocular Lens Laboratory, Tilganga Institute of Ophthalmology
13	The Training Course on Solving Human and Organizational Problems(SHOP)	7 – 18 May 2018	Aichi,	Mr. Prashant lal shrestha	Islington College
14	The Executive Program on Production Management[EPPM]	16 - 29 May 2018	Aichi,	Mr. Nishesh shakya	Institute for Professional Training & Management Nepal
15	The Logistics Management Training Program (LMTP)	28 May - 8 June 2018	Tokyo	Mr. Surendra Nath Panta	Contech Pvt. Ltd
				Mr. Bijay Gurung	Deurali-Janata Pharmaceuticals Pvt.Ltd
				Ms. Rashmi Pant	Prabhu Bank Ltd.
				Mr. Kiroj Rajbanshi	Deurali-Janata Pharmaceuticals Pvt.Ltd
				Mr. Bijay Maharjan	Deurali-Janata Pharmaceuticals Pvt.Ltd



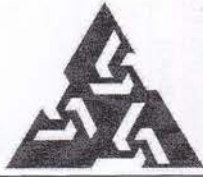
12	The Program on Corporate Management for Nepal (NPCM)	28 May – 8 June 2018	Osaka	Mr. AJAY KUMAR PANDAY	Kishan Pipe Products Pvt Ltd.
				Mr. ANMOL PRADHAN	Himalayan pole Ind. Pvt. Ltd.
				Mr. BIKASH PALIKHE	kumari Marketing Pvt. Ltd.
				Mr. INDRA PRASAD SAKPOTA	Laxmi Int'l Pvt. Ltd.
				Mr. KHALENDRA PAUDEL	IME Ltd.
				Mr. MADHAV PRASAD NEUPANE	Hetauda Sandesh National Daily
				Mr. NIKESH DWA	Mid Town Galleria Pvt. Ltd.
				Mr. PRASHANT DUGAR	Pine Overseas Pvt. Ltd.
				Ms. PRATHANA RAJBHANDARI VAIDYA	Brihat Developers & Builder Pvt. Ltd.
				Mr. ROHIT KARKI	Pathivara Concrete Ind. Pvt. Ltd.
				Ms. SHEELA PRADHAN	Mars Advertising and Research Pvt. Ltd.
				Mr. SHISHIR PACHHAI	Kantipur Publication Pvt. Ltd.
16	The Executive Program For Corporate Management (EPCM)	23 July – 3 August 2018	Tokyo	Mr. SUGEN SHAKYA	Prabhu Capital Ltd.
				Mr. VISHAL PHUYAL	Sahara Packaging Pvt. Ltd.
				Mr. JAGDISH CHANDRA BHATT	Gangotri Group
				Mr. AMAR GHIMIRE	Hi-Tech Developers Pvt. Ltd.
				Mr. DEEPAK RAJ GIRI	Maw Earthmovers Pvt. Ltd.
				Mr. RAJESH KUMAR AGRAWAL	Kanchanjunga Cement Udhog Pvt. Ltd.
				Mr. ANKIT PAUDEL	Gaurav Nepal Engineers Pvt. Ltd.
				Mr. DEVENDRA BARTAULA	Ecogreen Fibers Ind. Pvt. Ltd.
				Mr. AAKASH SIMKHADA	Nepal Hume Pipe Pvt. Ltd.
				Mr. RAMESH BISTA	Deurali - Janta Pharmaceuticals Pvt. Ltd.
				Mr. YADAV PRASAD BHANDARI	Rupandehi Chamber of Ind.
				Mr. MANOJ DHODARI	Orchid Resort Pvt. Ltd.
				Mr. DIPAK KHATRI	Mukteshwori Beverage Pvt. Ltd.
				Ms. Isha Shrestha	Nilgiri Khola Hydropower Company Ltd

WNF Training Programs

Sno.	Program Name	Date	Venue / Address	No of Participant Attended	Resource Person
1	WNF : TOT Training	9-12 October 2017	Yellow pagoda	14 Participants	Mr. Syed Masud Hasan (BAAS)
2	WNF : TQM Training	6-8 Nov 2017	Yellow Pagoda	20 Participants	Ms. Sakunthala Goonatileke (JASTECA)
3	WNF : Employee Engagement:	30 July - 2 August 2018	Hotel Kaze Durbar	20 Participants	Mr. Rupak Nasrullah Zaidi (BAAS)

Training Programs under Training Division of Nepal AOTS

1	Office Kaizen And 5's' Training	12th November 2017	Yellow Pagoda	15 Participants	Mr. Prakash Yardi (India)
		13th November 2017	Yellow Pagoda	10 Participants	
		14th November 2017	DIPL	36 Participants	
		15th November 2017	KMG	32 Participants ??	
		16th November 2017	Yellow Pagoda (CNI)	45 Participants	



SOUTH ASIA FEDERATION OF HIDA-AOTS ALUMNI SOCIETIES (SAFAAS)

Office: Sri Lanka Japan Cultural Centre. No. 4, Bala Tampoe Lane (22nd Lane), Colombo 3, Sri Lanka
Tel : (94-11) 2449057, 2337007 Fax : (94-11) 2449057
E-mail : jassecc@itmin.net, 2017safaas@gmail.com

Colombo Resolution

Resolutions Passed at the 12th SAFAAS Convention in Colombo Sri Lanka on 28th October 2017

Colombo Resolution is proposed under two main topics.

A. Emerging Role of Alumni Societies to Explore Inter-regional Opportunities

1. SAFAAS Web Site

SAFAAS Website has to be updated and enhanced to get the maximum benefits. It has to be attractive and user friendly.

It is resolved that there should be a Process owner and time line for completion. Web site enhancement will be completed by 31st of March 2018. JASTECA will be the process owner.

2. Best Practices

It is recommended to have presentations on best practices including Energy Management during SAFAAS Convention by each Alumni Society. Those activities will be evaluated and recognized by panel of judges.

3. SNF – SAFAAS Network of Friendship

It is recommended to setting up SAFAAS Network of Friendship for,

- Exchange of expertise for skill matching for requirements of Alumni Associations using available resources in SAFAAS Region
- Exchange of People

4. Developing Business Promotions.

For developing Business Promotional Strategy, SAFAAS Alumni Societies will initiate dialog among them. The timeline and the strategy will be decided by new executive committee.

EXECUTIVE COMMITTEE

President: Athulla R. F. Edirisinghe
Immediate Past President: Jimmy Joseph
Secretary General: Mangala Samarajeewa
Immediate Past Secretary General: Hudson Peter
Senior Vice President: N. Jacob Kovoor
Vice President: Vasundhara Rasal
Treasurer: Nihal Seneviratne
Joint Secretary: Man Mohan

Representative Members: Zakariul Islam Swapon, Md. Kamalur Rahman, G. Chandramohan, Makarand K. Joshi, Jayesh M. Solanki, Datta Prasad Potapragada, P. K. Roy, Mahesh Kumar Nakarmi, H. Suresh, Muhammad Saeed Babar





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E-mail : jasec@itmin.net, 2017safaas@gmail.com

B. Role of Alumni Societies to Enhance Opportunities for Mutual Benefit with AOTS

1. AOTS will be requested to cooperate in identifying training needs and developing updated Curriculum of Training for Industries of the SAFAAS Region
2. Extending Training in Automation for SME Sector
3. Requesting AOTS assistance for Vocational Training & Skill Development along with AOTS alumni Associations
4. To meet today's Japanese language expertise, needs AOTS assistance to AAS and inter alumni Cooperation
5. Promote Inter-regional Cooperation

Appreciation to JASTECA & AOTS

All the delegates of alumni Societies attending the 12th convention wish to register deep appreciation to JASTECA & AOTS for making this event most successful.

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S/N	Alumni Society	Full Name	Post in A/S	Signature
8	AOTS Alumini Association of Western India Mumbai (AAAWI)	Mr. Anjani Agrawal	President	
18	AOTS Alumni Society of Central India (AASCI)	Mr. Raikar Uday Neelkanth	President	
24	Alumni Society of AOTS Kerala (ASA Kerala)	Mr. Kovoov Ninan Jacob	President	
68	AOTS Alumni Society, Delhi (AASD)	Mr. Man Mohan	President	
72	Nepal AOTS Alumni Society (NAAS)	Mr. Mahesh Kumar Nakarmi	President	
90	JASTECA	Mr. Nihal Seneviratne	President	
60	Chattagram AOTS-HIDA Alumni Society (CAAS)	Mr. Mohammad Kamalur Rahman	President	
32	Bangladesh AOTS - HIDA alumni Society (BAAS)	Mr. Swapan Zakariul Islam	President	

End of Resolution

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5th Youth Leadership Workshop Colombo- Sri Lanka

5th Youth Leadership Workshop was held in Colombo, Sri Lanka on 27th and 28th October, 2017. Event was organized by South Asian Federation of AOTS Alumni Societies (SAFAAS) in conjunction with 12th SAFAAS Convention.

Objective of the program was to enhance leadership quality of the youth leaders in alumni societies, strengthen the network among the participants, and to exchange views and share experience with the senior and successful leaders of the alumni societies.

Previously, 1st YLW program was held in Kathmandu, Nepal on 15th & 16th December in 2011; 2nd YLW in Colombo, Sri Lanka on 25th & 26th January 2013; 3rd YLW in Cox's Bazar, Bangladesh on 27th & 28th September, 2013; and 4th YLW in Kochi, India on 4th & 5th October, 2015.

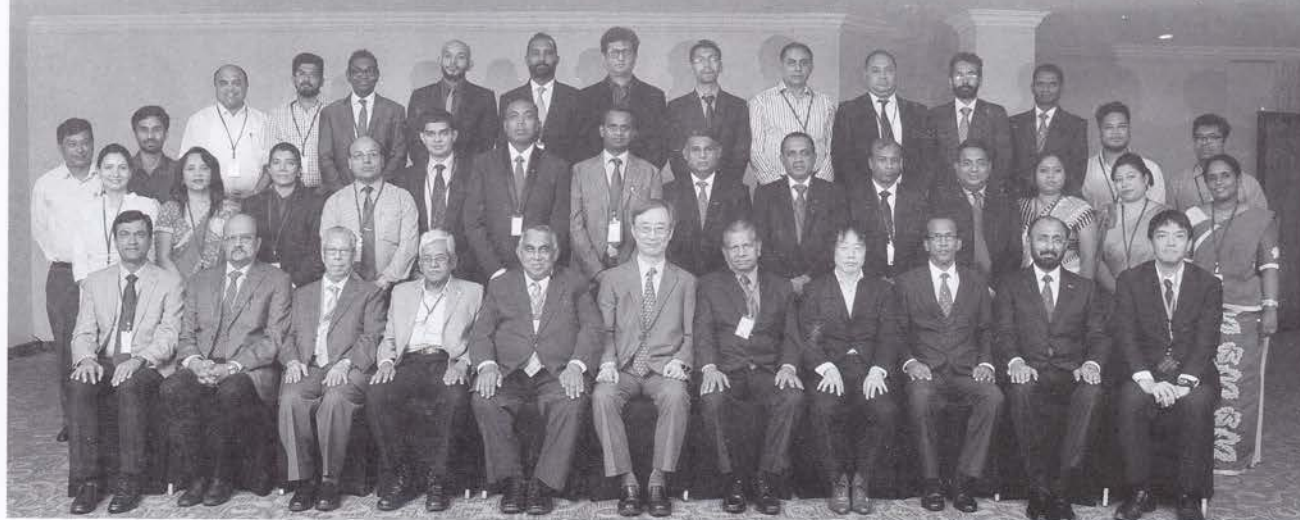
Japan Sri Lanka Technical and Cultural Association (JASTECA) was the host organization for 5th Youth Leadership Workshop. Workshop was scheduled for one and half day having 4 mentoring sessions (Vision is the Mantra for Young Leaders in Alumni Societies today; Silver, Grey and Black- We need all three vintages to give the best of its kind to our Young Leaders; It is not a Relay if one Runner holds on and refuses to hand the Baton off to the next Runner; You Can't Control the Waves - So Learn to Surf), 1 brainstorming session and one working session along with SAFAAS members.

Nepalese delegations for 5th YLW program from Nepal were Nepal AOTS Joint Secretary Mr. Narayan Thapa; Executive Committee Members Ms. Nishma Bajracharya and Shanta Banskota Koirala; and Nepal AOTS Members Mr. Nirmal Chandra Jha, Mr. Raj Kumar Gupta and Mr. Saroj Shrestha.



5th Youth Leadership Workshop

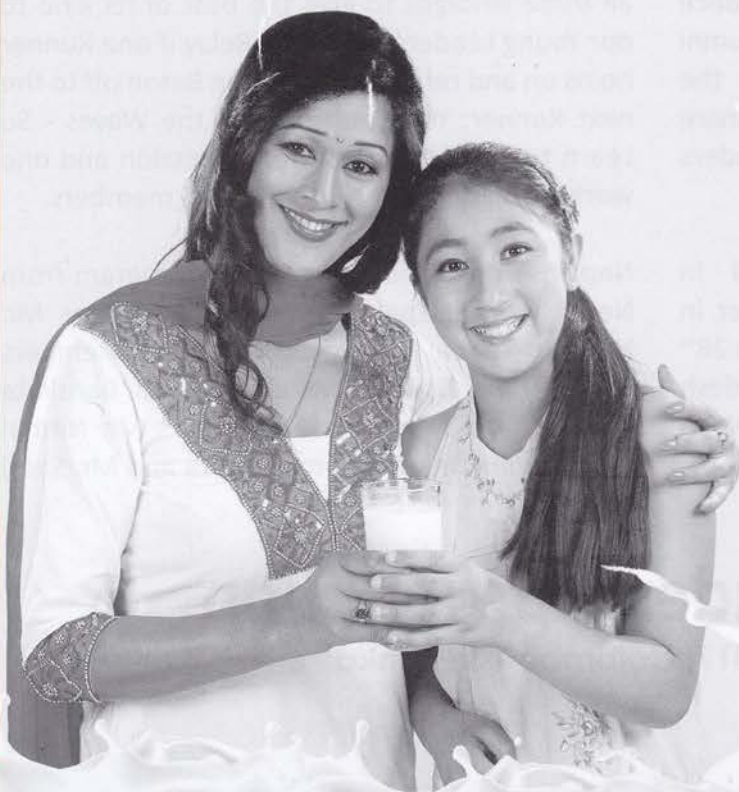
27th October 2017, Colombo - Sri Lanka





हरेक परिवारको रोजाई

शीता शम दूध



स्वस्थ रहन... शीता शम दूध

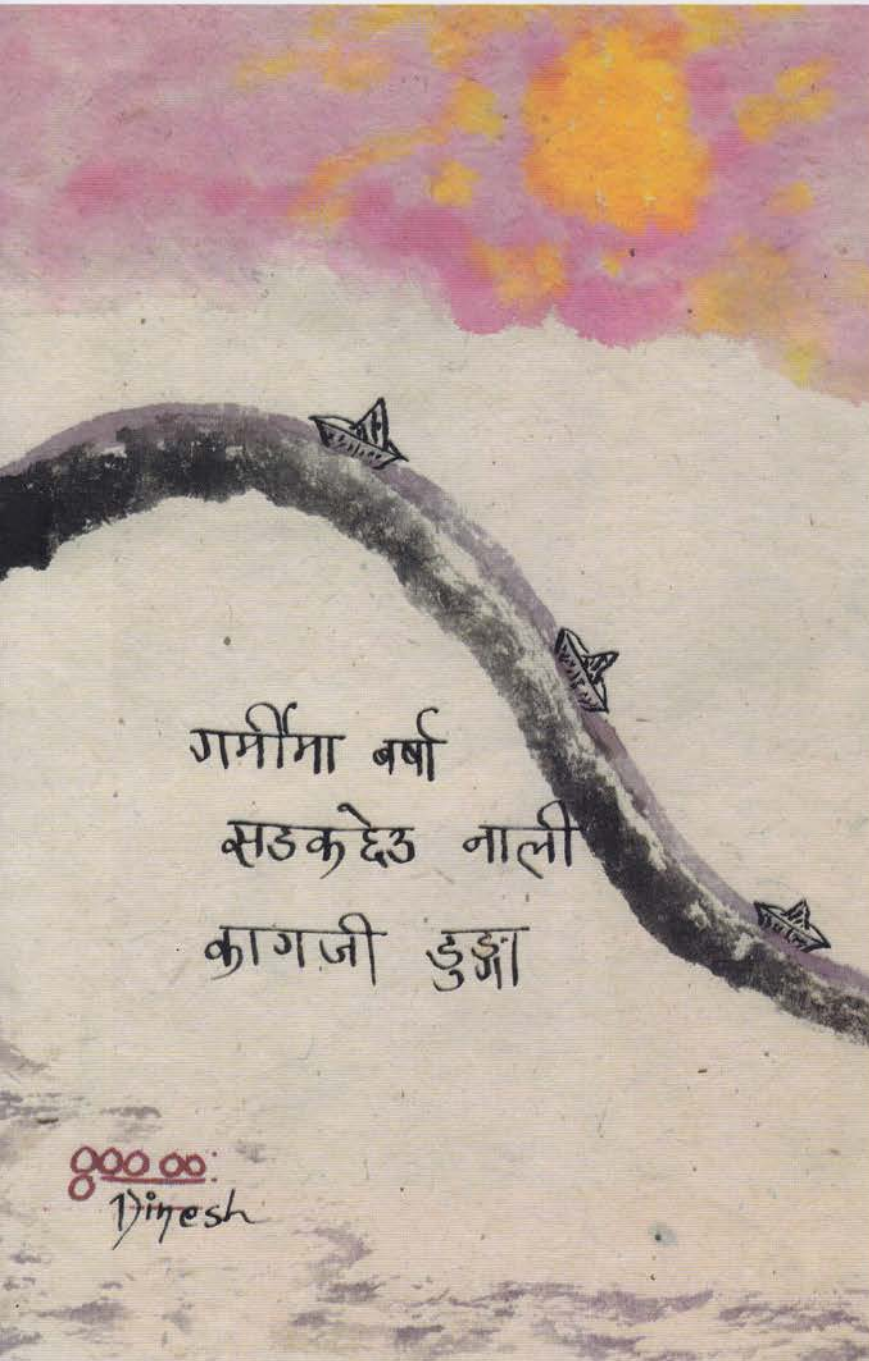
१००% शुद्ध १००% पौष्टिक



Haiga: Triangular Literary Arts from Japan to the World

"godhooli" Dinesh Chapagain

Advisor - Nepal AOTS



Haiga is a famous visual art that synchronizes the essence of three established individual creative arts- the haiku poem, calligraphy letters and visual paintings or photos. Synchronizing three arts in one single frame expands the emotions of poet, calligrapher and visual artist in one single moment and gives more pleasure to the viewers. Among four great masters of Haiku- Matsuo Basho (1644-1694), Yosa Buson (1716-1784), Kobayashi Issa (1762-1826) and Masaoka Shiki (1867-1902), Buson was a famous painter of that time and he initiated to include haiku on his art and the Haiga was born. Siki gave the name to the smallest poem as Haiku and this triangular literary art became Haiga. Haiga means visual form of Haiku.



My Nepali Haiga: Childhood (innocence)

This summer, it was very hot and people at the street were sweating and complaining. Suddenly, it rained heavily and all ran away towards hiding places, again complaining. However, children came out from home and schools on the street giggling and playing with their paper boats. They played with their paper boats on the street drainage. Aha! This moment created this haiku-

summer rain . . .
roadside drainage
paper boats





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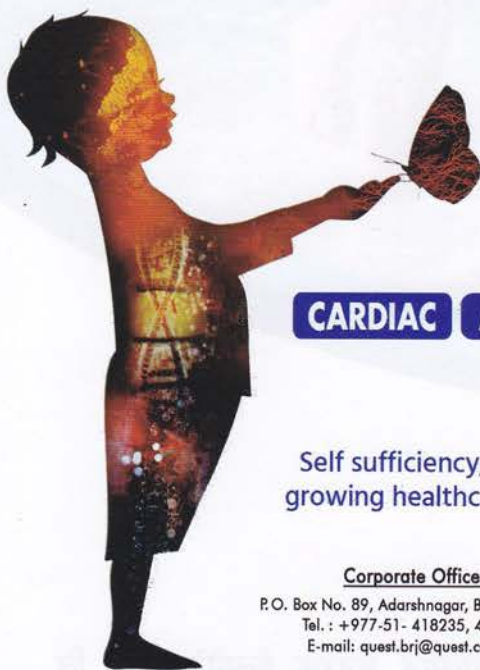


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"Overview of Energy Sector in Selected South Asia Countries"

Ramesh P. Nepal
Advisor - Nepal AOTS

Background

South Asia is in the midst of an energy supply and environmental crisis. This crisis is the result of insufficient investments in the development of new energy supplies and power generation facilities; lower grade domestic fuel sources; and continued utilization of inefficient and outdated facilities that primarily combust poor quality fuels. This state of affairs is compounded by the fact that several governments in the region have reneged on the terms and conditions that had been previously agreed upon with private developers, especially in the power sector for market development.

Therefore, it is not surprising that large-scale foreign private capital has been scarce over the past years.

The challenge is to revive the region's credibility with the local and international private investment community. The question is how can this be done?

Linkages between energy access, economic development and regional security has spurred South Asian governments to develop ambitious plans for improving energy availability and services to marginalized populations. This is a necessary step to bring these communities into a more productive economy. Yet governments alone cannot invest in the sector and the time is ready for win-win partnerships with the private sector.

In Bangladesh, only 32% of the population has access to electricity. As part of its socioeconomic development plan, the government has proposed

to have 100% of households supplied with electricity by the year 2020.

The Government of Bhutan has plans for 100% electrification by the year 2020, from the current 40% electrification

India has set an ambitious target of electrifying all villages by grid extension, and to electrify all households by 2020.

Pakistan plans to reach over 13,000 additional villages of a total un-electrified 44,000 villages by 2020.

Sri Lanka proposes to electrify 75% of households by 2020.

In Afghanistan, more than 90% of the population lacks access to electricity, hindering rural development, preventing improved quality of life, and damaging the Government's ability to gain support from the rural population.

Increasing population's access to energy supply generally improves standard of living and increases economic opportunity and participation. In unstable places such as Afghanistan, the NWFP of Pakistan, Northern Sri Lanka and Nepal there is an additional benefit to national and regional security by providing access to energy options for poor communities and enabling them to participate in managing their energy resources and build new economic and social opportunities.

While these are desirable goals. The ambitious social goal of providing universal access comes at a great cost that has serious implications for



energy demand and the need to reduce risks associated with energy security. Moreover, the investment requirements are enormous and likely unattainable without significant private sector investment. If these issues are to be resolved, policies and plans formulated at the respective national levels will need to be coordinated at the regional level through cooperative initiatives to reduce the cost of power generation, improve the return-risk ratio for energy developers and investors, and increase the access to supply for the poor.

Energy Demand and Clean Energy

World electricity demand is projected to double between 2006 and 2030, with electricity demand growth tripling in developing countries by 2030. By then, developing countries will equal and begin to exceed the demand levels of the industrialized world. Much of this growth is met by fossil fuels such as oil and coal. However, the growing concern for climate change is encouraging governments to look at cleaner energy alternatives, such as renewable energy and energy efficiency.

Renewable energy (excluding large hydro) accounted for 5% of total electricity capacity of 170 Gigawatt (GW) in 2005. Developing countries accounted for 44% of this installed capacity. Most of this was generated from small hydropower and wind energy. India currently ranks as the 4th largest wind energy nation in the world in terms of installed capacity.

Yet, fossil fuels will continue to dominate energy use. Renewable energy use remains at about 14% of the total energy generated. However the composition of renewable energy consumption is projected to shift from traditional biomass, which includes animal waste, fuel wood and crop wastes, and hydropower to other technologies such as modern biomass, solar, geothermal, wind, tidal and wave.

Renewable energy technologies have made tremendous advances in the last 25 years. Today, they offer significant advantages over

conventional fuels for meeting global energy needs. Benefits of renewable energy include:

- Utilize locally available resources – the sun, wind, biomass, geothermal and hydropower.
- Reduce the need for fossil fuel imports and improving national energy security.
- Creation of local new employment and income opportunities.
- Renewable energy sources are modular in nature, providing flexibility and the opportunity to scale up investments. Also, the ability to locate the systems close to the load requirement vs costly grid extensions, especially in less populated areas.
- Renewable energy solutions match well to a variety and or combination of grid, off-grid, remote and distributed applications; in many instances, renewable energy is the least cost energy solution.
- Conservation of a country's natural resource base.
- Health benefits, particularly to women and children in developing countries, through the transition to improved cook stoves cleaner combustion cooking fuels.
- Contribution to rural social development through the provision of modern energy services, including lighting, heating, cooking, cooling, water pumping, transportation and communication that enhance people's lives.
- Environmental benefits; renewable energy use lacks the nitrogen and sulfur oxides that are harmful to humans, animals and plants and CO₂ and methane emissions, which contribute to climate change.

In the last few years, renewable energy and energy efficiency technologies have experienced substantial improvements in cost, performance and reliability, making them competitive today in a range of applications. Recent growth rates have outpaced of all energy industries. The momentum for renewable energy and energy efficiency worldwide is strong and the prospects for these technologies virtually untapped.



Rural Energy

There are currently 1.6 billion people without access to electricity and there will be 1.4 billion people without electricity access in 2030. Most of these people live in developing countries, with especially poor electricity access in South Asia.

More than 2 million households in developing countries receive electricity from solar home systems (SHS). Most of these systems, as well as the recent growth in solar home use, are occurring in a few specific Asian countries (India, Sri Lanka, Nepal, Bangladesh, Thailand and China), where the affordability problem has been overcome either with micro-credit or by selling small systems for cash and where government and international donor programs have supported markets and capacity building for local technicians.

Small-scale biomass gasification is also a growing commercial technology in some developing countries, especially in rural areas, where government initiatives are underway to promote investments to establish village-scale mini-grids and community enterprises that make productive use of electricity and mechanical energy produced from renewable energy. Such productive uses can support small-scale industry, agriculture, telecommunications, health, education and water services in rural areas.

Barriers and Dilemma's

In spite of the promising growth trend in global renewable energy investments, most developing countries have not substantially benefited from the recent boom in renewable energy investment.

This is largely due to the fact that there are a number of barriers which put renewable energy at an economic, regulatory or institutional disadvantage compared to other forms of energy:

- The higher relative costs of the technologies (despite cost reductions) in a number of applications; renewable energy systems generally have higher upfront capital costs than conventional energy.
- Lack of mature markets and favorable policy, regulatory and legal frameworks to encourage the development of and investment in renewable energy.
- Subsidies for fossil fuel exist in many developing countries. This makes it difficult for renewable energy to compete.
- Inadequate institutional capacity for all aspects of renewable energy project/program design, development and implementation, including lack of required skills and knowledge
- Insufficient access to affordable financing for project developers, entrepreneurs and consumers; investors and financial institutions generally perceive renewable energy financing more risky because of the long lead-time of investments.
- Restrictions on construction, transmission access and utility interconnection.
- The small nature of the technologies and inadequate capacity for scale-up, often coupled with the geographic dispersion of low population densities of rural customers contributes to high transaction costs for renewable energy projects and insufficient cost recovery.
- Insufficient mechanism for international cooperation, including trade, finance, technology transfer and sharing best practices.

Driving Clean Energy Investments

The South Asian region needs investment and governments are working on establishing transparent policies and procedures for developers.

Key factors that will drive the growth in the clean energy and energy efficiency investment in the region:



- A large demand- supply gap in electricity.
- The region has sufficient availability of critical renewable energy resources, including solar, wind, biomass, urban and industrial waste and small hydro resources.
- Low gestation periods for establishing clean energy and efficiency projects with proven technology.
- Conducive government policies.
- Well-developed local financing schemes available for capital equipment.
- Increasing common awareness among investors and consumers that being environmentally responsible has economic benefits, for example via carbon credit trading schemes.

South Asia

At 1.4 billion people, South Asia accounts for 20% of the world's population and is growing rapidly. Out of this population, about 50% do not have access to mainstream services such as electricity. There is also a shortfall in generated electricity in all the countries.

Agriculture dominates the national economies in the region and, with increasing population and diminishing land area, the focus of development has been to enhance agricultural productivity by introducing modern technologies.

This is complemented by efforts to improve quality of life through infrastructure development by building roads, by improving communications systems, education, and health facilities, and by providing greater access to electricity. Electricity is a common requirement for much of these activities.

Due to the economic development and increase in population there is a rapid growth in energy demand. South Asia accounted for 4.1% of the world energy consumption in 2002, up from 2.8% in 1991. Therefore, South Asia's primary energy consumption grew by 64% from 1992 to 2002.

Yet, South Asia's per capita energy consumption is amongst the lowest, but highest in the levels of energy consumption per unit of GDP. Therefore, one of the biggest challenges South Asia faces is the access to energy services, especially in rural and peri-urban areas.

South Asia's commercial energy mix is as follows;

Coal – 46%

Petroleum – 34%

Natural Gas - 14%

Hydro electricity – 6%

Nuclear – 1%

Other – 0.3%

With the rapid rate of increase in energy demand, according to a USAID study the demand is exceeding production by 40%. Therefore, it has become a priority for most governments in South Asia to diversify traditional energy supplies, expand access to commercial energy services to rural and urban un-served and underserved as well improve energy efficiency. This can only be done through a process of energy sector reform and private sector intervention and investment.

However, there is a broad lack of investment in the energy sector and a lack of understanding of how to harness the strengths of markets to capture energy sector cost, finance and investment advantages.

Therefore, there is a dire need for capital for energy investments in all these countries.

South Asia has also realized that energy security is critical to economic growth, development and political stability.

The building blocks for energy security include;

- Redundancy in energy infrastructure
- Granular, modular structure of energy supply capacity
- Diversity of supply sources and consumer markets



- Minimal demands on social and economic activity
- Efficiency in usage
- Sustainable, renewable supplies

Energy Scenario of the Countries

Bangladesh

The power grid serves about **25%** of Bangladesh's 120 million people. Only about **15%** of the rural population has access to the grid. Total installed generation capacity is 3,603 MW. Even with this capacity, the Bangladesh Power Development Authority (BPDB) has had to resort to load shedding from 1998-2010.

Biomass meets **70%** of the final energy consumption where most of it is used as fuel wood for domestic purposes. With **85%** of the population inhabiting rural villages, meeting their electricity needs with conventional means is an economic challenge, especially with a per capita GNP of just over US \$300. Most of the population engages in subsistence agriculture.

Therefore, there are several alternative models that are being developed with support from donor agencies, the main one being the Bangladesh Rural Electrification Board – Palli Bidyut Samithi (REB/PBS) rural electric cooperatives. There are 67 such cooperatives. In the off-grid area, Grameen Shakti (GS) has pioneered the marketing of solar PV systems, modeled after their vast network of Grameen Bank operations. The bank is operating in 50,000 of its 68,000 villages serving 3.7 million families.

Grameen Shakti, with its in-house financing schemes, has sold about 30,000 solar PV systems. Grameen has a larger vision for a holistic rural development approach, which includes rural credit, energy, telecommunications, education, and training with a view to eradicating rural poverty. There are other organizations, such as BRAC, that are also promoting solar PV systems and other decentralized technologies.

Nepal

With **85%** of the population based in rural and remote areas, about **25%** of Nepal's total population has access to the grid. The Nepal Electricity Authority (NEA) is responsible for power generation and distribution. Most of the electricity generation is from large hydropower projects. The NEA operates 39 of its own isolated grids with small hydro having a total capacity of 17 MW. Various alternative energy sources are being promoted in Nepal where mini/micro hydropower and solar PV systems are the most popular. The Nepal government is proactive in getting private sector participation in the sector through the Electricity Act of 1992. There are many incentives such as:

- No license is required to build and operate systems
- No royalty is imposed on electricity generated
- Developers are income tax exempted
- Flexible and negotiable power purchase price

Generation of 156 MW of the 617 MW is privately developed. Community based organizations (many with government and donor support) have developed over 1,000 micro hydro projects (about 5,676 kW) mostly powering agricultural processing equipment such as rice mills and domestic lighting. Another 5 MW of micro hydro power funded through rural development projects electrify about 100,000 homes. Private sector and NGOs have installed over 1,000 solar PV systems mostly for domestic use and community systems. Fuel-wood, used for cooking, is a prime source of energy.

The country has the potential to develop 3,000 MW of hydropower from fast flowing rivers in the Himalayas. About **50%** of population could benefit from the decentralized development of small hydro projects.



Sri Lanka

Sri Lanka, with a per capita GNP of US \$ 1,000 per annum, has 19 million people and only **70%** have access to electricity. Over 1.5 million households do not have access to the grid. **75%** of the population inhabits rural areas where biomass is the largest energy source mainly used for cooking. Sri Lanka has an installed generation capacity of 1,700 MW and about **55%** is large hydro. Electricity demand grows by **10%** annually. 900 MW of coal power plants were planned from 1996, but strong environmental lobbies have prevented them from coming on line. As such, generation capacity has not kept up with the demand. The utility has installed oil-fired generators around the country to meet the immediate demand at a high financial and environmental cost to the country.

To meet the rural electricity void, there are about 100,000 solar PV systems sold by the private sector to households with micro financing. About 6,000 households benefit from 300 off-grid micro (village) hydro projects initially developed by NGOs.

Now they have support from the provincial level governments and are developed commercially through the Sri Lankan government, the World Bank, and the GEF funded Energy Services Delivery project (ESD). The US \$55 million ESD project has catalyzed the private sector to develop the solar PV market with micro financing, micro (village) hydro projects, as well as grid connected mini hydro projects. This project has evolved into the Renewable Energy for Rural Economic Development (RERED) project with US \$100 million to continue of the success of the ESD project till 2007.

Donor Interventions

There have been a few encouraging regional energy initiatives, such as the **USAID South Asia Regional Initiative on Energy (SARI-Energy)**, which has brought tremendous focus on the energy sector development in South Asia. The project

promotes energy security in the region through increased trade, investment and access to clean energy.

The project covers 8 countries consisting of Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.

Over the last decade, the **World Bank** has also supported renewable energy projects in South Asia. The World Bank's rural renewable work focuses on a portion of the people in rural areas with no or very limited access to modern energy services. Those include the estimated 1.6 billion people without access to electricity and 2.4 billion using traditional cooking technologies.

The market for the Bank's rural renewable efforts is a significant portion of the total need for thermal and electrical energy. While the mix varies by country or region, experience shows that thermal energy needs are key, even where electric grids reach. Electricity is a major driver, however, and grid extension will continue to be an important part of rural energy efforts, and a best option for many of the underserved.

The targets of the Bank's interventions in rural renewable energy have included household, enterprise, and community energy needs. Households account for the vast majority of rural energy consumption, some 85% of gross rural energy consumption. Enterprise needs range from agricultural to those of small commercial or industrial operations to improve productivity, working hours, and broaden the range of services.

Private-Public Partnerships and the Government's Responsibility

The ultimate responsibility to create the climate to attract foreign and private investments is in the hands of the South Asian governments. Governments have to establish credibility jointly for the entire region.



Therefore, the reforming process of the energy sector, to deregulate and make it more transparent has to continue. The private sector must be encouraged to participate from the low to upper end investments with equal commitment.

For this, governments have to educate the bureaucrats on the need for private public partnerships. Their actions and behavior must be based on a set of positive values for the common good. Much work is needed here as there is a wide gap and a mistrust between the private sector and government.

Governments also have to leverage regional initiatives such as the SARI project to create better inter country relationships, to learn from each other and cooperate. Often, countries in the region keep reinventing the wheel when there are lessons to be learned from each other.

The South Asia Regional Energy Coalition (SAREC) was another initiative formed through the SARI project. It created a good opportunity for regional private sector developers and chambers of commerce to get together and consolidate.

Conclusion

There are many opportunities for the South Asian countries to cooperate and work together towards a common good. This must be driven by the private sector, the chambers of commerce and the governments. The governments also should ease trade and travel restrictions within the region.

With freedom of trade and travel there will be a more natural movement of people and business. With this, relationships will improve resulting in better cooperation to develop a common agenda to bring South Asians out of their poverty and bring security to the region.



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Basic Concept of 5 S Techniques (Tool of Japanese Style Management) to Improve Work Place Environment-Enhancing Productivity, Quality and Safety

Kishore Bhakta Mathema
Executive Member - Nepal AOTS

Overview:

In order to succeed in business in today's competitive world it is prudent for the managers that they understand, learn and apply the proven techniques of Japanese Style Management and move towards to achieve the following result as per **Dr Deming's Chain Reaction**

- : Improve Quality
- : Decrease cost
- : Improve Productivity
- : Capture Market with Better Quality and Better Price
- : Stay in Business
- : Provide more Job

As a productive result through right application of tools and techniques of Japanese Style Management customised by the Japanese industries, their products like electronics, cameras, automobiles, motorcycles, machine tools, watches etc possess reputed image in the international market.

Japan's success in international economic sphere as one of the largest manufacturer and exporter and becoming the world's third largest economy (after USA and China) is also an indicator of importance on quality emphasised by Japanese manufacturers followed by meaningful team work of their employees and suppliers as well working hard together, as a cohesive team to deliver quality. Consequently Japan is seen today as the worldwide symbol of quality.

Concept of 5 S Processes:

It is the tool of Lean Management.



5S is a structured team work methodology to achieve cleanliness and standardization of work process in the shopfloor. This continuous improvement process helps to achieve safer, ergonomic, cleaner, efficient and productive operation. Application of 5 S minimizes the waste and minimizes/eliminates non value adding work processes, movements –breakdown and failures and minimizes/eliminates non value adding waste of resources as well and boosts the morale of the workforce and creates a sense of ownership of the tasks and acceptance of responsibilities. It is achieved by developing standardized working methods and creating a well-organized working environment. It can also be considered as a tool of organizing and cleanliness.

Today, Lean and 5S has a strong influence to achieve increased productivity and quality in the world of logistics, hospitals and manufacturing industries.

The 5 S Technique refers to 5 key words all starting with S in Japanese and word describe how workplace or production process can be effectively organized.

The 5 S techniques or system consists of five stages of processes which are as follows.



- Step 1 – Seiri- Clearing up
- Step 2– Seiton- Arranging/organizing
- Step 3– Seiso- Cleaning/Housekeeping
- Step 4– Seiketsu- Standardizing
- Step 5– Shitsuke- Training & discipline

Application of 5 S Techniques- Through Teamwork and Employees' Involvement:

Step 1 – Seiri- Clearing up: Sorting out the items based on frequency of use, necessary items which can be used are stored separately and from unnecessary or waste items salvage saleable items as items to be sold and dispose only the clutter which are of no values and clear the workplace and utilise the space.

Eliminating waste- dealing with leakages –Take action at source: Reach at the root of the problem and eliminate it completely

In short first process of **seiri** technique is clearing up with major cleaning operation, sorting out necessary items and unnecessary items - what items are needed, what to do with broken items, sort useless tools and valuable tools that are rarely used, where to store useful and needed items based on frequency of usage and rarely used items, how to store-readily available when needed, and stick to rules. The team to decide on broken items (fix or throw?) and decide on unnecessary items and ways to get rid of clutter and dirt and reach to source of clutter to eliminate.

Sample Checklist

- : Any unnecessary items cluttering at the workplace
- : Any unnecessary cables or pipes, tools and materials are left at the workplace
- : Are all unnecessary items sorted out, classified, stored and labelled?
- : Are all tools properly classified and stored

Step 2- Seiton- Orderliness: Keep items in good order. To follow the process that is required to maximize efficiency.

If workplace is not organized then to produce different products in small quantity leads to logistics challenge, space constrain and waste creation.

Functional storage:- Organize the work place - Prevent time loss to locate tools & items

- Fix the layout of shelves for tools and equipment with name. Readily available when required
- Fix the storage place -Demarcation and labelling of place
- Fix the storage method- - place for everything and everything in its place
- Fix storage rules

Decide appropriate location to store tools & equipments and make storage space

- Get rid of unnecessary items
- Decide proper storage layout-classification of necessary items for storage
- Consider safe working- ergonomy -minimize bending, reaching, twisting for items
- Identification of tool & equipment (with name)

Decide how to store the items - visualization of the workplace.

- Set appropriate method how items will be stored-classification of items
- Clearly signify name of items and storage place- painting of floors etc to determine gang ways
- Easy storage and easy take out
- To minimize waste of time in locating the tools and items and maximise efficiency
- Set everything in proper place for quick retrieval and storage.-Each location to be labeled –name, ID no, colour coding, painted line etc. for easy identification.
- Visual control methods-Positions of corridors, aisles and storage place clearly marked
 - : Direction boards-Shadow boards
 - : Painted lines on floor
 - : Floor marking for location of machine & equipment



Stick to rules

- Daily control/monitor the stocks- prevent shortages –minimum level and reorder level to fix and maintain based on lead time.
- For easy access at the time of need and easy return using the efficient process - Can see, Can take and can return-if item is in use, indicate the name of the user-Time returned -Items to store as per shape, or as per item number -helps to notice missing items.
- Constant refining of procedures
- Training the employees for procedures and measurement of system efficiency for comparison for improvements of the first 2 S.

Checkpoints: To reduce mistakes, lesser searching time and safe environment

- Tools divided into “Regular” and “specialized use”
- Pallets stacked to proper height
- Any storage of items around fire extinguishers
- Any protrusion, depression, cracks and obstacles on floor
- Position of main corridors, aisles and storage place clearly marked
- In short seiton technique helps to decide the method and ways things are to be placed.

Step 3: Seiso: Keep things clean and in good working order- Housekeeping

Creating a spotless workplace: Cleaning in form of inspection

By cleaning it means removing everything that is not required to be there in the work place and maintain workplace in the best possible condition by constant checking and “**cleaning**” it is careful checking to detect any flaw in equipment and work process and to get rid of waste and foreign matters.

We have to note that any dirt or waste is the source of inefficiency, faulty products and even accidents.

Thorough Cleaning procedure thereby is the preventive measure to keep the factory in good shape.

Seiso consists of cleaning the workplace and make it shine. As per 5 S norms, everyone from operator to manager have to clean. It would be a good idea to assign area of the workplace to group of persons for cleaning. No area should be left uncleaned. Everyone should see their workplace area through the eyes of visitor and make it clean enough to create good impression.

Cleaning can be segregated into following stages:

- i. Major cleaning –to find source of dirt at workplace, common area and equipment
- ii. Cleaning of workplace-cleaning by area / equipment –to spot potential problem in equipment before it enlarges. Preventing defects
- iii. Implement improvements- find ways to speed the cleaning process and reach nook and corners and all difficult to reach area of equipment
- iv. Rules for maintenance –safety and product quality

Preventing defects by cleaning and checking machines, tightness of equipment, jigs and tools This group effort if done on a regular basis preferably daily then apart from cleanliness it will also create awareness on safety, preventive maintenance and enhance product quality.

In short, **seiso** technique is cleaning for care and primary maintenance of equipment and workplace. Daily cleaning process and inspection helps to detect abnormalities and prevent accidents as well as looks after the condition of machine and ensure its fitness.

Step 4: Seiketsu: Standardized clean up – maintaining a good environment and hygiene.

This fourth step of 5 S -**Standardizing** involves the development of standard operating system



and standardization for maintaining previous mentioned first 3 steps of 5 S ie, seiri (clearing up), seiton (PEEP) Seiso (Cleaning & housekeeping) as a routine process.

Standardizing is the key to efficiency to achieve productive working environment.

Visual management is an integral area of Seiketsu. This provides uniform standard of labelling, colour coding, and indication of operating condition and warning. For visual identification color coding and standardized coloring of pipelines and gang way is made. Employees are required to be trained to detect abnormalities and correct recurrence of such abnormalities.

To define the standards of work process that employees must measure and maintain cleanliness. This encompasses from personal tidiness and hygiene of employees to environmental (noise, vibration, heat, pollution) cleanliness and hygiene.

Visual control –observation control points - revealing malfunctions of first three steps of 5S through standardized 5 S activities through labels and signals, Limit indicators

So that even a layman can understand what the situation is.

Standardizing-I: Spotting the malfunction

- To Create SOPs, for cleaning schedule, preventive maintenance procedure, location chart, color coding, visual management etc.

Visual control:

- : Locate crucial checkpoints
- : Identify area of Malfunction
- : To notice nature of malfunction
- : Action required- probing the root cause

Standardizing-II: Observation control points

- : Labels
- : Limit indicators
- : Increased visibility

This is done by developing standardized working methods -SOPs. It can also be considered as a tool of organizing and cleanliness. The 5S system saves waste of time and reduces the walking distances and most importantly increases safety. Implementing the system into the working environment -enables the opportunity for continuous improvement (application of Kaizen) and prevent double handling/repeatation. Standardize helps to do right thing, in the right way, all the time.

Step 5: Shitsuke: Training & discipline to sustain 5S- Follow the rules and make it a way of life with commitment.

This last step of 5S determines discipline. It denotes commitment to maintain ordeliness and follow previous steps 4 S as a way of life. The emphasis of Shitsuke is on behaviour modification with commitment to eliminate bad habits and practice good habits. This will foster spirit of voluntarily observe cleanliness and orderliness at all times without any compulsion from management.

This is concerned with methods for developing habits of efficiency and safety. One can think of ways to provide visual reminders of checking and cleaning responsibilities.

Required to prepare 5S calendar- daily checking marker-Responsibility check sheet, Using why, where, what, when, by whom and how.

Important points for Step 5 are- to develop complete visual control- involving worker in production of standard documents and check sheets. Experienced staffs to train the newcomers on 5 S not only by giving manual to them and to read to understand but train them by practical example and later observe them as they try themselves.

Continuity of training is the key to success and having standardized document will help the process to grow smoothly. Train them on individual



maintenance skill, assembly techniques and housekeeping

It is important to note the followings

: Set ones own target –and learn to develop such habits one will not forget

- Some companies has designated STAR TEAM-to honour the team that met or exceeded the set goals

Thus this last activity of 5 S that is training and discipline is for developing good habit in order to sustain 5 S activities at the workplace and make the plant a great place to work as felt by employees.

: Target area generally to be covered by 5 S in a plant: All objects in a building are covered by 4 S.

- a. What are to be processed – raw materials,work in process,finished goods
- b. Generated in processing- leftover material ,wastages,defectives,scraps
- c. Production process- machines, equipments,material handling equipments,jigs and tools,metal dies,storing boxes/shelves, work tables, tool bench and other installations.
- d. Consumables – Oil & lubricants, waste cloth, hand wiping rugs,work globes and other materials
- e. Office equipments etc.

It is important to have the continuous education and field training about maintaining the standards.

When there are changes due to new equipment, new process, new product and new work rules, it is essential to make change in previous standards and requirement to provide training and to follow work pattern as per new standards.

Properly planned and executed 5 S tools will improve working environment, increase in teamwork/spirit , Increases productivity level, reduces material wastages-processing wastages and production waste, drops market rejection, increases Workplace safety and increases employees morale.

For comparison of result -Take photographs of the status before and after the implementation and assess the difference in each step of 5S.

If all Nepalese managers emphasise on 5S for betterment influenced by the positive spirit if Japan can why not Nepal ?—there is no doubt that such chain reaction by the cluster of SMEs will definitely enhance GDP of the nation and lead our nation towards path of prosperity in near future.

20th of May, 2018

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Move forward and do what you think is best. If you make a mistake, you will learn something, But do not make the same mistake twice.

- Mr Akio Morita



WHERE'S YOUR TIME?

Er. Shiv Bhushan Lal
Executive Member - Nepal AOTS
Rtd. DMD Nepal Telecom

"The only source of knowledge is experience."

Well said by an author and appropriate in our lives. Throughout my working years at Nepal Telecom (NT), I have had ample opportunities to go for trainings abroad and most of them were in Japan. Attending those conferences, symposiums and workshops instilled in me a new way of looking at "TIME". As time passes, we gain experiences and those experiences mould us into experts of our relative fields.

One particular conference that comes into my mind is the one where I had the privilege to attend during my tenure in NT was "Japan on Information Technology for Nepal" (March 2003) in association with AOTS. It turned out to be one of the most fruitful and knowledgeable gaining experiences I have ever had.

We often see "Time" as a dimension, a concept or a philosophy in a different light across various countries and continents. As was the case with Japan, where time is considered extremely precious and eternal. The topics of my training at Japan mostly included how time was important for any action, administrative or elsewhere. Not being punctual offends their sense of order and planning. Being lax and inefficient is not acceptable in matters of time. Their approach to management of time is commendable, as not only people but also transportations, machines, etc are always on schedule. They advise you to do "the right thing at the right time". It has thus made me into man of action. It has taught me to never be idle and utilise every passing moment in making decisions and making the most of the task given at hand.

There was a recent incident about train officials apologizing to commuters for being a few minutes "early". Can we even imagine the scenario in our country? We had heard about apologizing about being late, not for being early!!?? That is how serious Japanese are about TIME.



Time is the toughest taskmaster we will meet in our life. The concept of time management made me realise not matter what job a person is in, resources such as people, money, materials will be consumed, but the most predominant one is "Time". Getting all of tasks done in the time frame provided is a big ask and everyone has problems in these scenarios.

We all need to think about time management as it will benefit us in the long run, no matter which organisation we are working in, as every organisation has hierarchical structures, people, deadlines, paperwork, e-mail, computer problems, meetings, pressures and interactions, along with external factors which can derail our time-line.

I have tried my level best to incorporate the utilisation of time factor in my personal as well as professional life. Integrating the "JUST IN TIME" concept which I learnt in Japan in my organisations both past and present has helped me reap the maximum benefits. It is a necessary for all of us to remind ourselves time and again that life is a cycle and helping one another complete works on time will eventually be advantageous in the long run. What goes around, comes around.



"JUST IN TIME" became my motto for the coming years and I realized that it affected my efficiency, effectiveness and productivity in a positive manner making it a worthwhile difference in my life. My attitude towards time management changed as it affected my work day by day, hour by hour, all the time. Time management creates an atmosphere of a greater positive visibility as the influence sphere is viewed by other people of the organisation as well. As individuals, we are always in the learning phase and time wasted once can never be returned.

Although it may take some time, getting to grips with your own personal system of time management is immensely important. Time management must be seen as synonymous with self-management; it demands discipline, but discipline reinforced by habit. In other words, the good news is that it gets easier as you work at it. Good habits help ensure a well-organised

approach to the way you plan and execute your work. On the other hand, bad habits - as many of us are aware - are difficult to get rid of. So we have to make the maximum use out of the time God has given us. We should strive to become a time-conscious society and have a positive attitude towards time. Punctuality should not only be a word but a way of life and a form of respect.

We have to understand that time is a precious resource which comes with its own opportunities and difficulties, thus we should take the first steps towards an effective time management future by getting and staying organised. This also includes ridding ourselves of time wasters, getting first things first, and working in cohesion with other people. Progress, success and achievement can only be garnered by those who value time as much as they value money!! Being a professional and sticking to commitments can take us a long way not only as an individual but also as a society and a country. **SO, ARE YOU ON TIME?**

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Sealed with a "KISS"

Ritesh Mehar Shrestha
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With an abundance of ancient temples and shrines, flashing neon lights, ramen, kimono clad women and towering skyscrapers, there is so much to see and do in the land of the rising sun. There are so many things that I want to see and experience in the world. I want to see, experience and learn as much as I can, while I can, and, I always think about which parts of the world I would like to see, yet, not able to decide where to go next. When I received an invitation for the training Program on Corporate Management for Nepal (NPCM) in Japan, I thought this was a great opportunity worth taking a shot at. I have always wanted to travel to Japan because I think Japan has fascinating culture, palatable food and amazing way of life. My company has been associated with few Japanese companies for more than a decade. And, although I had always wanted to go to Japan, I feel like I probably would have been too lazy to make a trip all the way to Japan just for pleasure, and, too timid to make a business trip. So, a training program in Japan would be a great way to get me to go.

I anxiously filled in the application form. After a couple of rounds of uncompromising screening and selection, I was invited to attend an orientation program at Hotel Platinum where I was introduced to 23 other senior executives from different corporate organizations. At the orientation program we were briefed on etiquettes on Japanese way of life, outline of the NPCM program, and procedures pertaining to acquisition of travel document and arrangements. I was unanimously nominated the coordinator among the participants traveling to Osaka for NPCM 2017. In the beginning I was slightly reluctant to take up the responsibility since

there was so much at stake – with work and family, and essentially, short of time. On the other hand, I could not shy away from the responsibility with all eyes pinned on me with curiosity and expectation and, believe



me, it's really hard when you have to live up to other's expectation. Adopting the standard operating procedure of my company, going through the last moment documentation changes, arrangements for visa applications and other travel arrangements was mundane but balancing the acts, suggestions, requirements of who's who of Nepalese corporate organizations was not very easy. In the end all was well executed.

On the day of departure, all the participants met at the airport three hours before the scheduled departure time. The Cathay Dragon steward allotted me a seat with bigger leg room which actually had a big price tag, but the gorgeous lady was kind to have allotted the seat complimentary. I felt I was the happiest passenger in my class. We arrived in Hong Kong while most of the city dwellers were still asleep, and with not much time to spare in transit, I passed through a duty free store to get an Allure Homme Sport Eau Extreme. I had to be at least fragrantly appealing upon arrival at Osaka after being cramped overnight on an aircraft seat that can hardly hold you. Dawn was breaking right around the time while the twin-tailed A-330 was getting ready to set its wings to the ground in the turbulent sky; reminiscence on Lan which had just passed through the eastern coast of Honshu.



There were a lot of stories that I had heard about and other's experience in Japan, and my imagination was running wild that reality was going to be a breeze if not a letdown. After an overnight flight with very less sleep, I wearily disembarked the aircraft and the passage led us directly to a train that led us to the automated health screening and immigration at Kansai International Airport. A short bus ride from the airport then took us to the Kansai Kenshu Center which would be our home for next 18 days. Upon our arrival at the center, we were guided to a hall where we were briefed and reminded of the etiquette and way of life in Japan and the center. It was four months since the application and I had prepared myself to embrace the Japanese way of life and soak in all the knowledge possible in the next 18 days of NPCM program. Since the first day at Kansai Kenshu Center, observing the way information was disseminated, use of technology and time management was overwhelming. Precise, near perfect!

There are a lot of things that I learned by observing our hosts and adopting their way of life. I learnt that the core areas of Japanese management styles involved leadership, innovation, continuous improvement, consumer orientation, and use of technology in application to Kaizen theory. As alien as it may sound, it simply means continuous change for improvement. 5-S which is a part of kaizen, is a workplace organizing method that is based on five Japanese words – *seiri*, *seiton*, *seiso*, *seiketsu* and *shitsuke*. These are translated as Sort, Set in Order, Shine, Standardize and Sustain. The five words simply describe how to organize a work space for efficiency and effectiveness by identifying and storing the items, maintaining the area, and sustaining the new order flow. The decision-making process usually comes from a dialogue about standardization which builds understanding among employees of how they should do the work – a fine example of which was observed at Tanaka Factory.

On our study tour to Toyota assembly line at Nagoya we had yet another opportunity to closely study the most unique Japanese management style. Just-in-time, or the Toyota Production System (TPS), is a methodology that is aimed primarily at reducing flow time within production system as well as response time from suppliers to customers. The just-in-time (JIT) inventory system is a management strategy that aligns raw material orders from suppliers directly with production schedules. We were privileged to observe during the tour at Toyota that they employ this inventory strategy to increase efficiency and decrease waste of time by receiving goods only as they are needed in the production process, thereby reducing inventory costs. (At one point we were explained that implantation of 5-S and JIT saved 2 seconds in the assembly line of cars.) This method requires that producers are able to accurately forecast demand. The just-in-time inventory supply system is a shift away from other "just-in-case" (JIC) strategies, in which producers hold large inventories to have enough product to absorb maximum market demand.

A good example of leadership and Japanese style of human resource management was observed at Nippon Weston Co. Ltd. The company is a civilization within a company. Nippon Weston Co. Ltd probably has the most unique corporate culture that can be. Mr. Masato Usui, the president, has a dynamic personality and possesses all the major qualities a good leader should have. Nippon Weston Co. Ltd also has a unique and very innovative management style. For example, they simply collected dirty rags and gloves from big factories like Toyota, cleaned it and supplied it back as towels and gloves. This simple innovative act made a ripple effect in cutting down cost of the factories. And by recycling dirty rags and gloves, Nippon Weston Co. Ltd. not only generated employment to unskilled labor but also contributed in conserving the environment. A better adaptation of the Blue Ocean strategy was observed at the Super Hotel. Blue Ocean strategy incorporates finding a way such that you



can take your business outside the confines of competition and create your own market, to set the pace and create unique products at low cost, while also profiting from lucrative new markets. Super Hotel is a Japanese-style business hotel that focuses their business in accommodation instead of other services like banquet, meeting rooms and F&B facilities. To improve the value and quality of the hotel, they have successfully applied IT devices at many areas of business.

With choices of JAS certified organic vegetables, aroma infused hot springs, selection of pillow, to invention of automated ECO check-in machine, "No key, No check out" they have differentiated themselves from the rest of the hospitality industry yet cutting down costs of labor and increasing productivity by decreasing number of staff and reducing troublesome operation at the front desk and reducing resource waste. These increased customer satisfaction by shortening waiting time during check-in and check-out, offering lower price to hotel guests and preventing from lock out from the room and loss of key.

Other things apart, the program made me realize how important it is to identify the domain gap. I realized I have been walking away from the vision of the company and how important it is to instill the company philosophy within fellow managers and co-workers.

I must admit that I gained a lot of knowledge during my stay in Japan. Of the 18 days I was in Japan, there were two weekends for us on which days few of my friends and I seized the opportunity to travel around.

Reputation of the Japanese precedes them. My first visit as a tourist was in the Osaka Castle. I did not have much knowledge of Japanese history, but I thoroughly enjoyed the exhibit. On our way back to the kenshu center, my friend Narayan forgot his wallet at a JR ticket kiosk. Upon noticing that his wallet was missing, Narayan took a train back to the station where he believed he had left his wallet and was pleasantly surprised to find it

neatly wrapped in plastic at the station master's office. It was awe-inspiring to learn that a school girl had spotted the wallet and asked the station master to take charge of the wallet to be handed over to the rightful owner.

I also had an opportunity to travel to Hiroshima where I was humbled by a fine gentleman who taught us origami. He also mentioned that he was one of the survivors of the devastating "Little Boy" that was dropped by Enola Gay. While rounding up our visit at Hiroshima and walking towards the bus stop of the Peace Memorial Park, our origami sensei came running and hugged Suridh with watery eyes and gifted him a terracotta piece of the ruins of the Atomic Bomb Dome.

Ever since I have known about chūken Hachikō, I had always wanted to visit Shibuya station in honor of the faithful Hachiko. On the second weekend, my friends and I traveled to Tokyo. Hachiko's statue is right beside the rumored busiest intersection in the world – Shibuya Crossing which is like a giant beating heart, sending people in all directions with every pulsing light change. At peak time, it is said that over 1000 people cross at a time, coming from all directions at once yet still managing to dodge each other with a practiced, casual agility. It would be a shame to come to Tokyo and not take a walk across this famous intersection.

One of the other objectives of visiting Tokyo was to experience the Japanese metropolis night life. By night, Roppongi is electric. It is the typical postcard of neon-lined streets crowded with energetic party-goers. To be there is a stimulating experience; the atmosphere of fun and high energy is infectious and between the gazillion bars, clubs and nightclubs, it's easy to party the night away. There's karaoke, wine bars, whiskey bars, live music venues, dance venues, you name it, nightlife capital of Japan. Perhaps nowhere else says 'Welcome to Tokyo' better than this.

On our way back from Tokyo to Osaka, my friends and I made a spontaneous stopover at Shin Fuji. Then we took Minobu line from Fuji station to



an ancient settlement of Fujinomiya. We were starving as we spotted what looked like an eatery. To our astonishment, we were very lucky to be served the best udon ever at Marugameseimen Fujinomiya. A day which started off pretty weary after a hung over squabble with the Malaysian manager at APA Hotel in Shinjuku, reversed to be one of the most memorable days in Japan. I do not have the words to describe the experience of the day but it surely felt like being in one of those travelogues on TLC while being a part of the Fujinomiya Autumn Festival which I kind of found to be very similar to the jatras of Kathmandu

valley but way too organized, well managed and people well behaved.

Last but not least, the most important thing that I learned during the entire program and of which I am trying to implement in my daily life is how to KISS. Yes, you read it right "KISS". Keep It Simple and Stupid. No matter how complex a situation may be, a good manager will find his way to make things simple and the stupidest idea may actually be a part of a solution to the most complex problem. After all, business is all about solving someone else's problem for a profit.

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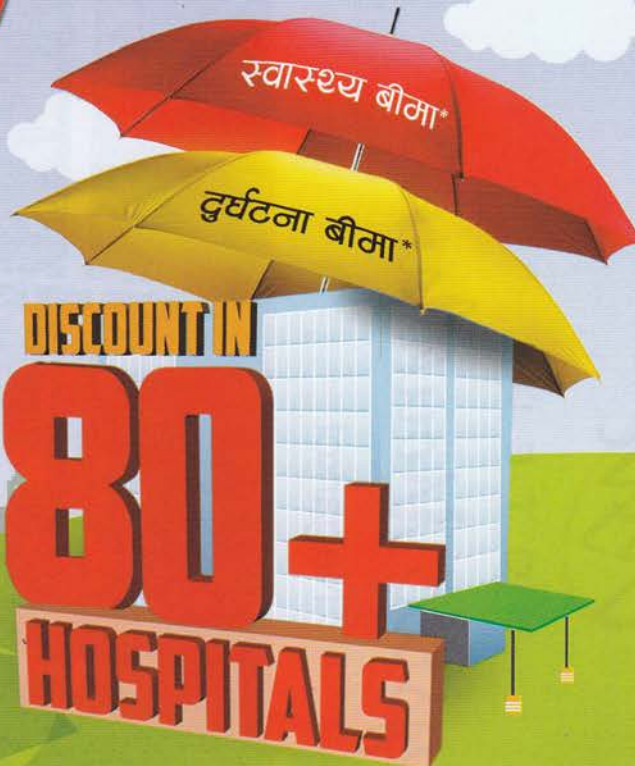
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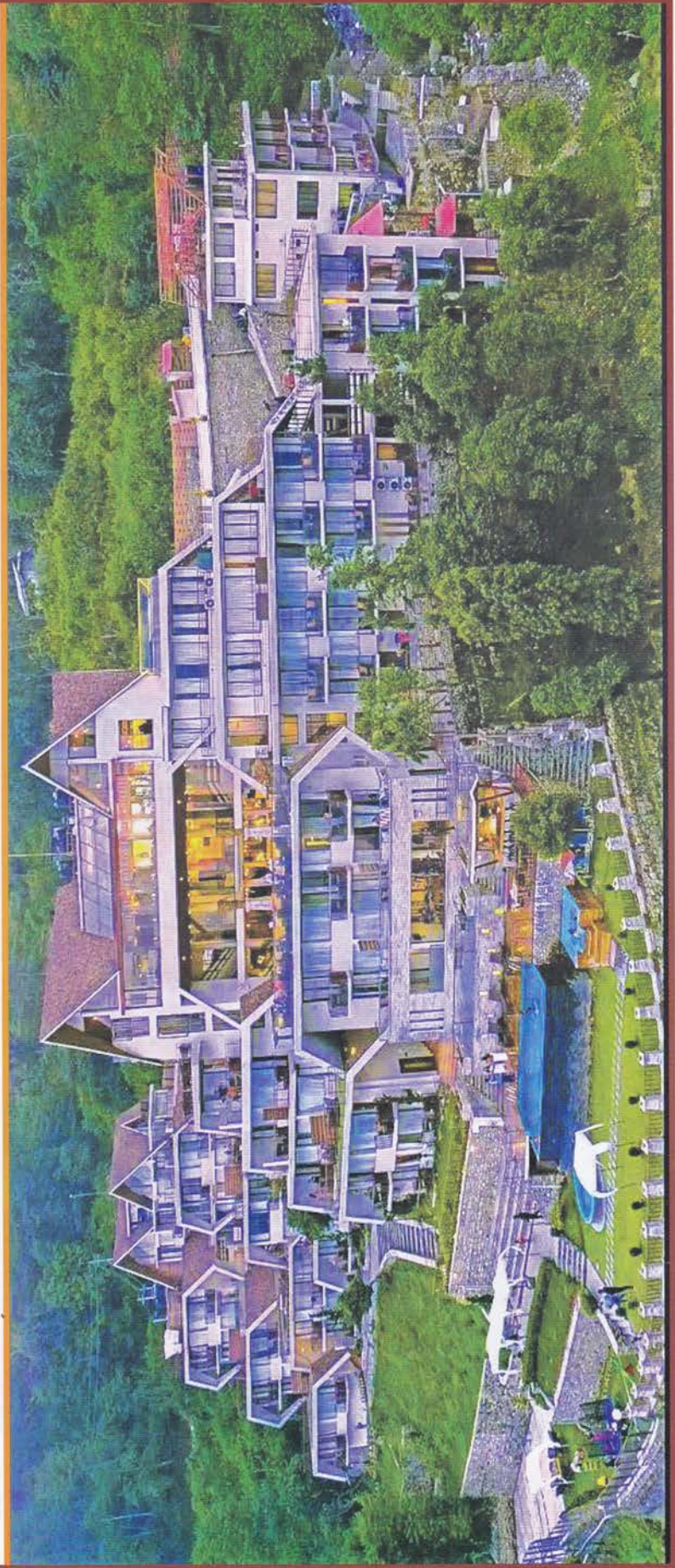


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Getting an opportunity to participate in the coveted "Corporate Management Training for Nepal", NPCM 2018, has truly broadened my horizon and I appreciate, and do endorse its importance and usefulness to all those, seeking to enhance and upgrade their management skills.

Being an Architect by profession, I have participated in various national and international trainings and conferences related to the housings and real estate sector and the technical aspects of Real Estate, but this training held a special significance.

Japan, the "Land of the Rising Sun", is known for its rich culture and heritage. Renowned for its historical and extensive cinema, rich cuisine and its major contributions to science and modern-day technology. The country benefits from a highly skilled workforce and is among the most highly educated countries in the world, with one of the highest percentages of its citizens holding a tertiary education degree.

We were taught about the management philosophies, practiced in Japan since time immemorial and the time tested management strategies that are applied in the work environment. Japan believes in good teamwork and improvement of ethics and moral in work place. All of us, the Nepali participants were really impressed with the discipline and punctuality that the Japanese people follow. The importance and value of time and the cordial nature of each and every Japanese people we came across, was really appreciable.

The Kaizen system and the Ichigai map, along with the philosophy of 5S were really impressive. And I learned the basics of 5S' such as Seiri (Arranging – eliminate unnecessary items), Seiton (Organizing – place for everything), Seiso (Cleaning - tidy, organized), Seiketsu (Standardizing – consistent

work practice) and Shitsuke (Discipline).

For any organization to be successful, every aspect has to be systematic and organized, with clear vision.



The practical way of learning management style, like leadership and Human resources Development were also taught in a problem based learning approach. The management and retention issues, commonly faced in Nepal were discussed broadly. Japanese management value seniority and lifetime employment, contrary to the frequent job-hopping nature of the Nepalese mindset. The different aspects of Marketing- like the STP (Segmentation, Targeting and Positioning) approach and the 4ps were also highlighted and taught in an interesting way during the Marketing class.

In zest, if the importance and value of time is realized, the account keeping kept transparent and finally, every individual associated with the organization is nurtured, respected and made responsible, then any organization is bound to flourish. If we embed the Core philosophy of the Company to each and every employee and make them feel as a part of the Company family, then retention of employees will not be an issue.

Following the Philosophy- Employee before Customers- If your employees are happy, they will take care of your Customers, holds very true at this point of time. It is of course the duty of the organization to create a good workplace environment and provide timely refreshments to its employees.

During the course, I realized that we have also been practicing the similar philosophies in our organization. We can proudly say that there is

no doubt on the solidarity and integrity of our employees.

Together as a team, we face every challenges and are also involved in their every happy or sad moment. We do celebrate birthdays and anniversaries of our team members to create a warm and cordial environment.

We have also been conducting regular Executive Meetings every Sunday to enhance the interpersonal and management skills of our employees.

We also conduct an interactive Marketing meeting every Monday to upgrade our team's marketing and sales skills. Every Wednesday, there is a motivational Technical meeting wherein we share the latest technological advancements. We have created a healthy learning environment at our workplace, as a result of which, there is a learning culture and positive synergy among the

team. Our company believes in transformation of knowledge. We encourage our team to upgrade their skills and knowledge.

After my return, I gave presentation and short course to all the employees in my organization, highlighting the importance and usefulness of the training. Japanese management has educated me about how one can be dedicated to his employer. Lifetime employment, as I have seen in Japan certainly has also been practiced in Nepal as well. Having gained such a rewarding knowledge sharing training, I along with my team will further continue spreading the importance and meaning of this training and its philosophies and apply it to our everyday lives to create a positive impact within and outside of the company.

Lastly, I extend my gratitude to my Company as well as AOTS Nepal for providing me with this opportunity.

**Congratulations to AOTS for outstanding
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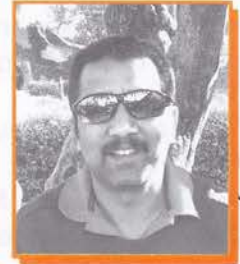


THE EPPM TRAINING

Aichi, Nagoya, Japan

Rajendra Chapagain
Participants of EPPM-2 Program

Japanese are very humble. They respect others and run according to schedule. Their devotion to designated work is exemplary for anyone who wants to grow as a person or institution.



The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development in developing countries to promote technical cooperation through training, experts dispatch and other programs from Japanese Government.

To me pursuing training in Japan has been a dream for long time. When I heard from AOTS Nepal that I have been selected for training it was a jubilant moment though the subject selected for training was something strange for me. The title of training was the executive program on production management 2- (EPPM2) carbon reduction Technology promotion program. This was held on 17-30 January 2018 in AOTS Chubu office (CKC) Nagoya, Japan). I have never worked and practiced carbon reduction and energy saving activities in my factory. But as far as the executive program on production management is concerned I am used to this stuff because it has been my regular phenomena.

After selection we have been given valuable orientation from AOTS Nepal about the training in Japan likewise Japanese culture and their common behavior which would greatly help us. I would like to express my gratitude to AOTS Nepal for their supportive attitude to this end. The pre-training report which would be like a pre-training assignment and later it will be presented as a final report to be presented in Japan as a participant was an instrument for me for the preparation. It was focused on company present status and room for improvement and challenge and opportunity.

Actually it was all about the enhancement of productivity by utilizing available resources. I went through the entire question precisely and tried to be honest while answering the question though some of them are very hard to answer.

Being a student of management I was a little bit apprehensive about Japanese terminology KAIZAN-continuous improvement, Judoka-Automation with human touch, muda-waste and TPS but its application in working place (GENBA) is obviously unseen and unheard. As planned we have come to proceed for Japan with excitement because it is the first time I was going there. We were warmly welcomed at Nagoya Airport by designated gentlemen who showed his generosity reflecting Japanese culture bowing down his head with a great smile. He helped us to exchange the local currency from the counter and took us to the shuttle up to the Toyota center from where we had to take taxi for CKC. Chilled weather and clear sky gave breathing space for people like us who always struggle with traffic jam as well as dust and pollution in the air in our sky.

Upon our arrival at training center we were given orientation about the training, our living, climate and things allowed to do and not allowed to do during the training and our stay at CKC. We had an extraordinary opportunity to interact with other participants may be from around 17 countries. We mixed up and blended like tea and milk during the stay. I can really attribute it is a rare opportunity to be there.



For next day we all got up ready for the inauguration and introduction session. We all participants' officials from AOTS gave our brief introduction highlighting objective of getting enrolled in training and expectation. From the very beginning I have realized that Japanese are very humble and respect others and run according to schedule. Their devotion to designated work is exemplary for anyone who wants to grow as a person or institution.

We have been taught by Hiromitsu Hayashida, Chief consultant Hiramaya Co.Ltd previously worked at Toyota Motor corporation from 1964-1997. His vibrant knowledge in TPS nurtured us profoundly. He always has been seen like a good teacher to enrich all participants. I can say he is restless person and focused on assigned duty. I can say confidently that he achieved mastery through his dedication and devotion. Course Coordinator Naoko WATANABE has been phenomenal for us. All the staff of CKC chubu center deserves credit for making training fruitful.

Indeed we have been provided curriculum to follow the TPS. TPS is Toyota production system applying in Toyota manufacturing process and its parts supplier which also can be monitored and foresee from principal company for efficient application. Toyota is one of the largest and oldest Japanese car manufacturers in the world which was established 1937 in the name of Kiichiro Toyoda. His father sakichi Toyoda who is one of the top ten Japanese inventors who invented automated looms and obtained 119 patents right during his lifetime and used the capital from the sale of his patents to have his son perform research and development for a domestic automobile. Now so many manufacturing companies, corporate houses are applying TPS for their efficient run.

There are some teachings from Sakichi Toyoda Human can create wisdom infinitely using their brain. Before you say you cannot do something, try it.

Never sell a product if its practical test doesn't have a sufficient performance.

Before cars, make people

- Eiji Toyoda, Former Chairman of Toyota

All employees should trust and cooperate with each other for exercising team work.

- Sakichi Toyoda who invented MONOZUKURI

There are some teachings from Kiichiro Toyoda . When any defects occurs, immediately stop the machine and find the solution immediately .The origin of JIDOKA

Always be at the factory to observe how machine are operating and continue to be creative and original.

The function of any single pin leads to the function of the nation. There should be no muda(Wastage) in any work done by each worker.

An engineer who does not have to wash his hands at least three times a day is not a good engineer. Supply of parts should not be too early or too late The origin of Just in Time

Very important thing is the way of living and thinking of Sakichi was passed over his successors and subordinate has been principle guidelines of all employees.

Toyota Guiding Principles:

- To be a good corporate citizen trusted by the international citizen.
- To contribute to economic and social development in each nation and region in which we operate.
- To dedicate our business to enhancing the quality of life everywhere.
- To provide outstanding products and services that fulfill customers needs.
- To foster corporate culture that enhances both individual creativity and teamwork.
- To pursue growth by realizing harmony with the global community.
- To achieve stable, long term growth and mutual benefits.
- Continues improvement
- Creation of added value based on Monozukuri
- Challenging spirit.
- Kaizen: Continuously Improvement.
- Pursuit of improvement and innovation.
- Establishment of a lean system.



Genchi Genbutsu:

We practice Genchi Genbutsu i.e go to the source to find the facts for making correct decision building consensus

- Respect stakeholders
- Mutual Trust and responsibility
- Team work
- Code of conduct
- Goals of TPS
- Zero Defects
- Total Elimination of Waste
- 1X1 Movement

Toyota Production System (TPS)

We had an opportunity to tour Toyota Assembly plant .Where we could see different models of cars being assembling at a time. It was really amazed to see that very few assembling parts can be seen in the side of respective models. Assembly plant doesn't have much inventory which requires more space and early investment in the parts. We can see transport of parts for multiple car types in small quantities at each time rather than mountain of parts. JIT just in time method implemented in the assembly plant. We could see 4S (Cleaning, Sorting, Setting in order and cleanliness) is fully implemented. KANBAN was seen in the board visibly in the factory so the supervisor or inspector can easily understand the immediate status of production unit and its parts supply. JIDOKA could be seen there if something happens in the process machine automatically stops and there will be emergency call for supervisor who fixes the problem and production resumes. The advance of TPS results reduces equipment, finding muda (waste), prevent unlevelled production and securing workplace safety.

The elimination of muda (waste) is prerequisite for the enhancement of productivity of the company. This also saves resources and energy.

Having listened from some CEO and top management of Toyota parts supplier where we had chance to visit we can conclude that how hard they are fighting to retain the quality at competitive price in the world market. Besides that we had chance to learn about waste management and energy saving activities which always have been great assets for us.

During the training we had couples of chance to present the individual report was based on own experience before and after the training. We all fully utilized this opportunity and presented final report was one of the finest and memorable achievement of Japan training.

Last but not least we had an opportunity to get exposure with 29 participants from seventeen different countries is a rare opportunity where we share, we enjoy, we learn each other. So thank you AOTS and thank you AOTS Nepal.

There is an example to pursue the real causes of the problem under TPS.

5 WHY

The machine stopped so the line stopped

Why did machine stop?

Overload sensor worked

Why did overload sensor work?

Revolving Shaft was burnt?

Why Revolving Shaft was burnt?

Lubricant oil has run out

Why did lubricant oil run out?

Fail to conduct regular lubrication

Why did fail to conduct regular lubrication?

Later on we have been taught leadership role in production management which was inspiring for the one who involve in production management.

The culture of Japanese top management is to stay in production floor and make them encouraged to solidify the product. The ideal of TPS is someone who gets involved in production activities are regarded as a quality inspector and always try to give hundred percent so record low zero defects in production management is expected. The productivity is very high because we can observe the relationship between top management and production staff is vibrant and cooperating in an awesome way.

**Making things
is making people.**

- Toyota

QCTC-2 Training Program Report

Mukunda Chaulagain
Senior Quality Control Technician
The Fred Hollows Intraocular Lens Laboratory

The Quality Control Training Course, "Continuous Improvement at Production Sites through the Perspective of Energy Conservation", organized by The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan in Osaka in 22 February to 9 March 2018, was one of the best things in my life. I am very thankful to Nepal AOTS Alumni Society for selecting me for the program .

As this was my first long term training opportunity abroad, I was very happy, although somewhat nervous, to receive the new experience in my life. Since I was the only participant from Nepal in the QCTC program, I had to manage and look after myself and be cautiously active at all times before reaching Japan. On arriving in Japan at the Kansai Airport, a AOTS personnel was waiting at the airport to receive me. The person helped me board the train and guided me to reach Kansai Kenshu Center (KKC), the training venue at Osaka. On reaching KKC, the reception person showed me my room and guided me around center. As I had reached KKC early in the morning, none of the other participants of my training had arrived. Therefore, I freshened myself and went out to have a short walk around KKC.

From February 22 the training program was scheduled to be started from 9:30 AM till 6:30 PM. All the activities, events and programs took

place within exact time frame as designed. We were altogether 23 participants from 8 different countries. We were provided with theoretical knowledge in different subjects in the morning sessions, and practiced the same theories in the afternoon sessions with case studies and practical data-based exercises. The basic thrust of the program was to provide knowledge on TQM and approaches to its promotion, and also to gain an overview of the QC mindset and viewpoints. The training also focused on daily management and management by policy, quality assurance, production system and human resources development by QC Circles. It also included the process of problem solving and continuous improvement (Kaizen) systematically from the viewpoint of QC through practical exercises using the measurement data.



Besides studying different aspects of Quality, we got a chance to visit different places during the weekends and in the evening time after finishing dinner. Although the time frame was short with respect to the content of the course, it was an outstanding opportunity to acquire knowledge on quality, as well as experience the Japanese culture of quality and history as well.

Machines and computers cannot be creative in themselves, because creativity requires something more than the processing of existing information. It requires human thought, spontaneous intuition and a lot of courage.

- Mr Akio Morita



My Experience of NPCM

Yadav Prasad Bhandari

CEO, Rupandehi Chamber of Industries, Butwal

I am very delighted and happy to share my experience as one of the participants of Corporate Management Program for Nepal (NPCM) held in Osaka in May 28 - June 8, 2018. That was a life changing experience and one of the best moments of my life. I am very thankful and indebted towards AOTS Japan, Nepal AOTS, Confederation of Nepalese Industries, my organization RCI (Rupandehi Chamber of Industries), and all other supporting hands for providing me such a great opportunity to participate in this program and learn many things together with other Nepalese participants. The program has given me more confidence to do things differently. The opportunity to travel to Japan and learn their culture and country is the best part of one's life. But this program has given a lot of things to change my business, lifestyle and personality. I feel like there is nothing more left to know about Japanese culture, society, people and the country. The NPCM program was more than a training program; it was a huge platform to develop good relations among national and international personalities. Now I have friends all over the country – east to west and south to north. And this is the most precious gift I have got from the NPCM.

Each and every situation had played very important role in learning while we were in Japan. To me, though 14 days stay and learning was too short a period, I have learnt so many things during that short period. The best part was of the training was the opportunity to learn to manage time. I got the chance to know the Japanese people, their respect, solidarity, devotion and help. From time of welcoming us at the airport to bidding us farewell from Kansai Kenshu Centre (KKC), all the moments remain memorial. I am very grateful to the program coordinator, the general manager of KKC and all the respected lecturers who have given us so many things to learn that changed our lives.

The training program on Japanese style management provided me a lot of things to know about Japan. After that program, among others, I came to know about Japan's history, economic and social status,

demography, trade and industry, the people, the government policies, social security etc. The subjects such as Marketing Strategy, Leadership and Human Resource Management, Corporate Philosophy and Corporate Culture, Managerial Account for Strategic Decision Making, 5-S and Kaizen covered in the training were superb. All the lecturers, subject matters and documentations are very meaningful to me. If I can apply even a little part of what I learned in Japan, I can bring a lot of positive change and development in my organization and my business. The business meeting organized during the NPCM provided us a big platform to develop business relations. I got the chance to meet big personalities from different business sectors. The meetings also played a big role to develop my confidence.



The study tour was a great learning experience. The tour has given a lot of memories, experience and hope to do something differently. While visiting different companies we got the chance to learn something new. The way of doing business, the value given to employees and customers, and the corporate social responsibility activities being carried by the business organizations are notable lessons to me. I have learnt so many things which are my life changing experience. Notable behavioral features of the Japanese people such as modesty and politeness, importance given to punctuality, service with a smile, love for the nation and society, cleanliness and sanitation, respect and help, loyalty and being responsible for one's duties are some of the things I have to strive to apply in my organization, business and life to bring positive changes.

Lastly, I would once again like to express my thanks to all the different people and organizations for their support in providing me this opportunity to be a part of such a great event, and my salute goes to the Nepal AOTS Alumni Society.



The Harada Method- A Method for Employee Development

Manish Agrawal

Daksha Investment Pvt. Ltd.

The **Production Technology MAP** shows in detail how a company could discover specific steps to take to become a world-class competitor. The MAP is an instrument that gathers, on one piece of paper, the best ideas from a wide group of managers on how to become world-class manufacturers. To do this researchers and consultants of the Japan Management Association (JMA) studied and benchmarked the best companies in the world to determine what those companies had done to attain their levels of superiority. Within this MAP under "Standard Manpower", includes the "Daily Management System by Takashi Harada".

Takashi Harada was a junior high school track and field coach in the worst neighborhood of Osaka, Japan. The school where Mr. Harada worked was the lowest rated of Osaka's 380 schools. The neighborhood children had very little confidence in themselves and even less hope for their futures. Mr. Harada did not accept the poor attitude among his students, and he set out to change it, using sports to improve their mindset.

Mr. Harada notices that there were other coaches in Osaka that consistently had great teams. He studied those coaches and other great leaders throughout the world and put together a methodology to help his students be successful in life. Mr. Harada's winning method guided his students to win 13 gold medals in the national track and field competition. For the students, this was like winning the Olympics- they were the best athletes in all of Japan. His school was rated number one in track and field for six years in a row, and the entire student body raised its academic performance as well.

His last school went from the worst rated junior High School in track and field to number one out of 380 schools, and has sustained being number one for ten years even after Mr. Harada left the school. The Harada



Method worked and is continuing to work. How was it possible to take those children who had so few advantages at both their homes and at school, and motivate them to work on themselves to become winners? That is what "Harada Method" is about.

After 20 years as a coach, Mr. Harada took his method to industry and his clients include Mitsubishi Financial Services, Uniqlo, Kirin Beer and many others. He has since taught the Harada Method to more than 60,000 people at over 300 companies. He has published 11 books in Japan and co-authored 12th book in English. He currently teaches throughout Japan:

1. How to be an ideal leader?
2. How to build effective groups?
3. How to improve work performance?

The Harada Method works for the individual, the team, and the total organization. The essence of the Harada Method is what we call "Self Reliance". Self-reliance is the autonomy of individuals to navigate issues as they arise, control his or her own path, and sustain the resources to get there. On this path is the opportunity for each person to become so skilled at something that she or he is virtually irreplaceable. They become artisans in disciplines they choose that serve their future and also the success of their organizations. People are fully trusted to make responsible decisions



for themselves and for the organization they work for. The Harada Method helps you produce a clear map on how to achieve your goals, and how to develop your talents and the talents of people that work for you, to everyone's fullest potential. Personal development and conscious goal attainment enhances the enjoyment of work and ultimately leads to an increase in business success.

Table I
The Five Worksheets in the Harada Method

Worksheets in the Harada Method
A. 33 Questions for Self-Reliance
B. Long-Term Goal Form
C. Open Window 64 Chart
D. Routine Check Sheet
E. Daily Diary

The basic framework of the Harada Method consists essentially of five worksheets (see Table I). The Harada method consists of working through these worksheets step by step. They enable people to find their goal very simply and to define the necessary activities. They also serve as a guardrail that prevents users from deviating from the path that leads to their goal. With regard to some questions, however, it is also possible to use the worksheets individually and separately.

The five worksheets summarized in Table I have the following aims and functions:

A. 33 Questions for Self-Reliance

The aim of the 33 questions for self-reliance sheet is to estimate the independence and ability of the person. It is not used for assessment purposes; its aim is merely to indicate which of the 33 points constitute potential for improvement.

B. Long-Term Goal Form

The long-term goal form is the central document of the Harada Method. The

main purpose of the sheet is for the user to perform four different tasks. First of all, it can be the basis by which to subdivide the set goal. Secondly it can be consulted to check the sense and purpose of the set goal. Thirdly, a self-analysis from the past is performed from which possible obstacles and possibilities of deviating from the path towards the goal can be derived. Fourthly, it may be of assistance in implementation planning.

C. Open Window 64 Chart

The open window 64 chart allows the user to generate the steps and activities that are necessary to achieve a selected goal. The result should be eight task fields each with eight activities; these activities may comprise single tasks or routine activities.

D. Routine Check Sheet

The aim of the routine check sheet is to monitor the generation of positive behaviors that are conducive to character formation and goal attainment. The daily check enables daily comparisons to be made of the work performed and provides a simple and clear means of checking at the end of the month whether the planned routines really have been implemented. This in turn makes it possible for both the user and the manager to check that the employee is indeed on the way towards achieving his goal.

E. Daily Diary

The main aim of the daily diary is to support the user in attaining his goal on a daily basis. It gives the user a means of conducting a precise daily schedule while keeping sight of his central tasks. The daily diary also aims to provide a means of reflection, in addition to providing sufficient space for notes and future tasks. In this way, it allows the user to learn from mistakes and difficulties, in the hope that these can be avoided in future.



To facilitate users in successfully working through the five sheets, the Harada Method is divided into five steps. The first is to define the goal, and this is followed by questioning the sense and purpose of that goal. Once these two steps have been successfully completed, an analysis phase follows, in which past successes and failures are assessed with the aim of identifying possible future obstacles and, correspondingly, ways of avoiding them. The fourth step consists of working through the 64 field and routine check sheets in planning for goal attainment. Finally, the user's daily implementation of the Harada Method is recorded in the Daily diary.

The Five Steps of the Harada Method are:

Goal- set your direction with a specific, achievable objective. Working your values and goal into each other is a recursive process.

Purpose- connecting your values with your goals will help with selecting a goal that is heartfelt will bring your driving purpose in achieving the goal to the forefront of your consciousness.

Analysis- look at your past successes and failures to reinforce your strengths and eliminate your

weaknesses, and note your perceived obstacles and state ways to overcome them.

Plan- build an action plan. You will stretch your imagination and list 64 tasks to accomplish your goal.

Action- incorporate your plan into your daily life, make yourself accountable for your actions, and sustain your efforts.

Benefits of the Harada Routine Check Sheet:

You begin to have real control over your way of life.

Instead of working blindly, not knowing if you are on the right track, you can work positively and effectively. You see that daily results of your work. You can measure the effect of what you do as you work toward achieving your goals.

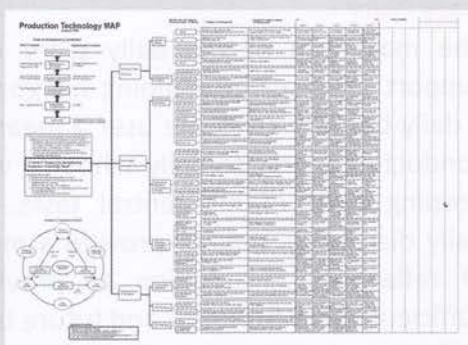
You build up your character and develop a strong will by continuously working on your routines.

You develop a great sense of self-confidence by working on your routines every day and allowing nothing to pull you away from attaining your goals.

You see what you did and didn't do over the past month by looking at only one sheet of paper.

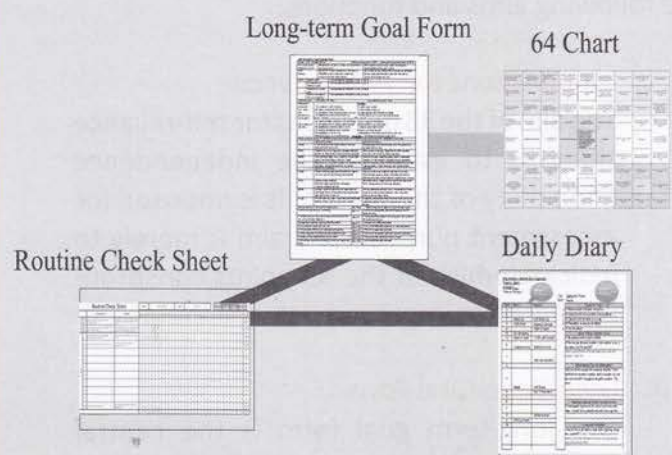
If you are a manager, you can also see how your employees are changing themselves for the better.

Horizontal Strategic Planning MAP



Shigehiro Nakamura – The New Standardization : keystone of continuous improvement in manufacturing

Harada Method Tools



Tokyo Diary

Surendra Nath Panta
CEO, Contech Pvt. Ltd.

I took part in a training program on Program & Project Management – for Advanced Infrastructure (PPMI) organized by HIDA Japan on 1st March to 14th March 2018 at AOTS Tokyo Kenshu Centre (TKC).

This program was designed in collaboration with the Project Management Association of Japan (PMAJ) for participants who are responsible for managing infrastructure projects in the world to enhance their management ability to promote energy saving by making them master the system and method of project management based on the Program and Project Management (P2M)

Program director and lead instructor was Pr. Dr. Hiroshi Tanaka who was Academic Adviser, Founder and Immediate Past President of Project Management Association of Japan (PMAJ), PhD. (France), Dr. PM (Ukraine), PMP (USA).

PPMI is being applied by Japanese corporation as the 21st century's dynamic management paradigm & methodology for competitiveness, innovation and sustainability. It is newly developed concept basically applied in infrastructure projects and to advancing the low carbon society. The course was very interesting and useful for us. The Lecturer was expert of this field and he did maximum effort to deliver the course content to us. Interacting between participants was another part of learning.

We were 23 people participating from different countries like, Bangladesh, Sri Lanka, India, Pakistan, Nepal, Mexico, Egypt, Indonesia, Philippine etc.

Relevant to the course we visited Tokyo Bay which was the sample of new technology. It connects Tokyo and Yokohama city. It is 30 km long crossing

over sea. Out of which 25 km is a tunnel under the sea and the remaining 5 km is a bridge over the sea. An artificial island connects the tunnel and bridge. It took 30 years to complete the whole project and now it is in full operation. They explained us the emergency evacuation system of tunnel in detail.



We also visited a Higashi Kanto Branch of Takenaka Corporation. Takenaka Corporation is a world renowned Construction Company ranking in top 5 in Japan. Building of this branch was recently renewed by them using zero energy consumption technology. This was the only building in private sector in Tokyo using zero energy, because initial construction cost of such building is very high. This building uses no electricity from government but sold its extra power, produced through renewal energy, to the government.

In the holiday, we visited Mt. Fuji, which is really a good place to see. We can feel the mountain very closer. It was one full day tour package from Tokyo. Same way we visited Disney Land in Tokyo, which is another must visit place. It covers a very big area and lots of interesting things to see. People make multiple day tour packages only for Disney Land and Disney Sea from aboard.

There are so many other places to visit like Tokyo tower, Tokyo Bay, markets, parks, zoo etc. Japanese people are so kind and friendly that everyone feel safe and enjoy.

I would like to thanks Nepal AOTS Alumni society for providing me this opportunity of international training course as well as visit to Tokyo in my lifetime.



Introduction of the Japanese Chamber of Commerce in Nepal

Hideaki Takada

Vice President JCCN and AOTS Advocate to Nepal AOTS

The Japanese Chamber of Commerce in Nepal (JCCN) was established in 2003 with the aim of promoting business relationships between Japan and Nepal, supporting companies which have business related to Japan and Nepal, and sharing information regarding investment in Nepal.

Currently, the JCCN has 40 companies who are members and is comprised of both Japanese and Nepalese companies that actively participate in various business sectors, such as construction, manufacturing, tourism, IT, food and beverage, human resource development and education.

Recent Activities

The JCCN has recently been focusing on the following activities.

- 1) Issuance of monthly newsletters and website maintenance
- 2) Organization of study seminars and monthly board meetings
- 3) Participation in Japan-related events which promote our members' businesses
- 4) Support of potential Japanese investors in Nepal
- 5) Interaction and information sharing with Japanese Chambers of Commerce and Industries in other countries and Nepalese chambers of commerce
- 6) Promoting the candidacy of Osaka as the venue for the International Exposition planned in 2025.
- 7) Issuance of "Pocket Planner", a diary with the Japanese and Nepalese calendars as well as the business-related information.

Objectives and Key Activities in 2018

1) Collection and Share of Business related Information

The JCCN will collect information on new regulations and systems defined by the newly established Federal Government of Nepal. The information will be shared with our members in order that the companies will be able to operate with up-to-date information.



2) Activities of Sectional Committees

The JCCN currently has 6 Sectional Committees (Construction, IT, Human Resource Development, Food and Beverage, Manufacturing and Tourism). Each Sectional Committee will promote their activities in their concerned sectors more actively than in the past.

3) Collaboration with Other Business-related Organizations

The collaboration and interaction with Nepalese business-related organizations and other chambers of commerce, as well as Japanese Chambers of Commerce in other countries will be continuously strengthened.

4) Monthly Dinner Meetings "Tookakai"

On 10th of every month, the JCCN invites one guest speaker to talk about a specific topic, which is combined with a casual dinner meeting. The Tookakai is open to everyone, even non-members of the JCCN. In 2018, we have organized 4 Tookakai already, and its participants have been increasing every time.



My Recent Trip to Nepal AOTS

Syed Masud Hasan
Member, BAAS

My plane landed at the Tribhuban Airport, Kathmandu on 8th October'17. It was a bright sunny day. My wife was with me. This was my 3rd visit to Nepal, though for my wife is visiting for the first time. I was invited by NAAS to conduct a 4-Day training course on Training of Trainers (TOT) under WNF program of AOTS-HIDA Japan. During my previous two visits to Nepal, I could not avail the opportunity to visit interesting places in Nepal other than Kathmandu, Bhaktapur, and Patan. So, this time I thought that it might be quite interesting if I took my wife along with me to visit Pokhara after the completion of the training program, and she agreed.

We came out of the Airport and were greeted in a traditional Nepalese way by Mahesh san and Prashant san, President and Vice President of NAAS. We drove to the hotel Yellow Pagoda where we were put up during our stay at Kathmandu. I was told that the program would also be held in this hotel. I was quite relieved thinking that there would not be any difficulty in reaching the training venue in the morning on time. (This thought came across my mind because of my regular experience of Dhaka traffic, which is terrible). After having taken lunch, I along with Mahesh san and Prashant san went to see the final arrangement in the training room.

The course was scheduled from 9th to 12th October'17. The program started in the morning of 9th October with a formal inaugural session where the executive committee members, guests, and trainees were present. The TOT program content included all relevant topics of a complete training cycle viz. Conceptual Framework of Training, Principles of Learning, Training Needs Assessment, Setting Training Objectives,

Curriculum Development, Implementation of Training and Training Evaluation. Since involving trainees in the training process is very important for the effectiveness of a training program, as training methodology, besides lecture method, group work, exercises, question-answer, individual/group presentation were adopted. I was rather apprehensive about how the trainees would appreciate the program which involved somewhat dry topics. But, I was very happy to see that the trainees were very much receptive with their spontaneous and active participation. The sincerity, discipline, mannerism, and intelligent participation made the program successful.

Training is a two-way process, and I personally benefitted much from the exchange of ideas and experiences of the trainees. I felt very much satisfied with the proceedings of the course. On the evening of October 12 the course ended with an exchange of pleasantries.

I must mention the support and cooperation provided by Mohesh san, Prashant san, Prajwal san, Nisha san, Surya san, other members of NAAS family (sorry, I cannot recollect the names of others) from the very beginning of the program.

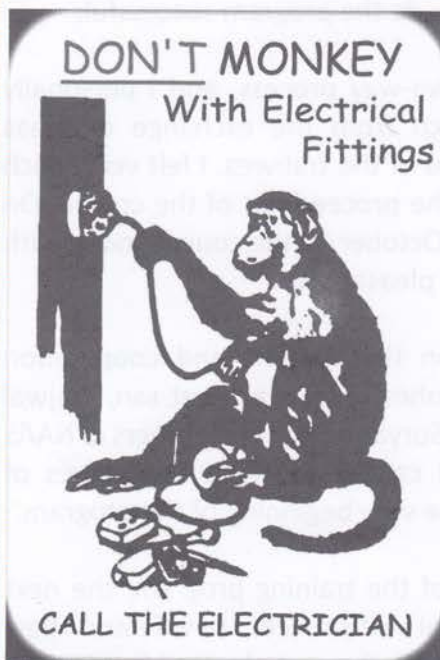
With the end of the training program, the next part of my Nepal visit started. My wife and I flew to Pokhara from Kathmandu by Buddha Airlines flight on the morning of 13th October. By the way, while I was busy with the training program, my wife visited some interesting places in and around Kathmandu courtesy of Mahesh san and Prashant san.



Prkhara is a very beautiful place. Its beauty is indescribable. We sailed in the Phewa Lake, visited Davis fall, and most interestingly witnessed the sunrise in the Annapurna range. It was an exciting and dangerous drive in the darkness on a hilly, serpentine road very early in the morning to see the sunrise. Using words here to portray the beauty, of the moment of the sunrise through the hills, would be inadequate..

We were scheduled to return from Pokhara on 15th noon. We checked out from the hotel and came to the Airport on time. At the airline counter we were told that the flight had been delayed as the aircraft did not arrive from Kathmandu, and they were not certain when the flight would come. I started to become nervous as there was no news about our flight. With the passage of time my anxiousness increased. At one stage, at about 4:30 pm, the airline informed that our scheduled flight was cancelled and the

last Buddah scheduled flight (which was a flight prior to our scheduled flight) from Pokhara would leave at 5:30pm. I became very worried thinking that I would also miss our flight to Dhaka on 16th. I got immensely concerned and desperate. I hurriedly went to the Airline's station manager and explained my situation, showed my Dhaka-bound air ticket, and also rang Mohesh san. I was lucky! The airline station manager was kind enough, and was able to arrange two seats in the last flight and I was relieved! We reached Kathmandu hotel at about 9:00pm. The next morning we departed from Kathmandu with a memorable and exciting experience to recollect. Finally, I must conclude mentioning that we never felt out of home, and to me Nepal was like a home away from home. The courtesy, hospitality, and fraternity of the NAAS members are unique, and my wife and I shall always cherish the pleasant memory of our visit to Nepal. Our warm regards to all the friends of NAAS!



Hearty Greetings on the Happy Occasion of 28th Anniversary of **NEPAL AOTS ALUMNI SOCIETY**

Janak Raj Tuladhar
(Life Member, Nepal AOTS Alumni Society)
Managing Director at

Regd. No.: 2173/374
VAT No.: 500060865



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NPCM Experience

Gyanendra Prasad Dahal
Managing Director
Mega Shoe and Pvt. Ltd.

I would like to thank HIDA, Japan, Nepal AOTS, FNCCI, and FMAN for providing an opportunity to participate in Corporate Management Training in Japan. It was a golden chance for me to learn corporate culture in a developed nation like Japan.

Theoretical classes provided by experienced professor, followed by field visit to the factory, provided an ample opportunity to learn new things. It was very crucial for me to attend corporate management training in a developed nation such as Japan that produced high quality products.

Things we learn can only be completed, once was transform that into practical work. Although it is a challenge for me things that I have learned in Japan.

We, Nepalese think that we know everything and we feel proud of the things we do. But there are something we still need to learn. System is an important thing. Throughout this training, I have learned following corporate culture.

1. TIME MANAGEMENT

Time is a very important thing. Attendance on time and completion of work ahead of time are Japanese cultures. I have understood importance of time and how to change my schedule to comply with time management.

2. SYSTEM

Everything runs within system and it is another important corporate culture that I have learned in Japan. If we follow the system, we can produce quality products and provide quality services and maintain them in long run.

3. CONTINUITY

Following up with system is another important step. If we continue to follow up the system, we can maintain high quality. And it is important lesson that I have experienced in Japan. Corporate Management is another stepping stone of Japan's development.

4. CLEANLINESS

If the workplace is clean, a worker always rejoice. Japan is very sensitive in term of cleanliness. In Japan, public places and private sectors are very clean sanitized.

5. DISCIPLINE

"First come first service" is a good part of Japanese culture. If a person shows up early, he gets early service which has become a system in Japan. Unlike our culture Japanese culture does not prioritize services based on relationship. This is an important lesson that I have learned over my stay in Japan.

6. PHILOSOPHY

Every sector defines its own philosophy. We talk about philosophy but we do opposite things. We do not follow our own philosophy. Japan creates a road map and follows throughout the end. This way success is guaranteed.

7. PARTICIPATIONAL MANAGEMENT

Worker, manager and the management team all work in a same direction. They also allow worker to take part in some of the roles of management which is very important to bring them closer. Participative theory is a strong part of Japanese culture. It minimizes the risk of workers leaving their job. Stability is an important factor in every business and it is also important to maintain stability in a long run.

All the points that I have mentioned above are very essential not only in production but after production also. Overall this training taught me to become more discipline and team player in running business.

Lastly I would like to thank all who helped me take this training.



Reports for AOTS Training Program: PQPS2

(28th Feb to 13th March 2018)

Navin Kumar Thapa

Assistant Quality Assurance Manager

Fred Hollows Lens Laboratory, Tilganga Institute of Ophthalmology

Attending a training program in Japan regarding 'Quality' was a very special thing and I wanted to make the most of the training program and my stay there for the two weeks. I was very much impressed with the conduct of the program in the Japanese way.

On the first day I reached there, I made my first friend at the airport itself. AOTS representative was waiting for me with one of the AOTS participant. We both were in the same program. He was from Sri Lanka. From the airport, we shared the same train and taxi to reach the AOTS Tokyo kenshu center. When we reached there, we were informed about everything we needed to know. Everything was planned to well. Also we were informed that we needed to be ready early in the morning for site visit which as 'NISSAN' manufacturing unit in Yokohama. I have always been a fan of Nissan cars and hence I was excited to visit them. I had already made a friend, so first day was very exciting. I got to meet other participants as well. Altogether we were representing 9 countries from as far as Ghana and Kenya. On the site, we learned about quality circle and quality activities. It was a very good and productive visit.

Over the next few days, we were gradually introduced to QC tools in depth with special lectures from quality gurus such as Dr. Kano and Mr. Ando, who are world renowned in quality field. It was

very motivating to hear from their experiences and I attended their trainings of Total Quality Management and spent sufficient time with them and hence, learned from them.

With many exercise, real world examples and really good and professional teaching team, we were in good hands and therefore learning never seemed boring or impractical. In the mean time, we were roaming around Tokyo and getting closer to Japanese society. Every evening we went out to a new place. There was so much to see but had so little time. However, we wanted to make the best of our available time, which I guess we did.

Overall, it was a very productive training on many levels in terms of the knowledge gained, real world experiences, experiencing Japanese culture and quality making new international friends and so on. When the training program was completed and it was time to return. I began thinking how i can use the training back in my country. The concept of quality is not taken seriously in Nepal and the work culture is also not quite professional. If only these two things can be nurtured. I am sure we can do much better than now. And it is up to us, the young working generation and the AOTS trainers who can start making changes.



**"No matter how hard the past,
you can always begin again."**

- Buddha



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Sita Ram and Our Adoption to the Japanese Way of Working

Mr. Sajal Man Shrestha, Mrs. Reema Shrestha, Ms. Sushma Khadka, Ms. Kabita Dongol
Sita Ram Gokul Milks Kathmandu Pvt. Ltd

Sita Ram Gokul Milks Kathmandu Pvt. Ltd. was established in 2052 B.S. In this 23-year-old journey we have been able to adapt to new technology, expansion and new ideas in order to assure a quality product for the consumers of our nation. During this expedition we were also named as one the Nation leading Private Dairy processor and distributor. It is very important that the milk which arrives in the factory is well stored, accurately tested and packaged so that the customers receive a quality product. The key elements for a successful industry is to have skill manpower, adapt to new ideas and innovation and get along with the new technology, here at Sita Ram Gokul Milk, we have maintained a good balance between all three elements. Our efforts have been recognized by the Government body and in 2017 we have been awarded as an NS/ISO 22000:2005 certified organization.

In recent few years we had the opportunity to be associated and learn from the Nepal AOTS alumni society. We appreciate their efforts in promoting the technical cooperation for the industrialization and development in a country like Nepal and thankful for introducing the Japanese way of management to this Nation. We are sure that it's not just us but many other organizations have been able to take benefits from the Trainings and knowledge shared by the AOTS group within our nation.

In 2017, the AOTS group had organized few training programs within the country and we

were fortunate enough to take part in those training program and gain knowledge from them. The training programs that we participated was regarding the Office Kaizen and Office 'S' concept, Pokayoke for Quality Improvement and Total Quality Management. Most of the concepts that we learned were rather an eye opener which helped us think outside the box. This newly gained knowledge, the art of Japanese way of working, broke the tradition stereotype of working and taught us that: a proper discipline in work helps in long run for not just in an industry but a better living. The knowledge we learned were shared with the coworkers and practiced in our daily day to day work.

The 5 'S' concept (Sort – Stabilize – Shine – Standardize – Sustain) help us understand the importance of the smallest issues which never even came to our eye site. One such example is the Documentation and filing part which was quite unorganized previously. Now that we have developed this concept, any file that needs to work upon can be found within 30 seconds or less. In order to explain the concept of KAIZEN to the workers of the factory, we had to clarify upon the "Types of waste" during the daily working. We agree that KAIZEN is a continues process that focuses of the improvement, productivity and quality work. It works by eliminating the waste, reducing as much as possible and then creating the change. Acknowledging and working towards the waste gave us the following solutions:



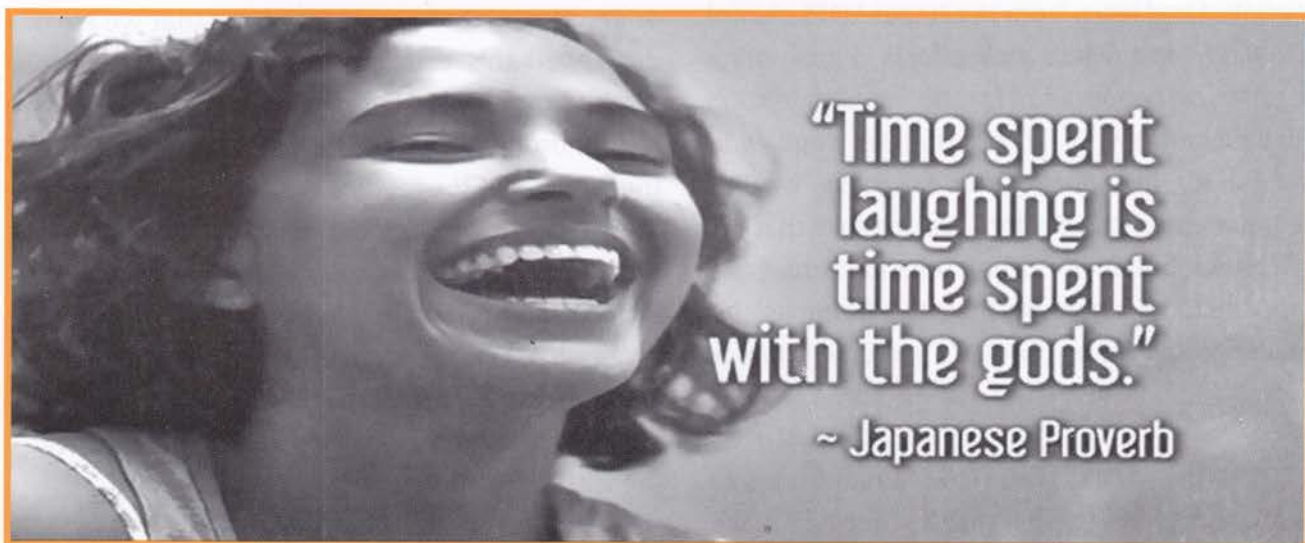
1. Over Production Waste- processing as much milk as per demand helped us generate less processing cost.
2. Processing waste- not using excess of any raw material or minimizing it made it easier to reducing the cost and the man power.
3. Inventory waste – having raw material require just as much as you require.
4. Rework waste – making sure everything is done wright in the first place so that you don't have to repeat the processing again.
5. Transport waste- making sure that the transport of raw material from one section is easy and as well as quick.
6. Wasting Time- let the worker come on the right time and complete the work in right time, and they are asked to coming in the right time and their time and effort don't go to waste.
7. Motion Waste- the pathway of the factory is deigned in sequential section reduction the motion waste.

One good example that led to clearing up a mess after understanding the types of waste was our store section. After the waste was segregated, it

followed by eliminating those wastes, reducing and then creating the change. There was some visible change seen in no time.

One of a popular principle what we often practice is the GEMBA principle which helps by solving the problem in the actual place where the issues took place. One memorable incident is when one of the equipment was malfunctioning and everyone, even the senior members were assembled around the equipment and discussed for the solution. The resolution was quick and productive. A very important tool for any kind of industry or work stations.

The Japanese style of working is truly a key to a successful industry. These trainings help us in educating individuals to develop skill manpower, learning about international businesses and bringing the best out of any individual. We show our humble gratitude towards the Nepal AOTS society for introducing us with such valuable principles. We are glad learn such principles and practice within the factory. We hope to be associated with the AOTS society in the future soon.



Report from Nepal AOTS Training Division

Prashant Lal Shrestha

Head, Training Division & Vice President
Nepal AOTS Alumni Society

The Primary objective of Nepal AOTS Alumni Society (Nepal AOTS) is Human Resource Development for the country. Nepal AOTS has been facilitating in the nomination of participants for management and quality trainings in Japan and SAFAAS countries. For a number of years after its establishment, Nepal AOTS provided management trainings and various other HRD activities in the domestic market through its JASMAN (Japanese Style of Management) committee and IT Committee. With increased economic and business activities in the country, there is no doubt about the rising demand for skilled Human Resources in Nepal. Our belief that Nepal AOTS can make valuable contribution in imparting quality management training programs in Nepal, **Training Division** of Nepal AOTS Alumni Society has been established on March 2017 with the main objective of **HR Development**, primarily in alignment with (but not limited to) **Japanese Approach to Management** to impart trainings and conduct related activities of the highest standard and to streamline the training related activities of Nepal AOTS.

Training Division has been formed with the following broad objectives of:

1. To contribute to the development of managerial and technical skill of human resources by conducting pertinent and value-added training programs in the country
2. To create awareness and disseminate Japanese Style of Management
3. To establish business linkage with other similar institutions at home and abroad, particularly with Japan and other SAFAAS countries for the purpose of development and operation of training programs
4. To provide consultancy in Japanese Style Management, Kaizen, 5 'S', Total Quality Management, Toyota Production System
5. To develop the trainer from its member base



To fulfill the above objective Training Division has different training programs from June 2017. Accordingly, it has conducted two half-day programs on Total Quality Management which were facilitated by Advisors Mr. Ramesh Nepal and Mr. Ramesh Man Singh in June 2017. This was to fulfill its 4th objective to develop Mr. Nepal and Mr. Singh as trainers.



In October 2017, Nepal AOTS organized a training cum workshop program on "Training of Trainer" with support from The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan under World Network of Friendship (WNF) and Bangladesh AOTS - HIDA Alumni Society (BAAS), Bangladesh at Hotel Yellow Pagoda. It was 4 days training program and had 14 participants including Nepal AOTS members. Mr. Syed Masud Hasan from BAAS, Bangladesh was the resource person. This training was intended for fulfillment of the objective of developing the trainer from its member base. The objectives of this training program was to:

- Explain the conceptual frame work of training
- Discuss principles of learning principles
- Conduct training needs analysis
- Design need-based training program
- Implement training program
- Deliver a training session effectively
- Explain the process and importance of feedback in training



In November 2017, Nepal AOTS organized a training cum workshop program on "Total Quality Management" with support from The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan under World Network of Friendship (WNF) and Japan Sri Lanka Technical and Cultural Association (JASTECA), Sri Lanka at Hotel Yellow Pagoda. It was 3 days training program and had 20 participants. Ms. Sakunthala Goonetilleke from JASTECA, Sri Lanka was the resource person. The objectives of this training program was to:

- To develop a common understanding on TQM
- To gain the knowledge on methods and tools of TQM
- To understand the application of TQM
- To understand the Deming award Process



Beside these WNF Training Programs Nepal AOTS organized 5 one day training programs by the resource person Mr. Prakash Yardi from Pune, India.



On November 12, 2017, Nepal AOTS organized a training program on "Office Kaizen and Office 5 'S' Concepts" at Hotel Yellow Pagoda. It had 15 participants. The objectives of this training program was to:

- Increase Productivity in Office Areas
- Save Time or Quick response to Internal Customers
- Improve Quality in various activities of Office
- Quick Response to Customer Complaints
- Ways to find out Projects of Cost saving in Office Area.
- Time management for Office activities – Essential factor to work in office



On November 13, 2017, Nepal AOTS organized a training program on "Manufacturing Excellence through Kaizen" at Hotel Yellow Pagoda. It had 10 participants. The objectives of this training program was to:

- Understand the operational methodologies for improvement/achieving manufacturing excellence

- Increase operational efficiency
- Eliminate/reduce waste and overheads
- Enhance productivity
- Achieve quality
- Squeeze/eliminate cost of undesirable non value adding overheads



Nepal AOTS organized a training program on "Manufacturing Excellence through Kaizen" in Association with Deurali-Janta Pharmaceutical Pvt. Ltd. (DJPL) at Deurali-Janta Pharmaceutical Pvt. Ltd. office, Dhapshi Height on November 14, 2017. It had 36 participants. The objectives of this training program was to:

- Understand the operational methodologies for improvement/achieving manufacturing excellence
- Understand "Poka Yoke" work culture
- Understand poka yoke mechanism to eliminate product/service defects by preventing, correcting, or drawing attention to human error as it occurs to achieve quality
- Increase operational efficiency





- To Understand lean principles of 5 'S'
- Increase Productivity in Office/workshop Areas
- Improve Quality in various activities of Office /work area
- Quick Response to Customer Complaints
- Ways to find out Projects of Cost saving in Office /work Area.
- Tips to Create visual communication in work environment



On November 16, 2017, Nepal AOTS and Confederation of Nepalese Industries (CNI) jointly organized a training program on "Office Kaizen and Office 5 'S' Concepts" at Hotel Yellow Pagoda. It had 45 participants. The objectives of this training program was to:

- Increase Productivity in Office Areas
- Save Time or Quick response to Internal Customers
- Improve Quality in various activities of Office
- Quick Response to Customer Complaints
- Ways to find out Projects of Cost saving in Office Area.
- Time management for Office activities – Essential factor to work in office

After the training program along with the resource person Mr. Yardi, Nepal AOTS Executive visited the Deurali- Janta Pharmaceutical Pvt. Ltd. (DJPL) factory and had discussion on improvement of the productivity and quality.



Similarly, Nepal AOTS organized a training program on "Office Kaizen, Office 5 'S' and Visual Management" in Association with Kantipur Media Group (KMG) at KMG office, Thapathali on November 15, 2017. It had about 32 participants. The objectives of this training program was to:



Beside the training programs, to fulfill the objective of business linkage with other similar institutions at home and abroad, Nepal AOTS team attended the 12th South Asian Federation of AOTS Alumni Society (SAFAAS) Convention organized by Sri Lankan Japan Sri Lanka Technical and Cultural Association (JASTECA) in Colombo, Sri Lanka from October 27 to October 28, 2017. There Nepal AOTS team had formal and informal discussion for the business linkage and support for training with Alumni Societies from Sri Lanka, Sri Lankan Japan Sri Lanka Technical and Cultural Association (JASTECA); Bangladesh, Bangladesh AOTS - HIDA Alumni Society (BAAS), Dhaka; Chattagram AOTS Alumni Society (CAAS), Chittagong; from India, Federation Of AOTS Alumni Association of India (FAAAI), New Delhi; ABK – AOTS DOSOKAI, Tamilnadu Center, Tamilnadu; AOTS Alumni Society Delhi (AASD), New Delhi; Alumni Association of Western India (AAAWI), Mumbai; Alumni Society of AOTS Kerala (ASA Kerala), Kerala; AOTS Alumni Society of Central India (AASCI), Pune; AOTS Alumni Association of Gujarat, Ahmedabad; A.P. The AOTS Alumni Society, Hyderabad and AOTS Alumni Association, Karnataka Regional Centre, Bangalore.

To fulfill the objective of consultancy in Japanese Style Management, Nepal AOTS Vice President and Head - Training Division Mr. Prashant Lal Shrestha attended the training “The Program on Consultancy Training” organized by The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan from March 1 to March 14, 2014. The training program had 22 participants from 10 different countries. Mr. Shrestha had opportunity to discuss the business linkage with 7 different countries Alumni Societies besides Nepal, Bangladesh and Sri Lankan Alumni Society members. The objectives of this training program was to:

- Enable the participants to learn about excellent Japanese companies and their key success factors
- Enable the participants to management skills for productivity that can make kaizen (improvement activities) familiar

- Enhance their consultancy by acquiring practical approaches to working with people and organizations.

To discuss on support to Nepal AOTS activities from AOTS Japan, Nepal AOTS Vice President and Head - Training Division Mr. Prashant Lal Shrestha had a meeting with AOTS President, Mr. Shinya Kuwayama, Senior Managing Director Mr. Joji Tateishi, Managing Director Mr. Yuji Shimo-Osawa, Senior Manager Mr. Hiroyuki Sato and Manager Mr. Masami Tada at AOTS Head Office in Tokyo. Mr. Shrestha briefed about Nepal AOTS activities and requested to continue the support of the training in Japan and to revive the Oversea Training Programs (OTP). He also had informal discussion with AOTS General Manager Mr. Takaaki Hirono, Senior Manager Mr. Hiroyuki Sato, Manager Mr. Masami Tada, Ms. Miho Furuhashi and Ms. Kyoko Wada.



This Fiscal year Nepal AOTS Training Division is planning for 6 WNF Training Programs, 1 OTP Program and to initiate the Domestic Lecturing

Tour. Nepal AOTS has applied for 3 WNF programs in April 2018 and had been approved by AOTS Japan. We will be applying for another 3 WNF Programs in October 2018. The first WNF Training Program will be "Employee Engagement: Tools for increasing Organizational Efficiency and Productivity" from July 30 to August 2, 2018 (i.e. 4 days). We are expecting around 40 participants for the training program. The resource person is Mr. Rupak Nasrullah Zaidi from BAAS, Bangladesh. Mr. Zaidi is Training, Organization development and HR specialist. He has completed Masters in HRM Program under the University of Dhaka. He is a Professional International Member of Association for Talent Development [ATD, largest association for training and development worldwide], a member of Certified Professional Trainer Network [CPTN] - Canada & certified Trainer from City and Guild- UK.

The OTP programs has been also approved by AOTS Japan and will be executing this 2 days OTP

programs "Behavior Modeling for Productivity" from November 15 to November 16, 2018. The resource person is Mr. Noriyuki Murata. Mr. Murata is Chief Executive Officer / Management Consultant, Research Institute for International Management (RIIM) Chu-San-Ren Inc. Mr. Murata specializes in leadership development of corporate executives and managers, organizational vitalization, creation of corporate vision, "Action Learning" training, factory management and cost management, feasibility studies for factory establishment, etc. He is the course director of 'The Training Course on Solving Human and Organizational Problems' (SHOP) and 'The Program on Consultancy Training' (PCT), held by AOTS. He is also dispatched as a management consultant for many projects driven by international organizations, such as Japan International Cooperation Agency (JICA) and The World Bank.

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150	Kadariya, Sangita		4388342	4380409	sangitakadariya@gmail.com	9841219225
151	Kansakar, Triratna			4422578		9801120224
152	Karki, Ajay Singh	Prasid Pashmina Industry	4262356	4411464	ajayskarki@hotmail.com	4330136
153	Karki, Dasrath	D. R. Traders & Suppliers	5542950	5524821	mmkt5@hotmail.com	4218419
154	Karki, Dipinti	Avenues Television P. Ltd.	4227222	4410930	dipintikarki@hotmail.com	9851024383
155	Karki, Diwas	Civil Bank Limited	4169030		diwas.karki@civilbank.com	9851098394
156	Karki, Mahesh	Machhapuchhre Metal & Machinery Works	061-530607	061-540162	karki_mahesh@hotmail.com	9851034909
						061-527328
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157	Karki, Rohit	Pathivara Concrete Ind. Pvt. Ltd.	025-580899	025-583481	rohit.karki@pathivaragroup.com.np	9851110570
158	Karki, Sajal	Laxmi Lodge & Hotel	049-421400	049-421400	info@laxmilodge.com	98551107819
159	Karki, Uttam	Surya Nepal Pvt. Ltd.	4220658	445680	uttam@snpl.com.np	9851030815
160	Karmacharya, Bishwo Mohan	Bhote Koshi Power Company	4270027	4620444	bishowkmohan@gmail.com	9851079549
161	Karmacharya, Chandra K.	Karmacharya Trading	061-525529	61-523016	ck@karmacharyagroup.com.np	9856020016
162	Karmacharya, Jaya Bir	Omnic Laboratories Pvt. Ltd.	6540089	5522023	jayabir61@yahoo.com	9851056309
163	Karmacharya, Rameshwor	People's Campus		4770525	r.karmacharya@ntc.net.np	9851021525
164	Karn, Manisha	Citizen Bank International Ltd			manisha.karn@ctzbank.com	9841360541
165	Karna, Suresh Kumar	Kumari Bank Limited	4232112	5544368	suresh.karna@kumaribank.com	9851051520
166	Kayastha, Nagendra	MULTI Software (P) Ltd.	5545694	6611090	n.kayastha@unesco_ibe.org	5523103
167	Kejriwal, Anil Kumar	Siddhartha Finance Ltd.	4441702	4477511	anilkejriwal1@gmail.com	9851072013
168	Khadka, Amin	Tilganga Eye Center	4493775	4496360	amin@tilganga.com.np	9841301710
169	Khadka, Keshab Bikram	Annapurna Agro Industries Pvt. Ltd.	071-204500	017-524821	swami_dt@yahoo.com	9851010340
170	Khaingoli, Shrestha Raju P.	Omnic Laboratories Pvt. Ltd.	4266858	6610386	rajuprasadsrestha@yahoo.com	9851044365
171	Khanal, Dharma Prasad	TU. Memorial Health Science	9851077038	4361670	Dr.dpk.mmihs.edu.np	9851077038
172	Khanal, Gopal	Asia Publication P. Ltd.	4257462	4355428	asiapublication@hotmail.com	9851023115
173	Khanal, Jhalak Prasad			4431743	jhalak@viborbank.com	9851025906
174	Khanal, Krishna Prasad	Apollo Offset Press P. Ltd.	4471584	4351915	khanal_krishnap@hotmail.com	9851027878
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176	Khanal, Niraj	Brihat Investments Pvt. Ltd.			niraj.khanal@gmail.com	9851131130
177	Khanal, Sarita Karki	Lomus Pharmaceuticals	4354027	4351861		4436395
178	Khanal, Sharad	Asian Pharmaceuticals Pvt. Ltd.	071-522152		khanalbabu@gmail.com	9847021819
179	Kharel, Gourish K.	K-too Health Food Inc.	031-520108	4410647		
180	Khatri, Pashupati	Direction Exhibiton & Convention Center	4117102	4117104	pashupait69@gmail.com	9851117584
181	Khatiwada, Achut	Equipment Maintenance & Service Center	4312008	4372645		4312000
182	Khatri, Bahadur Arjun	Qmed Formulation Pvt. Ltd	4110870	5639642	arjunkhatir64@gmail.com	9851094656
183	Khatri, Bishnu	New Kantipur Feed Industry	16617309	16540353	ashapuri@wlink.com.np	9851035473
184	Khatri, Dipak	Mukteshwori Beverage Pvt. Ltd.	027-589280	9851168916	dipak_900@yahoo.com	9851168916
185	Khatri, Sudhir Babu	Development Credit Bank Ltd.	4231120,	5525164	sudhir@dcbl.com.np	9851062820
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194	Lohani, Ram Chandra	Laxmi Intercontinental Pvt. Ltd	4433780		rclohani@gmail.com	9851140331
195	Maharjan, Asha Lal	Nepal Telecom	4213944	5526379		
196	Maharjan, Ashok	Palpali Lable Industries	4414772	4414772		4424168
197	Maharjan, Babu Raja	Kathmandu Repairing Center	4246518		csb@ccsl.com.np	
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200	Maharjan, Mandira	Bhaktapur Ceramics Pvt. Ltd.	6613440	4415783	mandiramaha35@yahoo.com	9841620366
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202	Maharjan, Suresh			5540101		9841304297
203	Maharjan, Surya Lal		4359516	4428651	suryalalmaharjan@hotmail.com	9841618346
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205	Mahato, Radhe Shyam	National Healthcare P. Ltd.	051-528538		ed@nationalhealthcare.com.np	9851041371
206	Malla, Naresh Bahadur	Web Printers P. Ltd.	4272969	4221278	sula@mos.com.np	9851033729
207	Malla, Roshan	Citizens Bank International Ltd.	4427842		roshan.malla@ctznbank.com	9851159988
208	Malla, Trilokeshwor	Direction Nepal P.Ltd.	4117101		tmalla@live.com	9851033729
209	Manadhar, Bandana	Prime Commercial Bank Ltd.	4271191	4233388	bandana.manandhar@pcbl.com.np	9851014000
210	Manandhar, Tara	Muktnath Bikas Bank Limited	4168683	5159012	tmanandhar@hotmail.com	9851100970
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213	Manandhar, Leesa	Simca Laboratories Pvt. Ltd.	4227868	4263501	leesamanandhar@hotmail.com	9851162078
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226	Neupane, Hom Nath	Nebico Pvt. Ltd.	4350130	9742602950	n_hom@hotmail.com	4350527	
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230	Niroula, Yogesh Kumar	Nasa Trading and Consultancy Pvt. Ltd.		23581856	yogesh@aarya.com.np		9841244276
231	Nyachhyon, Jayan	Himal Tents Pvt. Ltd.	5527202	5526070	jayan@info.com.np	5527167	
232	Palikhel, Bikash	Kumari Marketing Pvt. Ltd.	71547769		bikashpalikhe@wlink.com.np		9857025077
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238	Pandey, Suresh	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4435167		s.pandey230@gmail.com		9849800369
239	Pandey, Yadav Raj	Prudential Bittiya Sanstha Limited	4445988	4417265	yadavrajpandey@hotmail.com	4446453	9851034051
240	Pandeya, Shanker Prasad	Sagarmath Silks	4781300		himal@silks.wlink.com.np	4781303	9851027009
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243	Panta, Naresh Dev	World Distribution Nepal Pvt. Ltd.	4263600	4413078	panta_nd@hotmail.com		
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245	Panta, Surendra Nath	Contech Pvt. Ltd.	01-4433117	01-4811279	snpan.sp@gmail.com	4433178	9851019447
246	Panta, Surendra Nath	Continental Trading Enterprises Pvt. Ltd.	4650803	4811279	admin@continental.com.np	4650801	9851019447
247	Panthee, Srijana Mishra	Nepal Oil Corporation Ltd.	4266741	4488368	srijanapanthee@hotmail.com		
248	Parajuli, Pravin Raman	Nabil Investment Banking Ltd.	4411733	4412437	pravin.parajuli@nabilbank.com	4410554	9801001512
249	Paudel, Ankit	Gaurav Nepal Engineers Pvt. Ltd.	056-524149	056-521949	poudelankit@gmail.com		9855081949
250	Paudel, Khilendra	IME Ltd.	4430600	4420911	khilendra.poudel@imeremit.com.np		9802032400
251	Paudel, Tara Prasad	Gaurav Nepal Engineers (P) Ltd.	56525249	56521949	gaurav_eng@wlink.com.np	56525076	
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255	Piya, Jiwan Lal	Chirag Foam Ind. Pvt. Ltd.	4430773	4420773	piya@ccsl.com.np	4430945	
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257	Pokharel, Ganesh Raj	Citizens bank International Ltd.	4169067	5592881	ganesh@ctznbank.com	4169077	98510811725
258	Pokharel, Prabin Raj	Global Bank Ltd.	4231198	4485845	prabin.pokharel@globalbank.com.np		9851040107
259	Pokharel, Bijayshwar	CTL Pharmaceuticals P. Ltd.	6610893	4358760	ctlfactory@infoclub.com.np	4266849	
260	Pokharel, Rajib	Premier Finance Co. Ltd.	5521223		premierfinance@info.com.np	5550412	9851021675
261	Pokharel, Sanjeeb Chandra	Nepal Rubber Udhog Pvt. Ltd.	4221123	4221123		4223145	
262	Poudel, Nikita	Gopi Krishna FM Radio	4812404		itsmenikita@hotmail.com		9851078080
263	Poudel, Raju	Arghakhanchi Cement Pvt. Ltd.	4102143	4257670	raju@acplnepal.com		9857015081
264	Poudyal, Roshan	CTL Pharmaceuticals P. Ltd.	6610893	4470540	roshpn@hotmail.com	6611617	
265	Poudyal, Sagar	Civil Bank Ltd.	4672524	5553213	sagar.poudyal@civilbank.com.np		9851049352
266	Poudyal, Upendra Keshari	NRB. Mint Dept. Sundhara	4226965	4474144	nrbmint@ntc.net.np		
267	Pradhan Bahadur Deependra	CTL Pharmaceuticals P. Ltd.	6610893	4282500	deepen63476@gmail.com		9851063476
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274	Pradhan, Kishor Kumar	Birat Pharma Lab (P) Ltd.	021-527191	021-527144		021-527082	
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282	Pradhan, Rabindra	Auto Enterprises	4254226	4254226	rabindrapradhan@hotmail.com		9851015281
283	Pradhan, Raj Surendra	Vally Pellet Pvt.Ltd	57412113	4025799	surendra.valley@gmail.com	57412584	9851122122
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293	Pradhanang, Tara Bahadur	Prefab Concrete	4220046	4220046		prefab@infoclub.com.np		
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297	Rajbanshi, Kiraj	Deurali - Janta Pharmaceuticals Pvt. Ltd.				jorikrb@gmail.com		9841510311
298	Rajbhandari, Achyut	Perfect Printing Press	4284265	4278869		variety@wlink.com.np	4278050	9851025199
299	Rajbhandari, Ashok Raj	Technology Consultancy Services P. Ltd.	4413040	4350137		tcs@tcs.wlink.com.np	4425219	9851037966
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306	Rana, Sarbajit	Surya Nepal Pvt. Ltd.	053-520035	051-529264		sarbajit@snpl.com.np	053-520034	9855020662
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308	Ranjit, Binod	Nepal Bangladesh Bank Ltd.		5529850		binod.ranjit@nbbi.com.np		9851035784
309	Rauniar, Anand Shah	Interstate Multimodal Transport P.Ltd.	4271473	4274129		rauniar@mos.com.np	4271570	9851035563
310	Rauniyar, Bikas S.	Interstate Multimodal Transport P.Ltd.	4271473			brauniar@gmail.com	4271570	9851038614
311	Rauniyar, Umesh Prasad	Nepal Pharma. Lab. P. Ltd	5529059			umesh.rauniyar@yhot mail.com	5529437	9851083931
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314	Roongta, Jagdish	National Healthcare P. Ltd.	51-524336	51-521345		ed@nationalhealthcare.com.np	51-533400	9855022169
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328	Shakya, Salin Narshing	Crystal Image		4245501	5533603	skysalin@yahoo.com	5551905	9840050107
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332	Shakya, Sugan	Prabhu Capital Ltd.		422987		sugen.shakya@prabhubank.com		9851162364
333	Shakya, Surya Bahadur	Shambala Garments (P) Ltd.		5522433	5522433	shambala@wlink.com.np	5522433	9851026728
334	Shakya, Ujaya	Outreach Nepal		5534331		shakya@gmail.com		9851034891
335	Sharma, Ananta	Deurali-Janta Pharmaceuticals Pvt. Ltd.		4371061	4491544	ananta.sharma@deuralijanta.com	4375574	9841491395
336	Sharma, Ashis Kumar					ashishsharma@hotmail.com	4442991	9851046087
337	Sharma, Ashok	Simca Laboratories Pvt. Ltd.		4227868	4414433	simca@wlink.com.np	4251232	9851043557
338	Sharma, Binita Ganawaly	Himalaya Co-operative Society			4471596			981038157
339	Sharma, Ghanashyam S.	Yeti Finance Company Ltd.		057-523806	057-523463	ghanashyam_htd@hotmail.com		9845022806
340	Sharma, Madan	Nepal Telecom		4210435	4471571	madan.sharma@ntc.net.np	4210450	9851075757
341	Sharma, Ramesh	Sharma & Company Pvt. Ltd.		4260577	4271227	sharmaco@mos.com.np	4260628	
342	Sharma, Shiva Kumar	Himal Hydro and General Cons. Ltd.		5535032	5522597	gm@himalhydro.com.np	5550211	
343	Sharma, Shreeniwas	Alternative Technology			4387977	shree220@gmail.com		9851211912
344	Sharma, Shyam Sunder	MEH Consultants (P) Ltd.		4477634	4471596	meh@info.com.np	4491387	
345	Sharma, Subash	F1soft International Pvt. Ltd.		4442435		subash@f1soft.com		9801079860
346	Sharma, Umang	Citizen Bank		4433653	4169067	umang.sharma@ctznbank.com		9851094218
347	Sherpa, Dawa	City Carpet Industries		4913058	4499957	mail@citycarpet.com.np		9803041471
348	Sherpa, Urgan	Udeco Pvt. Ltd.		5541279	5540901	urgen@wlink.com.np	5523870	



349	Shilakar, Samit Raj	Newakar Enterprises Pvt. Ltd.	4780569	4780569	4780569	rajsamit@hotmail.com	9851127255
350	Shilpakar, Anajana	Wood Carving Industries Pvt. Ltd.	5521447	5533366	5527730	anajana@woodcarving.com.np	9851074119
351	Shreejesh, Ghimire	NMB Capital Ltd.	4253016	4244935	4251544	shreejesh@gmail.com	
352	Shrestha, Amar Lal	Doree Printers	4415399		4412746	info@nepalprinters.com	9851059075
353	Shrestha, Anil Prasad	Mancha Confectionery Industry	071-542952	071-542909	071-438950	sagun57@gmail.com	9857020325
354	Shrestha, Barun	Nepal Investment Bank	4228229	4495850	5010142	Shresthabarun@yahoo.com	9851035006
355	Shrestha, Beeni	Nepal Oil Corporation Ltd.	4263499			veenishrestha@yahoo.com	9849948044
356	Shrestha, Bhagawati	Nepal Bio-Tech Nursery	5591349	4355218		nbn@mail.com.np	9841883533
357	Shrestha, Bhim Dhoj	Tribhuvan University	4331316	4263659		bhim00@rediffmail.com	9851059075
358	Shrestha, Bhusan Krishna	Pape Inc. Traders	5533009	5533809		bhushankrishnashrestha@	9851096290
359	Shrestha, Bhuwan Krishna	Argus Medi sales	9802035233		4266849	bhuwanshrestha@hotmail.com	9851035233
360	Shrestha, Bijay Bahadur	Snowlion Carpets Pvt. Ltd.	4227130	4431637	4225487	bbh@snet.com.np	9851020415
361	Shrestha, Bijaya Krishna	Beltronix	4251515	4251576	4251515	beltronix@wlink.com.np	
362	Shrestha, Bijesh	Harati Computer Service Pvt. Ltd	4260622	5541735	4267810	bijesh@harati.com.np	9851040326
363	Shrestha, Deepa	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4375575	4266408	4375574	dreeza.shrestha@gmail.com	9841351728
364	Shrestha, Degendra Kumar	Down Town Housing Co.P. Ltd.	5000223/224	5013034	5000224	degendra@hotmail.com	9851082125
365	Shrestha, Denis	Advance Poly Clinic	4443386	4370164		drdenis@apc.com.np	9801088296
366	Shrestha, Devendra	CTL Pharmaceuticals P. Ltd.	4228495	5522413	4266849	devens202@gmail.com	9851037506
367	Shrestha, Dipam	Tilganga Eye Center	4493775	6631851	4474937	dipam.shrestha@tilganga.org	
368	Shrestha, Dipendra Lal	Quest Pharmaceuticals P. Ltd.	4240304	4473246	4231028	quest@ccsl.com.np	
369	Shrestha, Ganesh Raj	Pashupati Rubber Industries (P) Ltd.	5522157	5524780	5527167	ganeshshrestha@hotmail.com	
370	Shrestha, Geeta	Readymade Garment Train. Center	4256931	4226526			9841847120
371	Shrestha, Gopal Krishna	Himal Cement Company Ltd.	4331762	5525531	4330136	ksgopal@wlink.com.np	
372	Shrestha, Guna Raj	PD Consult	4491475	4229190			
373	Shrestha, Hari Gopal	Hitesh Garments	4221262	4221262			
374	Shrestha, Hari Kishor	Om Hospital & Research Center	4476224	4351172	4466128	omhrc@wlink.com.np	
375	Shrestha, Isha	Nilgiri Khola Hydropower Company Ltd				ishashrestha@hifi.com.np	9851238690
376	Shrestha, Jyoti	Chandra Enterprises Pvt. Ltd.				singhdan@wlink.com.np	
377	Shrestha, Kavi Das Dhaubaj	Nilah Water Treatments	4107031	6631763	4107211	niwat@info.com.np	9851035870
378	Shrestha, Kedar Lal	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4435167	5147165		kedar.shrestha@deuralijanta.com	9802088002
379	Shrestha, Keshab	Natural History Museum	4271899	4272637		keshab_shrestha@hotmail.com	
380	Shrestha, Kumar Prakash	Butwal Power Company Limited	4781776	4281510	4780994	prakash.shrestha@bpc.com.np	9851025684



381	Shrestha, Laxmi Bahadur	Harishiddhi Brick & Tile Factory Ltd.	4240698	4418862	nbgroupp@mos.com.np	4240665	
382	Shrestha, Laxmi Kumari	Delux Interior Design & Consultancy		4314643	interiordesign31@yahoo.com		9841118518
383	Shrestha, Madhav Narayan	Nepal Water Supply Corporation	4419585				
384	Shrestha, Madhur Kumar	Seagate Institute of Technology	5537231	5544450	seagate92@wlink.com.np		9841211123
385	Shrestha, Mahendra Gopal		5592895	4279913	mahendra93m@hotmail.com	5525417	9851033940
386	Shrestha, Maheshwor Prakash	Nepal Investment Bank Limited	4231430	4272052	maheshwor@nibl.com.np	4229623	9851058430
387	Shrestha, Manoj	NILG Insurance Co.Ltd	4418113	5534370	manoj.shrestha@nigi.com.np		9851086597
388	Shrestha, Naresh Kumar	Panas Pharmaceuticals Pvt. Ltd.	4491153	4783118	panas1153@gmail.com	4491153	9851114507
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392	Shrestha, Om Prakash	Arniko Nirman Co.	4470307	4487665	arniko@mos.com.np	4487848	
393	Shrestha, Opendra Kumar	Sharma & Company Pvt. Ltd.	4261158	4472406		4260628	
394	Shrestha, Pradeep Kumar	Omica Laboratories Pvt. Ltd.	4266858	5528156	omica@http.com.np	4268081	9851025562
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397	Shrestha, Prashant Lal	Islington Collage	4412929	4359856	prashanta.lalshrestha@gmail.com		9851075058
398	Shrestha, Prashida Man	Clean Energy Development Bank	4671444	4120980	pmskath@hotmail.com	4277013	9851086693
399	Shrestha, Pritam Lal	Sunrise Bank Ltd.	4239470	9851034336	pritam01@yahoo.com	4239451	
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403	Shrestha, Rajan	Hama Iron and Steel Industries Pvt. Ltd.	4261716	4261716	hamasteel@info.com.np	4261686	9851022847
404	Shrestha, Rajan Babu	Aero Care Air Conditioning Service	4474072	4412903			
405	Shrestha, Rajani	Educational Enterprise (P) Ltd.	4223749	4427037	mohanedu@hotmail.com		
406	Shrestha, Rajat	Blue Cross Hospital Pvt.Ltd	4262027	4270245	relation@bluecross.com.np	4266027	9841201811
407	Shrestha, Rajendra Lal	Citizen Bank	4169067		rajendra.shrestha@ctznbank.com	4100577	9851017180
408	Shrestha, Rajesh Babu	Chitwan Construction & Engg. Co.	4434648	4421496	rajesh@chitwancoe.com	4434515	9851020604
409	Shrestha, Raju Babu	Manakamana Darshan P. Ltd.	4434690	4417943	chitwancoe@chitwancoe.com.np		
410	Shrestha, Ratna Lal	Krisuns Works	4284698	4284698			
411	Shrestha, Ratna Man	Shakti Hume Pipe Udhog	4270518	4271438			
412	Shrestha, Ratneshwari	Ratna Silver Craft	4221090	4254166	ratnaart@live.com		9851052470



413	Shrestha, Rishi Mani	Morang Auto Works	4261160			shrestharishi@yahoo.com		9851096398
414	Shrestha, Ritesh Mehar	Global Merchants and Logistics Pvt. Ltd.	4263963			ritesh@gmclcargo.com		9851032561
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416	Shrestha, Ruby Laxmi	National Dairy Development Board	5525400	4491334		kdshr@ccsl.com.np	5532096	
417	Shrestha, Rupesh Krishna	Subarna Match Factory Pvt. Ltd.	56570215	4286769		matchsubarna@gmail.com		9851026304
418	Shrestha, Sabin	Himalayas Pashmina	5543652	5520517		shrestha_shrestha@hotmail.com	5522485	9851032710
419	Shrestha, Sabin Lal	High Land Distillery	4231316	5521797				
420	Shrestha, Sajala Joshi	Simca Laboratories Pvt. Ltd.	6631259	4259221		sajala_joshi@yahoo.com		9851063665
421	Shrestha, Santosh	MARS P. Ltd	4446294	4284073		sentosash@gmail.com	4427109	9851040425
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423	Shrestha, Saroj	Blue Whale Inc. p. Ltd.		4650657		sarojshrestha_2@hotmail.com		9851050813
424	Shrestha, Satish Chand	Shreenagar Agro Farm Pvt. Ltd.	4354892	4413504		saf@info.com.np	4433405	9851024812
425	Shrestha, Shiva Krishna	Sef-y Consultant	6611545	6611545		shivaks@mos.com.np	6614242	
426	Shrestha, Shiva Kumar	Computer Care Pvt. Ltd.	5010641	5275320		shivashrestha@hotmail.com	5010524	9851027458
427	Shrestha, Sohan Sunder	Shakti Hume Pipe Udhog Pvt. Ltd.	5529779	9851081312		sohanss@hotmail.com		9851081312
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429	Shrestha, Sunil Babu	Shivako Construction Pvt. Ltd.	4258493	4220231		sunilbabu@yahoo.com	4254944	9851084015
430	Shrestha, Surendra Krishna	Balaju Engg. & Structure Works	4350302	4354372		balaju_engineering@hotmail.com	4354373	9851032283
431	Shrestha, Suresh	GeoSpatial Systems Pvt. Ltd.	5531131	5527757		ssuresh@geosp.com	5531431	9851040894
432	Shrestha, Suresh	Nepal Auto Mechanical Workshop	4275725	5528821				
433	Shrestha, Suridh Das	Home Furnishers Pvt. Ltd.	4254601	4411013		suridhdas@gmail.com		9851162809
434	Shrestha, Topha	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4435167	4374870		tophashrestha@gmail.com		9841348302
435	Shrestha, Uddhav	Om Shivashakti Press	4226038	4416138		uddhavshrestha@gmail.com		9851031155
436	Shrestha, Umesh	Anupum Foods Pvt. Ltd.	5539012	5522676			5527586	
437	Shrestha, Umesh Lal	Quest Pharmaceuticals P. Ltd.	4240304	5524031		umeshshrestha@gmail.com	4231028	9801027550
438	Shrestha, Uttam Dass	Trikhanda Packers Pvt. Ltd.	057-522828	4781522		trikhanda@ntc.net.np	057-521770	9851089936
439	Shrestha, Kailash	F1 Soft International Pvt. Ltd.	4443134	4269648		kailash@fisoft.com		9801079999
440	Shrestha, Saurabh	Nepal Shoes Factory	4259439	4388404		saurabh_sshrestha@yahoo.com		9863633809
441	Silwal, Ritesh	Global Tinu Trading Pvt. Ltd.	4252841	071-541159		ritesh_silwal@hotmail.com		9857025844
442	Simha, Reeta	Aama Craft	2171764	4252079		info@aamacraft.com	4383364	9851025629
443	Simkhada, Aakash	Nepal Hume Pipe Pvt. Ltd.	057-412261	4033013		aakash.simkhada@gmail.com		9851086674
444	Singh, Bijay Bir	Gem Plasticrafts Pvt. Ltd.	4354233	4374157		gemplastic@gmail.com	4261907	9851036525

445	Singh, Charan	Sipradi Trading (P) Ltd.	4311501	4492434	charan.sipradi.com.np	4311510	9851052988
446	Singh, Mukendra	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4435167	4430340	mukendrasingh2046@gmail.com	4435166	9851027064
447	Singh, Niraj Man	Himalaya General Insurance Co. Ltd	4231788	4218566	niraj@hgi.com.np	4241517	9851111691
448	Stapith, Hira Ratna			4226774			
449	Sthapit, Ajaya Ratna	New Hotel Crystal Pokhara P. Ltd.	4228011	4228013	ajsthapit@mail.com.np	4228028	
450	Sthapit, Bijaya Ratna	Yeti Travels Pvt. Ltd.	4221234	4226079	bijay24@hotmail.com	4226153	9851103456
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452	Subedi, Nishal	Simca Laboratories Pvt. Ltd.			newsimca@gmail.com		9802052538
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454	Subedi, Sujan			5250979	sujan135@hotmail.com		9851055777
455	Suwal, Bijendra	Nepal Investment Bank	4228229	4419871	bijendra@nibl.com.np	4228927	9851046008
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458	Tamang, Ladhuram	Hyonjan Elect. Engg. Fabricator P. Ltd.	4364961	4355648	hyonjan@gmail.com	4360916	9851075980
459	Tamang, Suresh	Mother Infant Research Activities	041-5233550	041-523371	suresh@mira.org.np		9841444353
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462	Tamrakar, Govinda Man	MEH Consultants (P) Ltd.	4477634	6610234	govinda.tamrakar@mehconsultants.com		9851035743
463	Tandukar, Aasharam	Sky Deals Tours & Travels	4433838	5545425	md@gorkhatravels.com		98101001091
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465	Thapa, Bipin	Academy of Information Tech. Pvt. Ltd.	4412929	5522462			
466	Thapa, Deepak	Power Solution Center	5201137		deepak.thapa@whp.org	4245835	9841288031
467	Thapa, Dibakar	Hulas Remittance Pvt. Ltd	4261313		dibakar.thapa@hulasremittance.com	4252008	9851019972
468	Thapa, Narayan Bahadur	Internet Business Bureau	4482444	9841329102	narayan@ibb.com.np		9841329102
469	Thapa, Navin Kumar	Tilganga Institute of Ophthalmology	4493775	4383764	navkr37@hotmail.com		9841461738
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471	Thapa, Prabhakar Shumsher	Him Electronics P. Ltd	4267760	4004027	Prabhakar@himelectronic.com	4267288	9851136637
472	Thapa, Pravrat	Surya Nepal Pvt. Ltd.	053-520900*231	053-521382	prabhat@snpl.com.np		9845021063
473	Thapa, Ramesh	Direction Nepal Pvt. Ltd.	01-4117103	14117102	rameshdelta2@gmail.com	01-4117105	9841937024
474	Thapa, Sabin	Green Tick Nepal Pvt. Ltd.	4101076	4476362	sabinthapa@subisu.net.np		9851090700
475	Thapa, Timila Yami	Institute of Engineering	5534070	5525978	timilathapa@yahoo.com		9841298009
476	Thapa, Umesh	Intel Institute Pvt. Ltd.	4249090	4243944	info@intelinstitute.com		

477	Todi, Subodh H.	Godawari Marble Industries P. Ltd.	4411187	4412268		4412961	
478	Tudladhar, Rasmita	Tilganga Eye Center	493775	4250510	rasmitatuladhar@hotmail.com		9841564024
479	Tuladhar, Amik	Simca Laboratories Pvt. Ltd.	4227868	4275699	amiktuladhar@hotmail.com	4251232	9801215154
480	Tuladhar, Padma Tara	Alternative Technology	4387977	4363863	padma@explorug.net		9851200513
481	Tuladhar, Saroj Kaji	Goodwill Finance Limited	4444031	4362441	goodwill@finance.wlink.com.np	4443414	9851023409
482	Tuladhar, Subarna Das	N.B. Group	4240698	4228444	nbgroup@mos.com.np		
483	Tuladhar, Ujiwal Bir Singh		4417759	4417755	ujiwal12@hotmail.com		
484	Upadhaya, Dipak Prasad	MEH Consultants (P) Ltd.	4225852		dpupadhaya@gmail.com		9851077584
485	Upadhaya, Durga Prasad	Training Institute For Technical Instruction	6630187		dpu@tti.org.np	6630289	9841533484
486	Upadhaya, Ganesh Prasad	Wagle Trading Co.	4353136	4353136	sugan@mos.com.np	4353348	9851024136
487	Upadhaya, Sarad Chandra	Janak Education Material Center Ltd.	6610170	4473284			
488	Upreti, Ashok Kumar	Peacock Plasticware Pvt. Ltd.	4288339	4355965	aku@ntc.net.np		
489	Upreti, Suraj	SR Steel Industries Pvt. Ltd.	071-521727	071-521727	info.srecg@gmail.com		9857022211
490	Upreti, Chintia Mani	Khadya Udhog Ltd.	057-520127	057-520454	khadya@vianet.com.np		
491	Upreti, Gyani Prasad	Quest Pharmaceuticals Pvt. Ltd.	4240304	4362962	ugyani@gmail.com		9851077362
492	Vaidya, Anand	Vaidya Electronics	4480041	4480041			
493	Vaidya, Pradeep Man	Vijayadeep Pharmaceuticals	5525515	5521448	vaidya@upharma.wlink.com.np	5535367	985125000
494	Vaidya, Prathana Rajbhandari	Brihat Developers & Builder Pvt. Ltd.	4033076	4436936	prathana@brihatinvestments.com		9841484411
495	Vaidya, Subash	Standard Automobiles Pvt. Ltd.	11661405		subashv03@gmail.com		9851066337
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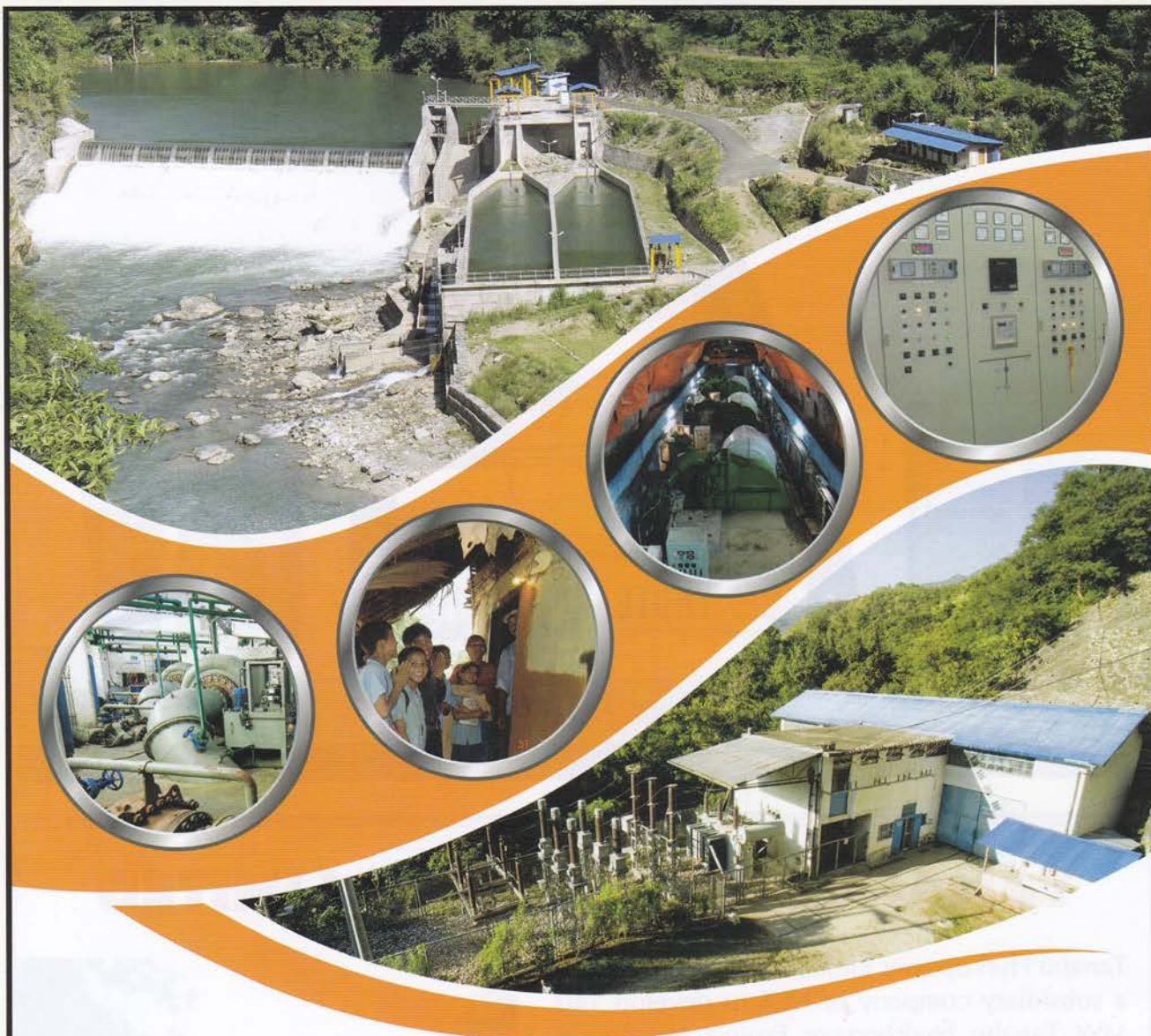
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TANAHU HYDROPOWER LIMITED

Tanahu Hydropower Limited was established as a subsidiary company of NEA to develop 140 MW Tanahu Hydropower Project (previously known as Upper Seti HEP). The major construction activities are scheduled to begin by the end of 2018. The main features of the Project are:

Installed Capacity : 140 MW
Annual Energy : 585.7 GWh
Design Flow : 131.2 m³/s
Dam Height/Type : 140 m/concrete gravity
Headrace Tunnel : 1162 m (7.4 m dia)
Surge Shaft : 61.5 m (ht.), 28 m (dia)
Penstock Pipe : 160 m (l), 5.7 m to 4 m (dia)
Turbine : Vertical Shaft Francis 2 nos
Powerhouse : Underground Type
Transmission Line : 36.9 km





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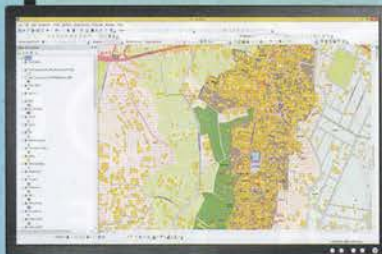
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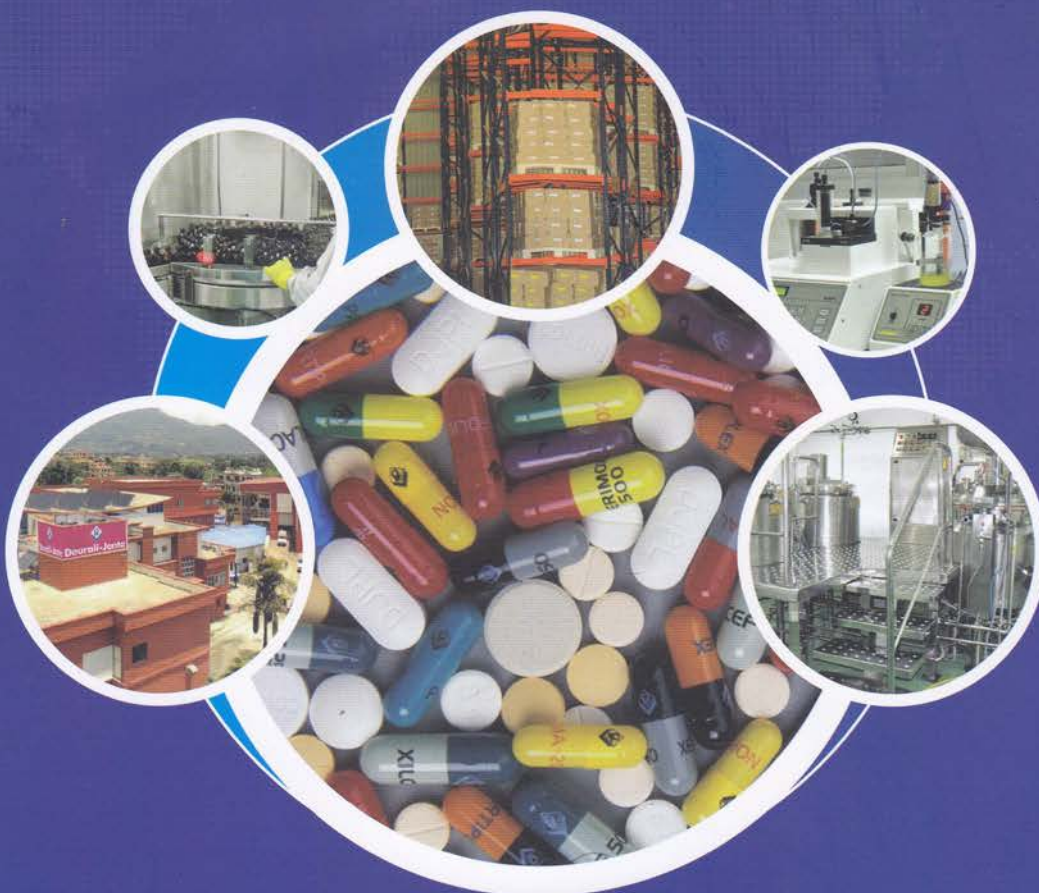
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