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PRINTED AT

Creative Press Pvt. Ltd.
Handigaun, Kathmandu, Nepal
Tel: 01-4429053/54
creativeever.press@gmail.com

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It is interesting to note that we Nepalese have a lot in common with the Japanese. The semblance of characteristics of the people of Nepal and Japan are striking considering the zeal, enthusiasm and energy level, resilience, loyalty, pride for one's nation, importance given to family values as well as social and cultural value system that are deeply rooted in the mindsets of both the nationalities. Just as the zeal and vitality of the Japanese people remarkably transformed the nation into a super economic power after the world war, Nepal too can gain a lot through proper utilization of its human resources to turn around the economy of our nation.



The current political stability in our nation should be properly leveraged to take advantage of progress in the socio-economic environment leading to positive effect in diverse economic sectors like manufacturing, construction, infrastructure, ICT, value-added farming, tourism, hydropower etc. "The time is always right to do what is right" for building competitiveness to develop our economy while upholding moral and ethical values.

There is tremendous potential for building competitiveness in the SMEs (manufacturing and service sectors) by adopting hybrid management system, i.e., blending productive Japanese style management with the spirit and culture of Nepalese organizations. This is where Nepal AOTS can play a positive role in assisting and coordinating training and development activities of Nepalese industries and thus contribute to the nation's economic growth.

This year, Nepal AOTS started the groundwork to resume its once popular but dormant domestic lecturing tour (DLT) programs in industries situated within and outside the Kathmandu Valley. The DLT program was initiated recently in June with a two-day training on "Fundamentals of Total Quality Management" in Reliance Spinning Mills Ltd. located in the industrial belt of Sunsari district in Province One. There are also a few other industries that have expressed interest in acquiring capacity building training from Nepal AOTS.

This year, Nepal AOTS initiated the periodic Benkyokai programs (in-house study sessions) with the objective of sharing and

learning of knowledge and experience through a series of talk programs involving Japanese and Nepalese managers and entrepreneurs working in Japan and in Nepal. This forum also helps to co-create the knowledge for Gemba-based application in Nepalese industries. This activity also supports to strengthen network among our members who are actively involved in various roles as entrepreneur, industrialist and managers in diverse businesses (construction engineering, manufacturing, tourism, hydro power, ICT, Banking, Insurance and FIs sector).

In February this year, Nepal AOTS hosted the annual general meeting of SAFAAS (South Asian Federation of AOTS Alumni Societies) at its secretariat building. The AGM was attended by representatives of alumni societies of neighboring India, Bangladesh and Sri Lanka. The gathering was a step towards strengthening ties and cooperation among the regional AOTS alumni societies. In this connection, Nepal AOTS is thankful to President of AOTS, Japan Mr. Shinya Kuwayama and Mr. Hisashi Kanda, General Manager, AOTS Office in New Delhi who came all the way from Japan and India for extending their encouraging support and advice to our fraternity.

Two significant G-2-G activities between Nepal and Japan were announced during this year. They are related to opening of employment opportunities for Nepalese in Japan, and strengthening air linkage between the two nations. Apart from strengthening the friendly relations between Nepal and Japan and reinforcing people to people ties of both the nations, they will significantly contribute to furthering tourism and other economic prospects in Nepal.

Here's a great opportunity for Nepal AOTS to extend its role and status at a higher level. The ushering of

employment opportunities for Nepalese in Japan opens prospects for sound and reputed Japan-associated local institutions like Nepal AOTS to involve in facilitating and mediating in various processes of hiring, language training, IT related trainings and offering orientation on Japanese work culture and values to Nepalese applicants seeking career in Japan. Beyond this, Nepal AOTS can also support in facilitating linkage between interested Japanese entrepreneurs and prospective Nepalese entrepreneurs, and provide necessary support at the local level.

Nepal AOTS is greatly obliged to its mentors and well-wishers notably Mr. Joji Tateishi, Senior Managing Director, AOTS Japan, and Dr. AKM Moazzem Hussain, Honorary Advisor, Nepal AOTS and Advisor, BAAS and CAAS, for their continuous support and advices.

Nepal AOTS extends heartfelt thanks to all advertisement contributors, article writers, its members and advisors and its secretarial staffs, including the printing press and all its well-wishers who extended their support to publish this 28th volume of TALIM.

Finally, through the collective effort of our members and well wishers, Nepal AOTS endeavors to enrich the moral and ethical values in the country embodying our parent organization's mission "Live in Harmony Together, Grow Together" through the development of "Global Human Connectivity".

Best regards and happy reading.

Kishore Bhakta Mathema
Coordinator, Publication Committee

Writers are responsible for their articles - Editorial Board

"The qualities of a good manager consist of being able to organize the activities of a large number of individuals, and meld them together so that their efforts are well coordinated".

- Akio Morita

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MESSAGE

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Message from
His Excellency Masamichi Saigo
Ambassador of Japan to Nepal



'Progress through human resources development' is the motto of Nepal AOTS. Placing high value on this motto, Nepal AOTS has successfully provided training opportunities for Nepali people, more than 1,000 in Japan and 3,300 in Nepal to the present date.

I am honored, therefore, to write this congratulatory message for the publication of the 28th issue of TALIM Magazine. This magazine commemorates every precious step that Nepal AOTS has made. I would like to applaud the members for their hard work and express my sincere respect to you all.

Since its establishment in 1990, Nepal AOTS has been working for the economic development of Nepal in cooperation with business communities in Japan and Nepal by providing various training opportunities. Furthermore, AOTS Nepal enthusiastically organizes seminars and symposiums, as well as social activities like free health camps, to name just a few. Nepal AOTS is, indeed, very active in a broad sector.

Their role in nurturing human resource in business has become more important than ever, in particular if we look at the current situation that the Nepali work force is appreciated throughout the world, including Japan. Young energetic human resource of Nepal has huge potential to lead economic growth in this country and also will contribute further for the economic ties between Japan and Nepal.

At this moment, economic activity between Japan and Nepal is still under the progress. The FDI from Japan in 2017/18 was NRs. 0.43 billion, which is less than ten percent of the FDI from India and one percent of the FDI from China. However, as for ODA in 2017/18, Japanese assistance is roughly two times more than Chinese and Indian assistance. These figures explain that Nepal has not yet succeeded in attracting Japanese investment to this highly promising country, which remains heavily dependent on G2G activities.

Therefore, I believe, Nepal AOTS is a solid bridge between Nepal and Japan and has a vital role for the success of the business sector in Nepal. I hope that Nepal AOTS will lead the business community to a new level of a win-win relationship between the two countries.

Masamichi Saigo
Ambassador of Japan to Nepal



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AOTS 19-6-434

June 28, 2019

On behalf of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), I would like to congratulate you for organizing the 29th Annual General body Meeting (AGM) of the Nepal AOTS Alumni Society (NAAS) on 26 July 2019.

AOTS training in Japan has been provided for 1,200 Nepalese engineers, managers and executives, while our seminars in Nepal have been attended by 1,700 local personnel. We feel encouraged that those benefitted from our programs are now vigorously engaged in community revitalization and economic recovery of the earthquake-torn country.

Amidst the post-earthquake challenges, NAAS has made a down-to-earth contribution to developing local talents in various aspects of business development. It is gratifying that AOTS Alumni Societies (AASs), which exist in 71 locations of 43 countries, has shown their solidarity with NAAS to organize local seminars in the country. Under a mutual fund scheme called the World Friendship Network (WNF), NAAS received lecturers recommended by its neighboring AASs for their seminars. Additional promotion of WNF programs was discussed at an annual general body meeting of the South Asian Federation of AOTS Alumni Societies (SAFAAS), convened on 18 February 2019 in Kathmandu.

Needless to say, the AOTS will remain committed to provide all necessary assistance to ensure the success of NAAS in its mission of social and economic development.

We wish you all success and prosperity.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'S. Kuwayama', written in a cursive style.

Shinya Kuwayama
President

The Association for Overseas Technical Cooperation
and Sustainable Partnerships (AOTS)

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MESSAGE



I would like to extend my congratulations on the opening of the 29th Annual General body Meeting (AGM) of the Nepal AOTS Alumni Society (NAAS) on 26 July 2019, and this 28th Issue of your "TALIM" magazine.

I am the General Manager of the New Delhi Office of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), serving with responsibility for AOTS's activities in Nepal. Let me express my admiration and respect for NAAS's commitment toward human resources development with various training programs organized by themselves as well as collaborated with AOTS. By sharing many experiences with NAAS since taking this office of AOTS and noticing their continuous efforts and sincere dedication to their activities, I realized that such programs of NAAS have laid the foundation for industrial development in Nepal and friendship between Nepal and Japan. It is my great honor to work with NAAS.

On my personal front, I cannot stop being excited about visiting Nepal, a famous tourism destination blessed with beautiful mountain sceneries which I enjoyed from the Kathmandu city and the sky on the mountain flight, and about meeting such nice people in Nepal, always making me feeling welcomed with the warm hospitality by NAAS.

As the representative of AOTS in this South Asia region, I tried to create more activities in this region, feeling encouraged by the enthusiasms of NAAS. Now that we are having the 60th Anniversary in this year, we are ever more determined to expand our mutual collaborations encompassing all aspects of human resources development, cultural exchanges and friendship promotion among this region and Japan.

We would be very grateful if you could provide the unchanged continuous support and cooperation with AOTS and let us grow together in the future.

Best regards,

神田 久史

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

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MESSAGE



I am very pleased to know that the 29th edition of the "Talim" magazine of NAAS will be published at the 29th AGM of NAAS to be held in July 2019. This fact indicates that NAAS is perhaps the only AOTS Alumni Society which has been successful in publishing this annual magazine every year since it was established. Therefore, NAAS deserves the enormous credit for this significant continuous activity.

During a short private visit to Nepal in April of this year, Eiko & I had the opportunity to meet my NAAS friends at YTG for a few hours and that splendid memory is still very fresh in our minds. At that time, we all recalled with gratefulness the great contribution of Late Mr. Nagaaki Yamamoto in establishing NAAS and YTG.

It is my bad luck that I am unable to attend the 29th AGM of NAAS, but I shall definitely look forward to attend the 30th AGM which will be a great and historical celebration of NAAS in July 2020.

I wish my all friends of NAAS good health, peace and prosperity


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

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MESSAGE



Namaskar and Warm Greetings to all the readers. I am Mahesh Kumar Nakarmi, President of Nepal AOTS Alumni Society.

You have our 28th volume of 'TALIM' in your hand. We published it on the auspicious occasion of our 29th Annual General Meeting. Publication of 'TALIM' is one of our regular activities giving continuity from last 28 years. The hard work of our team members, support from our colleagues, Corporate, Institutional members and wish from our Mentors are the major contributing factors to give continuity to the publication of TALIM. I take this opportunity to thank to all concerned from the bottom of my heart.

TALIM gives all the glimpses of our activities what we have achieved and what we plan to do in future. Nepal AOTS is always committed to work on Human Resource Development complying the AOTS, Japan's motto of "Sustainability Stability and Continuity" for the prosperity of the nation strengthening the role of private sector at large.

We will continue to work on following the philosophy of AOTS, Japan "Live in Harmony together", "Grow together" and "Passion across the Generation" which are very much relevant in today's Nepal as well.

Thank you very much.

Mahesh Kumar Nakarmi
President,
Nepal AOTS Alumni Society
Date: July 26, 2019

प्रभु चेतना बचत खाता



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Mr. Madhusudan Bhattarai



Prof. Dinesh Chapagain



Mr. Ramesh Prasad Nepal



Ms. Amira Dali



Mr. Prakash Raj Singh Suwal



Mr. Ramesh Man Singh

NEPAL AOTS ALUMNI SOCIETY

EXECUTIVE COMMITTEE MEMBERS 2018-2020



Mr. Mahesh Kumar Nakarmi
President



Mr. Prashant Lal Shrestha
Vice President



Mr. Ashok Kumar Aryal
Vice President



Mr. Prajwal Shrestha
General Secretary



Mr. Shiva Kumar Shrestha
Treasurer



Mr. Narayan Thapa
Joint Secretary



Mr. Kishore Bhakta Mathema
Internal Auditor



Ms. Aju Giri
Executive Member



Mr. Mahesh Kumar Gorkhali
Executive Member



Mr. Shiv Bhushan Lal
Executive Member



Ms. Shanta Baskota Koirala
Executive Member



Ms. Nishma Bajracharya
Executive Member



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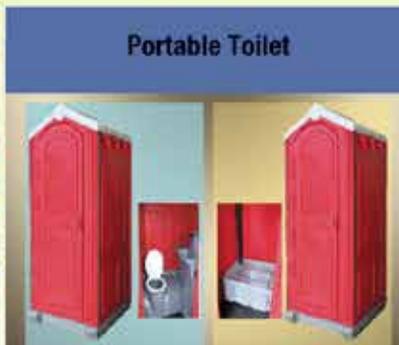
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General Secretary
Nepal AOTS Alumni Society



Annual Activity Report of Nepal AOTS Alumni Society for 2018/19

1. 28TH ANNUAL GENERAL BODY MEETING

Nepal AOTS held its 28th Annual General Body Meeting at Hotel Himalaya, Lalitpur on 3rd August, 2018. The General Secretary's Annual Activity Report and the Treasurer's Financial Report were presented on the occasion, and the reports were unanimously endorsed by the AGM after the floor discussion. Some very valuable and pertinent suggestions were put forth during the floor discussion, particularly by Advisor Ms. Amira Dali, to strengthen the AOTS Alumni Society.

Mr. Hisashi Kanda, General Manager, New Delhi Office, the chief guest for the occasion, appreciated the activities carried out by the society and trust gained by Nepal AOTS in fostering mutual collaborating activities between Japan and Nepal.



The second session of the 28th AGM marked the election of Executive Committee of Nepal AOTS for the next two years i.e. for 2018-2020

where it unanimously re-elected Mr. Mahesh Kumar Nakarmi as the President of the Society with the following executive body:

Executive Committee for 2018-2020

- Mr. Mahesh Kumar Nakarmi
President
- Mr. Prashant Lal Shrestha
1st Vice President
- Mr. Ashok Kumar Aryal
2nd Vice President
- Mr. Prajwal Shrestha
General Secretary
- Mr. Shiva Kumar Shrestha
Treasurer
- Mr. Narayan Thapa
Joint Secretary
- Mr. Kishore Bhakta Mathema
Internal Auditor
- Ms. Aju Giri
Executive Member
- Mr. Mahesh Kumar Gorkhali
Executive Member
- Mr. Shiv Bhushan Lal
Executive Member
- Ms. Shanta Baskota Koirala
Executive Member
- Ms. Nishma Bajracharya
Executive Member
- Mr. Mukunda Joshi
Executive Member

- Mr. Saroj Shrestha
Executive Member
- Mr. Mahesh Swar
Executive Member

Ambassador of Japan to Nepal, His Excellency Mr. Masamichi Saigo accompanied by Madam Saigo, was the chief guest in the evening session of the AGM. A slideshow on the establishment of Nepal AOTS and its activities was made on the occasion to provide information to His Excellency and various other distinguished guests attending the program.

Formal handover program to the new Executive Body was conducted at Nepal AOTS Secretariat, Yamamoto Talim Ghar (YTG) on 4th August in presence of Advisor, Mr. Prakash Raj Singh Suwal.

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 Meetings	11
Executive Committee Meetings	12
Special Executive Committee Meetings	2

Nepal AOTS activities are carried out through various committees and regular committee meetings are conducted by such committees such as Asset Management Committee, Digital Media and Publication Committee, Training Division and WNF Committee, Social Activities and Relief Committee etc. Nepal AOTS also carried out other meetings frequently through committees as per the forthcoming activities during those periods such as Committee for SAFAAS AGM 2019, Committee for 10th World Convention of AOTS Alumni Societies etc.

3. SAFAAS AGM, KATHMANDU, NEPAL

Nepal AOTS successfully hosted South Asian Federation for AOTS Alumni Societies (SAFAAS) AGM for the year 2018/19 in Kathmandu at Nepal AOTS Secretariat on 18 February

2019. The AGM was attended by delegates from various AOTS Alumni Societies of India, Bangladesh and Sri Lanka besides Nepal. Mr. Shinya Kuwayama, President, AOTS, Japan, Mr. Hisashi Kanda, General Manager, AOTS New Delhi Office and Mr. Masamori Kasai, Staff, AOTS also attended the AGM. Mr. Mahesh Kumar Nakarmi, as the President of host AOTS Alumni Society (AAS), was the coordinator for SAFAAS AGM Committee 2019 of Nepal AOTS.

The participating delegates from alumni societies from the SAFAAS region were as follows:

- ABK-AOTS Dosokai Tamil Nadu Centre, Chennai
Mr. M.R. Ranganathan Mulvadi, Chairman/ President - SAFAAS
Mr. Chellappa Sriram, Vice President
- AOTS Alumni Society, Delhi
Mr. Man Mohan, President/ General Secretary - SAFAAS
Mr. Rakesh Kumar Gupta, Secretary
- AOTS Alumni Society of Central India (AASCI), Pune
Mr. Uday Raykar, President, Sr. VP - SAFAAS
- AOTS Alumni Association of Western India (AAAWI), Mumbai
Mr. Pravin Purav, Secretary
- AOTS Japan, AP Chapter, Hyderabad
Prof. B. Rama Devi, General Secretary
- AOTS Alumni Association, Karnataka Regional Centre, Bengaluru
Ms. Shilpa Angadi Thipperudraiah, EC Member
- Alumni Society of AOTS Kerala (ASA Kerala), Kochi
Mr. E.V. John, President
Mr. Jacob Koor, IPP
Mr. Hudson Peter, Advisor
- Bangladesh AOTS Alumni Society (BAAS), Dhaka
Mr. Syed Apon Ahsan, Executive Member
- Chattagram AOTS-HIDA Alumni Society (CAAS)

Mr. Saifuddin Ahmed, President
Dr. Mohammad Saleh Jahur, General Secretary

- Japan Sri Lanka Technical & Cultural Association (JASTECA), Colombo
Mr. Nimal Perera, President
- Nepal AOTS Alumni Society, Kathmandu
Mr. Prashant Lal Shrestha, Vice President
Mr. Prajwal Shrestha, General Secretary



After SAFAAS's Secretary's Annual report and Treasure's Financial report, individual power-point presentations were made by participating AOTS Alumni Societies (AASs) in the opening session.

Major agenda discussed in the AGM were related to increasing collaborative activities in the region for organizing conventions on 5S and business exchanges; running Japanese language classes in the context of current Japanese market scenario and learning from each other the activities which would enhance the image of AAS.

It was also suggested to use available technology in information technology and communica-

tion (ICT) which are equally or more effective to conduct AGM virtually through video-conferencing every alternate year to save time and financial resources of the AASs incurred in travelling.

It was agreed to update and enhance "Young Leader's Workshop" to make it more effective. The proposal to host the 13th SAFAAS Convention by ABK-AOTS Dosakai, Tamil Nadu Center in Chennai, India in 2020 was endorsed by the AGM.

4. TRAINING PROGRAMS

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

Altogether 42 trainees participated in various training programs conducted at AOTS, Japan during the period of April 2018 to March 2019 i.e. during the Japanese FY 2018/19.

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

- i. The Training Course on Solving Human and Organizational Problems [SHOP], 7 – 18 May 2018
 - 2 participants
- ii. The Executive Program on Production Management [EPPM], 16 - 29 May 2018
 - 1 participant
- iii. The Logistics Management Training Program [LMTP], 28 May - 8 June 2018
 - 1 participant
- iv. The Program on Corporate Management for Nepal [NPCM], 28 May – 8 June 2018
 - 25 participants
- v. The Executive Program for Corporate Management [EPCM], 23 July – 3 August 2018
 - 1 participant

- vi. The Program on Quality Management [PQM], 20 – 31 August 2018
 - 2 participants
- vii. The Leadership Development Training Program [LDTP], 3 – 14 September 2018
 - 1 participant
- viii. The Program on Business Innovation and Organization Development [BIOD], 27 September – 9 October 2018
 - 1 participant
- ix. The Training Program on Program & Project Management [PPTP], 19 – 30 November 2018
 - 2 participants
- x. The Program on Eco Business Innovation [TEBI], 16 – 29 January 2019
 - 1 participant
- xi. The Program for Japanese Corporate Management [PJCM], 21 February – 8 March 2018
 - 1 participant
- xii. The Program for Quality Problem Solving2 [PQPS2], 18 February – 1 March 2019
 - 2 participants
- xiii. The Production Management Training Program [PMTP], 6 – 19 February 2019
 - 1 participant
- xiv. The Quality Control Training Course [QCTC], 20 February – 8 March 2019
 - 1 participant

b. AOTS-NGC Seminar Programs

It is worth noting that a significant number of trainees have started participating in self-funded AOTS-NGC (New Global Cooperation) Seminar programs in Japan

which is comparatively a newer category of training program of AOTS, Japan. Four participants from different businesses and industries attended 3 different AOTS-NGC Seminar programs in Japan. They are:

- i. Service Quality Management in Japan [NGC/X567], 4 – 8 March 2019
 - Mr. Nabin Shahukhala, Three Business Service Pvt. Ltd
- ii. 'Workplace Capability' using IE Methods in the Manufacturing Industry [NGC/X566], 8 – 12 April 2019
 - Mr. Suraj Bhakta Poudel, Deurali-Janta Pharmaceuticals Pvt. Ltd
- iii. The AOTS Executive Program on Quality Management [NGC/X500-6], 5 – 13 June, 2019
 - Mr. Sumit Kumar Kedia, Sitaram Gokul Milks Pvt. Ltd.
 - Mr. Sajal Man Shrestha, Sitaram Gokul Milks Pvt. Ltd.

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

Overseas Training Program (OTP) in Nepal was resumed after a gap of more than a decade and a half, when AOTS, Japan conducted OTP in Kathmandu in cooperation of Nepal AOTS Alumni Society. The Training Program on Changing Behavior for Productive Organization was conducted in Kathmandu on 15-16 November 2018 by senior resource person from Japan, Mr. Noriyuki Murata, CEO, RIIM (Research Institute for International Management) Chu-San-Ren, Inc. Two-days program attended by 38 participants from various corporate and businesses in Kathmandu was very conducted very successfully with very positive feedback from the participants, primarily owing to the difference they felt getting trained on Japanese style of management from a native Japanese in Kathmandu itself.



d. Training Programs under World Network Friendship (WNF)

i. WNF training program on Training on Practical Solution for Quality related Problems in Organization and Awareness on Total Quality Management (TQM) was conducted for Association of Pharmaceutical Producers of Nepal (APPON), Birgunj Chapter, on 6 – 8 February 2019 by Ms. Shyama Perera, WNF trainer from Sri Lanka supported by Japan Sri Lanka Technical and Cultural Association (JASTECA). The training was attended by 37 participants from the pharmaceutical sector of Birgunj. It was the first time that WNF training program was conducted outside of Kathmandu valley by Nepal AOTS, and the program was successfully managed by WNF Training Coordinator Ms. Nishma Bajracharya. Training Head/VP Mr. Prashant Lal Shrestha, Internal Auditor Mr. Kishore Bhakta Mathema and EC Member Mr. Shiv Bhushan Lal also accompanied the team at the training venue to provide logistic support.



Earlier in the same FY 2018/19, a 4-days WNF training program titled Employee Engagement: Tool for Increasing Organizational Efficiency and Productivity, was organized by Nepal AOTS at Hotel Kaze Durbar, Kamal Pokhari from 30 July – 2 August 2018 with the support of resource person Mr. Rupak Nasrullah Zaidi from Bangladesh AOTS-HIDA Alumni Society (BAAS).

ii. Two participants, Ms. Salvi Shrestha and Mr. Manjul P. Joshi from Fusemachines Inc., Kathmandu attended WNF training program on New Age HR Practices (NAHR) conducted by Alumni Society of AOTS Kerala (ASA Kerala), Kochi, India on 6 - 15 May 2019.

Forthcoming WNF Training Programs

The following training programs on the following themes have also been approved to be conducted by Nepal AOTS under WNF in FY 2019/20:

- 5S/Kaizen
- Total Quality Management (TQM)

e. Domestic Lecturing Tour (DLT)

Nepal AOTS revived Domestic Lecturing Tour (DLT) program by imparting training on 5S and Kaizen to staff of Reliance Spinning Mills, Biratnagar on 20-21 June 2019 by in-house trainers of Nepal AOTS, namely, Mr. Ramesh Nepal, Mr. Ramesh Man Singh and Mr. Kishore Bhakta Mathema. The 2-days DLT program was successfully conducted with participation of 36 in-house staff of the Reliance Spinning Mills.



5. BENKYOKAI

In December 2018, Nepal AOTS initiated a new activity, Benkyokai (Study Meetings), particularly for its Executive Members and other active General Members, with the purpose of sharing knowledge on Japanese culture, values and corporate practices, under various study themes, especially from knowledgeable persons from Japan and Nepal. So far, 6 Benkyokai sessions have been organized through various session facilitators from Nepal, Japan and India.

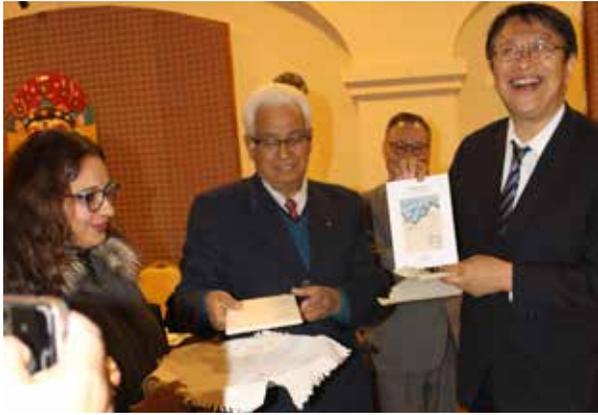


The Benkyokai sessions and their themes were as follows:

- 1st and 2nd Sessions/1 Dec and 15 Dec 2018:
Future Strategic Directions of Nepal AOTS – by Nepal AOTS EC Members and Advisors
- 3rd Session/25 Dec 2018:
Sharing My Experience on Japanese Corporate Culture, Values and Management Style – by Mr. Sahaj Shrestha, Akebono Brake Corporation, Japan
- 4th Session/11 Jan 2019:
Creativity for the Next Generation – by Mr. Ippei Kashiwagi, Visiting Faculty, Kathmandu University
- 5th Session/19 Feb 2019:
Application of 5S in Hospital Management – by Mr. Man Mohan, President, AOTS Alumni Society, Delhi
Sharing of Experience to Run AAS Efficiently and Unitedly Complying to AOTS Spirit – by Mr. Rananathan, Chairman, ABK-AOTS Dosakai, Tamil Nadu Center
- 6th Session/15 Apr 2019:
Experience of Working in Nepal and Way Forward for My Monozukuri Investment in Nepal – by Dr. Norio Kikuchi, CEO, Ibasei Ltd., Japan

6. BONENKAI 2018 PROGRAM

Year-end celebration program, Bonenkai, was organized by Nepal AOTS on 21 December 2018 which was attended by various Nepal AOTS members, guests and families. Ambassador of Japan to Nepal, His Excellency Mr. Masamichi Saigo accompanied by Madam Saigo, was the chief guest in the program. The program was also attended by Ms. Yumiko Asakuma, Chief Representative, JICA Nepal Office and various other officials and guests from different organizations and Nepal-Japan associations.



On the occasion, His Excellency Masamichi Saigo also launched the book on Nepali Haiga authored by Prof. Dinesh Chapagain, Past President and Advisor, Nepal AOTS.

7. TALIM PUBLICATION

28th edition of TALIM has been published this year as well by the TALIM Publication Committee led by its Coordinator 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.

8. VISITS AND MEETINGS

i Six members of Executive Committee led by President Mr. Mahesh Nakarmi attended the 50th Anniversary/ Golden Jubilee Celebration of Bangladesh AOTS-HIDA Alumni Association (BAAS) on 15 September 2019 at Dhaka, Bangladesh. Ne-

pal AOTS representatives also took the opportunity to personally wish Dr. AKM Moazzem Hussain and Madam Hussain on their 50th marriage anniversary which coincided with 50th Anniversary of BAAS. Dr. Hussain was one of the key figures in helping formally establish Nepal AOTS and the society will always be indebted to him for his invaluable guidance to the society through all these years.



- ii After concluding Overseas Training Program (OTP) on 15-16 November, Mr. Noriyuki Murata, CEO, RIIM (Research Institute for International Management) Chu-San-Ren, Inc., visited Nepal AOTS Secretariat on 17 November 2019 and interacted with Nepal AOTS EC members and Advisors. Murata Sensei provided some very valuable suggestions on knowledge co-creation locally to develop Training Division and to prepare in-house Master Trainers.
- iii Nepal AOTS organized a welcome and farewell breakfast meeting on 23 November 2018 at Hotel Ambassador Restaurant, Lainchaur to welcome Ms. Yumiko Asakuma, the incoming Chief Representative, JICA Nepal Office; and to thank and say sayonara to Mr. Jun Sakuma, outgoing Chief Representative, JICA Nepal Office who has been a very supportive of Nepal AOTS activities. Nepal AOTS owes its gratitude to JICA Nepal Office for making available JICA Junior Volunteer and JICA Senior volunteer in 2012 and 2014 respectively.



India (AAAWI), Mumbai held on 16 February 2019.



iv Mr. Toshiyuki Kato, who was engaged as JICA Senior Volunteer in Nepal AOTS office in 2014-2015, has been regularly coming back to Nepal either as an AOTS, Japan Consultant or simply as a tourist to enjoy the nature the country has to offer. On two such occasions, on 7 December 2018 and on 31 March 2019, Advisors and Executive Members had discussion with him about future collaborative activities with Nepal AOTS.



vi It was a privilege to host SAFAAS (South Asian Federation for AOTS Alumni Societies) AGM at Nepal AOTS Secretariat on 18 February 2019 which was attended by Mr. Shinya Kuwayama, President, AOTS, Mr. Hisashi Kanda, General Manager, AOTS New Delhi Office and distinguished delegates from SAFAAS countries including Mr. M.R. Ranganathan Mulvadi, President, SAFAAS and Mr. Man Mohan, Secretary, SAFAAS.



v General Secretary, Mr. Prajwal Shrestha represented Nepal AOTS at the 25th Anniversary/Silver Jubilee Celebration of AOTS Alumni Association of Western



On the following day, on 19 February 2019, Mr. Ranganathan and Mr. Man Mohan conducted Benkyokai sessions at SAFAAS Secretariat which proved to be quite enlightening for the participants. Nepal AOTS expressed gratitude for taking their time out for conducting such inspiring Benkyokai sessions.

- vii Mr. Shinya Kuwayama, President, AOTS Japan made his first official visit to Nepal from 17 February – 20 February 2019 coinciding with SAFAAS AGM held at Kathmandu on 18 February 2019. Mr. Kuwayama was accompanied by Mr. Hishashi Kanda, General Manager, New Delhi Office and Mr Masamori Kasai, AOTS Staff, Japan.



Mr. Shinya Kuwayama held special interaction meeting with Executive Committee members and Advisors of Nepal AOTS on 20 February 2019. Mr. Kuwayama was briefed about the Nepal AOTS activities and its future plans, especially the development of Training Division for which it requested for guidance and support from AOTS, Japan. Several issues related to Japanese language program, Internship programs, Women entrepreneurship programs etc. were also discussed during the meeting.

On the occasion, Mr. Kanda also appreciated the efforts made by Nepal AOTS in building Nepal Japan relations,

and highlighted the importance of connecting with Japanese companies.

Mr. Kuwayama termed the Nepal visit to be overall very successful.

- viii Dr. AK Moazzem Hussain, Honorary Advisor and well-wisher of Nepal AOTS chose Nepal for vacation to celebrate 50th marriage anniversary. Dr. Hussain and Madam Hussain visited Nepal from 3 – 6 April 2019, and on the evening of 5th April Dr. Hussain and Madam Hussain spent a lively evening at Nepal AOTS Secretariat and shared their memorable moments with Nepal AOTS EC members and Advisors.



- ix Nepal AOTS representatives also attended various programs and functions organized by Embassy of Japan on various occasions throughout the year. Similarly, representative of Nepal AOTS interacted with and/or attended the programs of FNCCI, CNI, JAAN, JALTAN, JUAN etc in the year 2018/19.

- x Nepal AOTS has also attended traditional Japanese programs such as Bon odori, Kendama and various other musical and cultural programs. Participation in these programs helped Nepal AOTS understand the cultural aspects so Japanese society while also strengthening the relations with those institutions. ■

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MR. KISHORE BHAKTA MATHEMA

Internal Auditor and Training Coordinator
Nepal AOTS Alumni Society



Outset of Benkyokai Program in Nepal AOTS

Benkyokai is the Japanese word, meaning study forum or study group. In Japan, likeminded individuals get together and study common thing. It can also be explained as forum for like-minded circle.

Nepal AOTS introduced this program from Decemeber,2018. Nepal AOTS is thankful to our advisor Ms Amira Dali through her support and assistance such relevant study meeting session came into being. So far, Nepal AOTS has organized sixth session of Benkyokai based on six different theme and such session supports to motivate the participants to be a change agent for betterment.

It is observed that People like to attend Benkyokai for the followings

- a. Self-development is an ongoing process and some committed people admire for lifelong learnings
- b. Interact and enjoy with like-minded circle and build cohesive mindset for betterment
- c. Improve professional knowledge
- d. Expand sphere of network and interest
- e. Learn through experience sharing programs on the recent trend of Japanese management techniques and management philosophy
- f. Gain knowledge to unleash ones' potential to learn and share for value creation
- g. Gain knowledge for application in professional field

Glimpse of Benkyokai theme - knowledge sharing program held on various occasions in Nepal AOTS.

1. SWOT analysis for Strategic planning with reference to Nepal AOTS followed by group discussion on following area of concern.
 - a. How do we capitalize our strength to take advantage of opportunities?
 - b. How our strengths can combat our threats?
 - c. How opportunities help to mitigate or minimize weaknesses
 - d. How to minimize weaknesses to avoid threats?
2. Aligning Nepal AOTS's vision/mission for building cohesive and productive team
3. Sharing on Japanese corporate culture, values and management style
 - Cost reduction
 - Waste reduction
 - Achieve increased efficiency, productivity and quality

4. Creativity for next generation

- Own creativity to be cultivated and applied in various fields
- Prevent stagnation
- Seeds of Creativity to be compatible within the boundary of reality and fulfill contemporary need
- Deliver the promised features
- Understand blind side features-bottleneck for rationale decision

5. i. Application of 5S in hospital management

- ii. Sharing of experience to run AAS efficiently and unitedly complying to AOTS spirit

6. Monozukuri philosophy

Through Benkyokai session various knowledgeable speakers delivered their experience sharing program which has enriched the knowledge level of participant members. ■



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ER. SHIV BHUSHAN LAL
Executive Member
Nepal AOTS Alumni Society



The Ethical Comprehension

With the society as complex as the one in which we live in, professionals ethics have their own standpoint and relevance in our lives and the society. Sooner or later, we are all faced with an ethical conundrum, either in our personal life or professional life. They can be of a high level or a simple one as to whether or not you are obliged to inform the person regarding a particular situation. In our professional lives we come across poor ethical scenarios where we see our colleagues implying that 'their fair share is whatever they can get away with, or 'nobody expects you to be honest when they are not looking' and the most common one seen at work place is 'it's not stealing unless they catch you'.

For a strong base of our ethical behaviour, we follow the unarticulated belief systems and practices that have been deemed as correct behaviour in our society which are known as values. We need to follow these values in our personal life and professional life as well. Then again, being moral does not imply doing "whatever society acknowledges." In any general public, the vast majority acknowledge measures that are, truth be told, moral. In any case, measures of conduct in the public eye can digress from what is moral. A whole society can turn out to be morally degenerate with the best example being of Nazi Germany. It is a decent case of an ethically degenerate society. In addition, if being moral were doing "whatever general public acknowledges," then to discover what is moral, one would need to figure out what society acknowledges.

As has been throughout our history, the need for ethics with morality is seen as a naturally occurring phenomenon that has seen evolution for the purpose

of restricting excessive individualism and with the positive hope of garnering human co-operation. This has also helped in avoiding disputes by following our values. The ethical principles and practices have acted as a concrete cement or a strong adhesive that bind our society, which advertently helps the citizens i.e. us, to pursue our desires and aim for our goals. For an individual, ethics apply as much to the conduct of the nonbeliever as to that of the passionate religious individual. Religion can set high moral models and can give extreme inspirations to moral conduct. Ethics, then again, can't be kept to religion nor is it the same as religion.

In business, the decision to behave ethically is a moral one; employees must decide what they think is the right course of action. This may involve rejecting the route that would lead to the biggest short-term profit. When an individual works for a company which have a clear intention and have stated unambiguously regarding their ethical responsibility, the working individual becomes peace at mind and have a clear consciences that their action is not leading to any unethical practices. For example" a coffee company which states all their raw beans are picked from sustainable plants where no deforestation has occurred, by people paid a good living wage, in an area where investments have been made to ensure that producing the coffee for a foreign market has not damaged the local way of life, will find that all these elements of their buying strategy becomes a selling point for their final product".

Business ethics differ from industry to industry. The nature of a business's operations has a major influence on the ethical issues with which it must contend. For example, an ethical quandary arises for an investment brokerage when the best

decision for a client and his or her money does not coincide with what pays the brokerage the highest commission. A media company that produces TV content aimed at children may feel an ethical obligation to promote good values and eschew off-colour material in its programming.

A company which sets out to work within its own ethical guidelines is also less at risk of being fined for poor behaviour, and less likely to find themselves in breach of one of a large number of laws concerning required behaviour. Reputation is one of a company's most important assets, and one of the most difficult to rebuild should it be lost. Maintaining the promises it has made is crucial to maintaining that reputation. Businesses not following any kind of ethical code or carrying out their social responsibility leads to wider consequences. Unethical behaviour may damage a firm's reputation and make it less appealing to stakeholders. This means that profits could fall as a result.

The management team sets the tone for how the entire company runs on a day-to-day basis. When the prevailing management philosophy is

based on ethical practices and behaviour, leaders within an organization can direct employees by example and guide them in making decisions that are not only beneficial to them as individuals, but also to the organization as a whole. Building on a foundation of ethical behaviour helps create long-lasting positive effects for a company, including the ability to attract and retain highly talented individuals, and building and maintaining a positive reputation within the community. Running a business in an ethical manner from the top down builds a stronger bond between individuals on the management team, further creating stability within the company.

The ethics in our workplace keep both parties on an even place. They allow us to work through when we are in need of moral compass to address dilemmas concerning important matters. It should be mandatory to be fair when dealing with colleagues and subordinates and negative discrimination should not exist. All services and privileges should be dispensed with sincerity and honesty. A respect for our profession is paramount when ethics are needed to be upheld. Do right and be right because it's best to be on the right side!! ■



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Practical Solution for Quality related Problems in Organization and Awareness on TQM

Training program "Practical Solution for Quality related Problems in Organization and Awareness on TQM" workshop in Birgunj, Nepal in February 2019.

I got an invitation, as an expert for the WNF Program - Training cum Workshop on "Practical Solution for Quality related Problems in Organization and Awareness on TQM" from February 6 to 8, 2019 in Birgunj, Nepal. The training program was organized by Nepal AOTS Alumni Society with the support of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) then HIDA, Japan and Japan Sri Lanka Technical and Cultural Association (JASTECA) under World Network of Friendship (WNF) program. The content of the

training included Introduction to Quality, Quality Tools and Techniques for Business Problem Solving, Pareto Analysis and cost of Quality. Several case studies and group presentations were used in this three day training program.

The program details were as below;

This three day workshop helps promote the integration of Quality thinking in manufacturing & service industry businesses to be better positioned in the business arena.

- Impart knowledge on quality tools & techniques
- Facilitate the knowledge required to identify causes for workplace problems, to find solutions for identified problems and to



- prioritize solutions
- Developing skills on the application of the Pareto principle (80/20 rule)
- Pareto principle useful for defect/complaint analysis through which the company can concentrate on the vital few defects/complaints
- Building capacity to identify the Quality costs
- Types of quality costs and the importance of each category of quality costs and process of reducing overall costs in an organization

This program develop team working culture, graphical representation of information and presentation skills.

COURSE CONTENT:

On the Day 1 the participants got the opportunity to gain knowledge on the methodologies on data collection, graphical representation, stratification, brainstorming techniques, introduction to quality tools and work place problem identification.

On the Day 2 the participants got the opportunity to gain knowledge on seven step problem solving, seven new management tools for problem analyzing, problem solving and problem prioritizing.

On the Day 3 the participants got the opportunity to gain knowledge on Pareto principle and how to use it, introduction to cost of quality and the application in the industry.

On all three days participants were seated in groups where they did several case studies and group presentations

There were 37 participants for the training program and 35 participants from pharmaceutical industries and the rest 2 participants from the steel industry. Majority of the participants were from Quality and Production areas of pharmaceutical manufacturing units. The training program was held at Hotel Vishuwa, By-Pass road, Birgunj, Nepal.



I was given the opportunity to visit Nepal Pharmaceutical Company and Magnus Pharma Company before I conduct the training program. It was a great support for me to successful in my training by properly understood the operation of manufacturing medicines, testing and the day to day problems they face in their operation.

I strongly believe that I added value to all the participants who came for the training. This was evident by the participants thanking speech. In their words, the training...

- facilitated with knowledge required to identify causes for workplace problems, find solutions for identified problems and prioritize solutions.
- capable of using Pareto principles, which are useful in defects/complaints analysis, through which the company can concentrate on the vital few
- aware of the types of quality costs, the importance of each category of quality costs and process of reducing overall cost in an organization

I am thankful to the Nepal AOTS for inviting me to conduct the "Practical Solution for Quality

related Problems in Organization and Awareness on TQM" workshop in Birgunj, Nepal and for the hospitality extended to me during my stay in Nepal.

The training program was well organizing by AOTS Nepal and active engagement of the participants was a catalyst for the success of the program. It was a joyful experience visiting the beautiful Nepal and its people.

I Wish AOTS Nepal all the best for the successful achievement of its HR development objectives and wish to contribute for its future success.

The participants were really actively participate for the training, for the group work and for group presentation. It gives me a good motivation to conduct the training program successfully

Most of the top position of the pharma industry joined for the opening ceremony and as well as closing ceremony. This shows how they value the training for their staff. ■





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MR. PRASHANT LAL SHRESTHA
Head, Training Division / Vice President
Nepal AOTS Alumni Society



Report from Nepal AOTS Training Division

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:

- To contribute to the development of managerial and technical skill of human resources by conducting pertinent and value-added training programs in the country
- To create awareness and disseminate Japanese Style of Management

- 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
- To provide consultancy in Japanese Style Management, Kaizen, 5 'S', Total Quality Management, Toyota Production System
- To develop the trainer from its member base

To fulfill the above objective Training Division executed different training programs and visits last fiscal year 2074 ~ 2075. The training programs and visits mostly focus on the objectives 1, 2, 3 and 5. This fiscal year we are continuing with the training programs, visits and also focusing on the 4th objectives.

Workshop cum training program on "Employee Engagement: Tools for increasing Organizational Efficiency and Productivity" was organized by Nepal AOTS Alumni Society (Nepal AOTS) with support from World Network of Friendship (WNF) under The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan; In Association with Bangladesh AOTS - HIDA Alumni Society (BAAS), Bangladesh from July 30 ~ August 02, 2018. The program was conducted with 20 participants from different organizations and Institutes of Kathmandu. The resource person for the program Mr. Rupak M Nasrullah Zaidi from Dhaka, Bangladesh, is recommended by



Bangladesh AOTS-HIDA Alumni Society (BAAS), Dhaka, Bangladesh.

In February 2019, Nepal AOTS and Association of Pharmaceutical Producers of Nepal (APPON), Birgunj Chapter organized a training cum workshop program on “Practical Solution for Quality related Problems in Organization and Awareness on Total Quality Management (TQM)” 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 Vishuwa, By-Pass Road, Vishuwa-18, Birgunj. It was 3 days training program and had 37 participants. Ms. Shyama Perera from JASTECA, Sri Lanka was the resource person.

Similarly to fulfill the objectives 1 and 5, Nepal AOTS requested The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan for Overseas Training Program (OTP) to be conducted in Kathmandu, Nepal. AOTS Japan

accepted Nepal AOTS requested to conduct 2 days OTP training program in Kathmandu, Nepal. The 2 days OTP “Changing Behavior for the Productive Organization” from November 15 – 16, 2018 at Hotel Himalaya was organized by AOTS Japan under the support of Ministry of Economy, Trade and Industry (METI), Japan with support from Nepal AOTS. This was the subsidized training program by AOTS Japan in Nepal.

The course was designed to enable participants to acquire techniques and capabilities so that they can create teamwork in their own group/section and develop their own leadership skills, both of which were necessary for solving human- or organizational-related problems in their organizations. This program majorly targeted for the managerial level and was conducted with 40 participants, 34 participants from different organizations and Institutes of Kathmandu and 6 Nepal AOTS Members.

The resource person for this program Mr. Noriyuki Murata, CEO/President, RIIM ChuSanRen, Inc. Mr.

Murata specializes in leadership development of corporate executives and managers, organizational vitalization, the creation of corporate vision, “Action-Learning” training and so on. He provides some tips for exhibiting effective leadership as a manager in the organization through this lecture. 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 Japan. He is also dispatched as a management consultant for many projects driven by international organizations, such as JICA, Japan International Cooperation Agency, and World Bank.



Nepal AOTS 5 S and Kaizan and then start preparing training materials for the training.

From this fiscal year 2075 ~ 2076 Nepal AOTS started with a new concept “BenKyouKai” a study group meeting. We started this concept to share and learn from Nepal AOTS members experience or experience from peoples in Nepal AOTS Network.



Beside the training programs, to fulfill the objective of business linkage with other similar institutions at home and abroad, Nepal AOTS delegation headed by Mr. Mahesh Kumar Nakarmi, President; Mr. Prashant Lal Shrestha, Vice President; Mr. Prajwal Shrestha, General Secretary; Mr. Shiva Shrestha, Treasurer; Mr. Narayan Bahadur Thapa, Joint Secretary; and Mr. Saroj Shrestha, Executive Member attended the 50th Anniversary of Bangladesh, Bangladesh AOTS - HIDA Alumni Society (BAAS) in Dhaka, Bangladesh. There Nepal AOTS delegation had informal discussion for the business linkage and support for training with AOTS

To prepare for the objective 4, Nepal AOTS conducted Murata Sensei’s experience sharing session at Yamamoto Talim Ghar on “Training of Master Trainers as SELF REPRODUCTION SYSTEM of Training TRAINERS in Tanzania” for Nepal AOTS members. During this experience sharing, Murata Sensei advised Nepal AOTS members to conceive

President, Mr. Shinya Kuwayama; AOTS Yangon Office Chief Representative, Mr. Kenichiro Eguchi and executive members and members of Alumni Societies from Sri Lanka Technical and Cultural Association (JASTECA), Sri Lanka; Bangladesh AOTS - HIDA Alumni Society (BAAS), Dhaka, Bangladesh; Chattagram AOTS Alumni Society (CAAS), Chittagong, Bangladesh; Federation Of AOTS Alumni Association of India (FAAAI), New Delhi, India; ABK – AOTS DOSOKAI, Tamilnadu Center, Tamilnadu, India; AOTS Alumni Society Delhi (AASD), New Delhi, India; Alumni Association of Western India (AAAWI), Mumbai, India; Alumni Society of AOTS Kerala (ASA Kerala), Kerala, India; AOTS Alumni Society of Central India (AASCI), Pune, India; AOTS Alumni Association of Gujarat, Ahmedabad, India; A.P. The AOTS Alumni Society, Hyderabad, India and AOTS Alumni Association, Karnataka Regional Centre, Bangalore, India.

Nepal on February 18, 2019. During the AGM formal discussion for the business linkage and support for training with Alumni Societies in SAFAAS Region. Also informal discussion with executive members and members of Alumni Societies from Sri Lanka Technical and Cultural Association (JASTECA), Sri Lanka; Bangladesh AOTS - HIDA Alumni Society (BAAS), Dhaka, Bangladesh; Chattagram AOTS Alumni Society (CAAS), Chittagong, Bangladesh; Federation Of AOTS Alumni Association of India (FAAAI), New Delhi, India; ABK – AOTS DOSOKAI, Tamilnadu Center, Tamilnadu, India; AOTS Alumni Society Delhi (AASD), New Delhi, India; Alumni Association of Western India (AAAWI), Mumbai, India; Alumni Society of AOTS Kerala (ASA Kerala), Kerala, India; AOTS Alumni Society of Central India (AASCI), Pune, India and AOTS Alumni Association, Karnataka Regional Centre, Bangalore, India.



Along with this to fulfill the objective of business linkage with other similar institutions at home and abroad, Nepal AOTS hosted the South Asian Federation of AOTS Alumni Society (SAFAAS) Annual General Meeting (AGM) in Kathmandu,

On February 20, 2019 Nepal AOTS executive members had a meeting with the AOTS President, Mr. Shinya Kuwayama; AOTS New Delhi Office General Manager, Mr. Hisashi Kanda and Mr. Masanori Kasai to discuss the cooperation between

Nepal AOTS and AOTS, Japan. Nepal AOTS has requested for addition OTP training program and Training of Trainer for the 5 S and Kaizen.



Similarly to fulfill the objective of business linkage with other similar institutions at home and abroad, Nepal AOTS showcased the Semblance between Nepal and Japan at BonOdori program organized by Japanese Chamber of Commerce in Nepal (JCCN). During this program Nepal AOTS had informal discussion with Ambassador of Japan in Nepal H. E. Masamichi Saigo; other executive members, members of JCCN and other Japanese peoples.

To fulfill the objectives 2, 4 and 5, Nepal AOTS conducted awareness training program on Japanese Style of Management at Reliance Spinning Mills Ltd. located in the industrial belt of Sunsari district in Province 1 on June 20 and 21, 2019. The overall objective of this seminar is to promote the concept of Japanese Management Style that has been instrumental in shaping and contributing to the economic progress of Japan and many other countries with the specific objective is to create awareness among the staffs of the industry the concept of Total Quality Management, and train participants specific workplace improvement techniques such as 5-S,

Kaizen and Quality Circles, and problem solving tools and techniques to enhance the productivity at the workplace. The management of RSML was requested to periodically follow up with data on problem mitigation and improvement activities –post training activities to measure impact on productivity to compare the result “Before” training activities and “After” training activities.

Similarly preparation is going on with the top management of the company for in house training in Sita Ram Dairy plant in Kathmandu. The overall objective of this program is to promote the concept of Japanese Management Style within the framework of Total Quality Management of Sita Ram Gokul Dairy for the enhancement of productivity through participatory approach at the shopfloor with the specific objective is to train participants’ specific workplace improvement techniques such as 5-S, Kaizen and Quality Circles, and problem solving tools and techniques, and apply those tools and techniques to enhance productivity at the workplace.

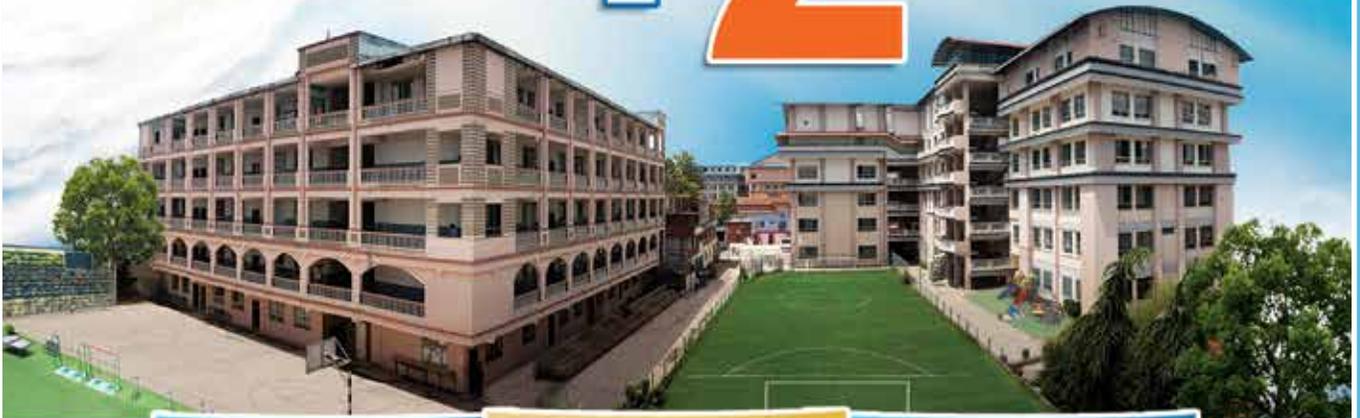
For both of these training programs, resource persons are Nepal AOTS members. ■

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MR. ABHAY SHRESTHA
Assistant Manager-Production
The Fred Hollows Intraocular Lens Laboratory



PMTP 2019: My Experience and Learnings

Participating in the training program “The Production Management Training Program (PMTP) from 6th to 19th February, 2019 at AOTS Kansai Kenshu Center (KKC), Osaka, was a special experience for me which have escalated my understanding on Japanese way of managing production activities at production sites. I was very much delighted by the arrangement of every activities of entire training program starting from reception upon arrival at Kansai International Airport till departure from KKC.

Immediately upon arrival at KKC, quick orientation about the accommodation, training environment, rules to be followed and guidance for entire stay at training center was provided through a short video clip. On the very first day, I made some new friends who were also for the same training program and made conversation with them during dinner time.

We were altogether 21 participants representing 12 different countries. During opening ceremony on the first day of training program, General Manager of KKC, Program Director and Course Coordinator made orientation about the training program. At the same time, 21 participants were subdivided among four groups so that on the final day each group had to make presentation by applying concepts and learning taking on account of issues related to PQCD (Productivity, Quality, Cost and Delivery) of one of the representative company within the group. It was a great opportunity to interact with co-participants from different countries, have several discussions related to production management issues in their

companies and prepare implementation actions to resolve the issues using concepts and methods learnt.

During two weeks training period at KKC, class lectures on seven different topics related to production management were provided by different trainers having expertise and decades of work experience on relevant topics. These class lectures incorporated different class exercises and group activities through which we learn practical ways to implement different topics related to production management.

Along with class lectures, as a part of training program, we also visited different manufacturing industries which were successfully implementing all the concepts and methods that we learnt during class lectures. These visits were highly productive and a great learning experience where we could find practical implementation of the concepts and methods of production management tools. We also got chance to interact with employees at different levels and learnt a lot from their experiences and knowledge sharing.

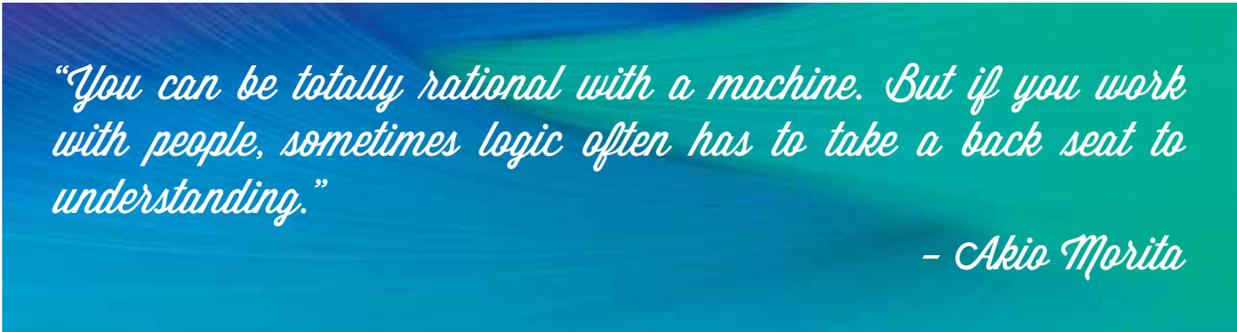
Besides classes and industry visits, I had also chance to explore Osaka and nearby city during two weekends. On one of the weekend, one day tour to Kyoto city was arranged by training center where our group visited different places of historical importance. Kyoto city was really exquisite place to visit and snowfall was embellishing its beauty. While exploring the different location of the city, I also

enjoyed different Japanese foods and experienced the Japanese food culture.

This training program was highly fruitful for me to amplify my understanding of the concepts and methods of production management of Japanese manufacturing industries, productivity improvement, failure rate reduction and waste elimination. Besides, I could also learn about ways for promoting energy conservation at production sites. I am confident regarding utilization of knowledge at my organizational and departmental level by introducing, promoting and implementing management tools learnt during the training

program. I have also prepared implementation action plans for few issues of my company on the basis of knowledge which I have acquired from this training program. I am not sure if I can implement all the learning but I have a strong belief that if we implement few learning, we can achieve radical changes in our production site.

Lastly, I would like to take opportunity to express my gratitude to Nepal AOTS Alumni Society for selecting and providing me wonderful opportunity to participate in this training program and notably also for providing proper guidance before departing for this training program. ■



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MS. TRIVENI MISHRA KARAN

Senior Production Technician

The Fred Hollows Intraocular Lens Laboratory



AOTS Training Program: PQPS2

Being able to experience the training held in Japan for the Program for Quality Problem Solving (PQPS) was an ideal opportunity for me to learn and experience the methods and technological advancement in Japan. I am obliged to AOTS for providing me this opportunity of learning and practice.

With excitement and a bit of nervousness inside, as it was my first time travel and training to any country abroad, I reached Tokyo on 17th of Feb. The friendly and caring attitude and guidance of AOTS Representative made me feel much comfortable and confident. I reached Tokyo Kenshu Center via train and then in taxi in the afternoon. When I reached there I got each and every information, regarding the center and daily routine to be followed from front desk representatives.

On the very first day, it was pleasant to meet our coordinator and new friends from different countries. We were twenty participants from 7 different countries. We had an introduction session and special lecture and course overview with Mr. Yukihiro Ando (Program Director and TQM Consultant) about Total Quality Management and importance of problem solving activities. Over the next few days we were gradually introduced to the QC tools in depth, from our program director and professors of different universities in Japan. With not only theoretical but as well as practical in class exercise and professional teaching teams we got to learn problem solving techniques by statworks with much precise way.

Visiting Nissan Motor Corporation and observing QC Circle Activity was another fruitful and exciting tour to experience Japanese working and problem solving culture. Another visit to Maruwa Electronic and Chemical Co. Ltd was too amazing as well. The problem solving case study of Maruwa gave us practical insight to the lecture we attended in class. Beside that the technological advancement, staff and dining management and the overall environment of Maruwa was exceptional, if we could apply all these in our organization, we would reach more heights of quality enhancement.

Being able to attend a special lecture on last day by Dr. Noriaki KANO, who is world renowned in quality field, was a proud moment for us. Overall, it was a very productive training on many levels in terms of knowledge gained, real world experiences and experiencing Japanese culture, technological advancements, visiting beautiful places on weekend, making new friends. Attending the training program in Japan regarding Quality was itself a special thing. It was splendidly impressive the way the program was conducted in the Japanese way. Although the time frame was short with respect to the content of the course, it was an outstanding opportunity to acquire the knowledge on quality problem solving practically. In context of our country, we need to nurture ourself and learn a lot from Japanese concept of quality and the culture, discipline that every individual follows to bring changes. ■

MR. KISHORE BHAKTA MATHEMA

Internal Auditor and Training Coordinator
Nepal AOTS Alumni Society



Domestic Lecturing Tour Program in Reliance Spinning Mills Ltd.

Driven by the motto "Progress Through Human Resources Development", Nepal AOTS Alumni Society facilitates and organizes various training programs for HR development in Nepalese SMEs and corporates through the following modalities.

TRAINING IN JAPAN

Nepalese technicians, engineers, managers and entrepreneurs are sent to attend management training programs under AOTS, Japan on cost sharing basis for enhancing their managerial skills.

TRAINING IN NEIGHBORING COUNTRIES

Besides training in Japan, Nepalese technicians and engineers are also sent for specific training programs in neighboring countries. These programs are conducted under World Network Friendship (WNF) program of AOTS Alumni societies, which symbolizes friendship, cooperation among various countries of AOTS alumni societies. The programs are conducted on cost sharing basis, and the duration of such training programs are generally up to one week, and in some special cases, may extend up to three weeks.

TRAINING WITHIN NEPAL

Nepal AOTS conducts various training programs within Nepal itself. These programs are of three categories.

1. Training program through experts from Japan dispatched by AOTS, Japan.

Nepal AOTS implements programs like Overseas Lecturing Tour (OLT) and Overseas Training Program (OTP) of AOTS, Japan in Nepal in specialized areas recommended by Nepal AOTS.

2. Training by experts from South Asian region sent through respective countries of AOTS societies.

Resource persons from South Asian countries conduct specialized seminars and training programs in Nepal, organized by Nepal AOTS.

3. Training by Nepalese experts

Nepal AOTS designs, organizes and implements various training programs, workshops and seminars in different cities of Nepal in coordination with FNCCI, CNI Nepal Chamber of Commerce and with local industries. Under Domestic Lecturing Tour (DLT) program, Nepalese experts and lecturers trained in Japan are involved in conducting these programs. Such training programs are conducted on need-base of local industries.

DLT PROGRAM IN RELIANCE SPINNING MILLS LTD.

Nepal AOTS resumed its DLT program with a two-day training program on "Fundamentals of TQM" based on request of Reliance Spinning Mills Ltd. in June 20 - 21, 2019.

The program was conducted in Reliance Spinning Mills Ltd (RSML) located in the industrial belt of Sunsari district in Province One.

RSML is one of the largest industries in Nepal operating in three shifts, having six modern plants equipped with 80,000 spindles along with separate dyeing and ancillary plants.

RSML is one of the largest labor intensive industries of the nation, employing a workforce of around 4000 employees.

RSML is an export-oriented industry with almost over 68% of its product being exported to countries including India, Bangladesh and Turkey. Hence product quality and customers' satisfaction are of prime importance to this industry.

DLT program in RSML was well attended by 36 participants from various functional departments representing production (mixing-spinning-finishing), dyeing, quality assurance, plant engineering and maintenance, commercial, logistics management, and HR and administration.

The following persons were the resource persons during the program in RSML:

- Mr Ramesh Nepal, Advisor, Nepal AOTS
- Mr Ramesh Man Singh, Advisor, Nepal AOTS
- Mr Kishore Bhakta Mathema, Internal Auditor and Training Coordinator, Nepal AOTS

The DLT program succeeded in knowledge sharing activities and involving the participants on following broad areas

1. Perspectives on Quality Management with focus on Japanese Style Management
2. Introduction to Total Quality Management and ISO 9001
3. Energy conservation through Kaizen
4. Workplace improvement through 5-S
5. Systematic problem solving Techniques
6. Quality Control Tools
7. Brain storming & QC Circle
8. Exercise on Brainstorming and Cause & Effect Analysis
9. Group Presentation on problem identification and co-creation of ideas for solutions



Lastly, the management of RSML was requested to periodically follow up with the data on problem mitigation and improvement activities to facilitate post-training activities to measure the impact on productivity and to compare the before and after training activities. ■

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MR. GOKARNA SITAULA

Deputy Managing Director
Nepal Telecom



Eco-Business Innovation and Nepal

The world as a whole has been facing problem of global warming and environment pollution. Nepal, being a developing country could not be an exception in this aspect. Massive industrialization, urbanization, use of old vehicles, plastic products, lack of awareness and migration of illiterate people from remote to the urban area are the major responsible factors for current prime factors of environment issue in Nepal. The concept of eco business innovation has been introduced and widely being used keeping in the view that the development activities whether it is infrastructure development, industrialization, carrying out any business ventures that should be guided by the sustainability, environment friendly

and having direct and indirect benefit to the society as a whole.

Similarly, the development activities should support the Sustainable Development Goal for 2030 keeping those 17 key factors while carrying out any activities either by the government or private entrepreneurs. The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart there are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries –under developed, developed and developing - in a global partnership.

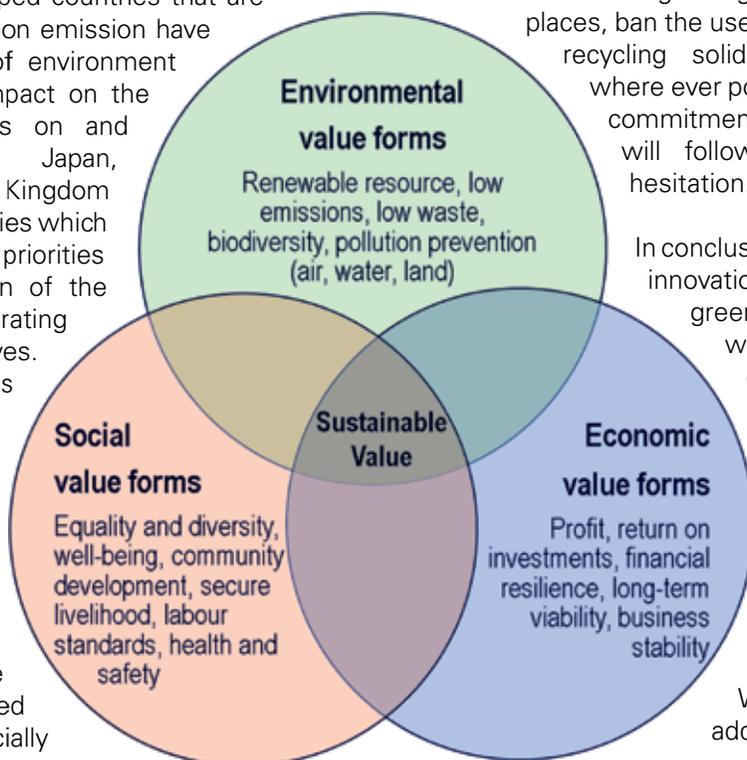


They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

Today, the Division for Sustainable Development Goals (DSDG) in the United Nations Department of Economic and Social Affairs (UNDESA) provides substantive support and capacity-building for the SDGs and their related thematic issues, including water, energy, climate, oceans, urbanization, transport, science and technology, the Global Sustainable Development Report (GSDR), partnerships and Small Island Developing States. DSDG plays a key role in the evaluation of UN system's wide implementation of the 2030 Agenda and on advocacy and outreach activities relating to the SDGs. In order to make the 2030 Agenda true, broad ownership of the SDGs must translate it into a strong commitment by all stakeholders to implement the global goals.

The concept of Eco Business Innovation is more concerned with the sustainability of any business activities that should honor the social value and widely tie up the social development as well as getting the support from the society so that it could be long lasting and as per the objective set by the business.

Most of the developed countries that are responsible for carbon emission have now been aware of environment pollution and its impact on the social creatures as on and upcoming future. Japan, Denmark, United Kingdom some are key countries which have given top priorities for the preservation of the environment accelerating various initiatives. These countries are now seem to be moving positive direction in the course of sustainable goal achievement. Nepal, being a developing county has to learn more from the developed countries especially



the countries which are aware of the environment protection. Not only developing the infrastructure and establishing industries, it should also consider the social value creation considering the sustainability of the activities and its impact on the society.

Nepal should be aware of the role of eco business innovation while carrying out the development activities, especially the industrialization in the country. It should deeply assess the impact of industrialization and massive urbanization in people and society as whole at present and expected in the upcoming future. Currently, there is provision of Environmental Impact Assessment (EIA) while carrying development activities and business. But, the present scenario does not prove it worthwhile. The broad view and foresightedness without self biasness is most urgent in this sector for which government initiative with public private participation with ethical value is vital for this. Unless these parties are responsible for environment degradation and sustainability, no effort can be made for keeping our environment safe for our generation.

For the protection of environment and making the business eco friendly as well as sustainable, the government and concerned authority should not establish industries in the core city, teach households for separation of garbage in their respective home before dumping, impose tough law for throwing the garbage in the public places, ban the use of very old vehicles, recycling solid and liquid waste where ever possible, show political commitment so that everyone will follow the rule without hesitation.

In conclusion, the eco business innovation is the roadmap for green business which will help to preserve our surrounding for our generation. It also provokes the sustainability of the business. Both the aspects support to achieve the Sustainable Development Goal (SDG) by 2030. What Nepal should address in this regards

could be listed as; thinking before issuing the license to the industries: a) Carrying out EIA process (b) Processing of recycle, up cycle (c) Degree of use of green technology (d) Rate of carbon emission generation by the industry (e) Contribution of the industry for over all environment protection and pollution free environment creation.

Likewise, the major aspects that need to be focused are: supporting eco-innovative projects in different sectors which aim at the prevention or reduction of environmental impacts or which contribute to the optimal use of resources. However, more specific

priorities have been set up considering its important environmental impact. In this aspect, more focus should be given in the field of materials recycling, building & construction sector, drink sector: the area of greening business & 'smart' purchasing etc. Ultimately, the need and significance of eco business innovation in 21st century as it is an inseparable part of the business as well as of human being which we should accept and follow with full discipline and priority; if not, there will be no evidence of current environment for generations to come and the venture that we will setup for better future may be meaningless. ■

“We all learn by imitating, as children, as students, as novices in the world of business. And then we grow up and learn to blend our innate abilities with the rules or principles we have learned.”

- Akio Morita



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TRAINING UNDER AOTS JAPAN, 2018-2019

New	2018							
1	The Program on Corporate Management for Nepal (NPCM)	28 May – 8 June 2018	Osaka	Mr. Ajay Kumar Panday Mr. Anmol Pradhan Mr. Bikash Paikhe Mr. Indra Prasad Sapkota Mr. Khilendra Paudel Mr. Madhav Prasad Neupane Mr. Nikesh Dwa Mr. Prashant Dugar Ms. Prathana Rajbhandari Vaidya Mr. Rohit Karki Ms. Sheela Pradhan Mr. Shishir Pechhai Mr. Sugen Shakya Mr. Vishal Phuyal Mr. Jagdish Chandra Bhatt Mr. Amar Ghimire Mr. Deepak Raj Giri Mr. Rajesh Kumar Agrawal Mr. Ankit Paudel Mr. Devendra Bartaula Mr. Aakash Simkhada Mr. Ramesh Bista Mr. Yadav Prasad Bhandari Mr. Manoj Dhodari Mr. Dipak Khatri	Kishan Pipe Products Pvt Ltd. Himalayan pole Ind. Pvt. Ltd. Kumari Marketing Pvt. Ltd. Laxmi Int'l Pvt. Ltd. IME Ltd. Hetauda Sandesh National Daily Mid Town Galleria Pvt. Ltd. Pine Overseas Pvt. Ltd. Brihat Developers & Builder Pvt. Ltd. Pathivara Concrete Ind. Pvt. Ltd. Mars Advertising and Research Pvt. Ltd. Kantipur Publication Pvt. Ltd. Prabhu Capital Ltd. Sahara Packaging Pvt. Ltd. Gangotri Group Hi-Tech Developers Pvt. Ltd. Maw Earthmovers Pvt. Ltd. Kanchanjungha Cement Udhyog Pvt. Ltd. Gaurav Nepal Engineers Pvt. Ltd. Ecogreen Fibers Ind. Pvt. Ltd. Nepal Hume Pipe Pvt. Ltd. Deurali - Janta Pharmaceuticals Pvt. Ltd. Rupandehi Chamber of Ind. Orchid Resort Pvt. Ltd. Mukteshwori Beverage Pvt. Ltd.			
2	The Training Course on Solving Human and Organizational Problems(SHOP)	7 – 18 May 2018	Aichi,	Mr. Bijay Gurung Ms. Rashmi Pant	Deurali-Janata Pharmaceuticals Pvt.Ltd Prabhu Bank Ltd.			
3	The Executive Program on Production Management(EPPM)	16 - 29 May 2018	Aichi,	Mr. Kiroj Rajbanshi	Deurali-Janata Pharmaceuticals Pvt.Ltd			
4	The Logistics Management Training Program (LMTP)	28 May - 8 June 2018	Tokyo	Mr. Bijay Maharjan	Deurali-Janata Pharmaceuticals Pvt.Ltd			
5	The Executive Program For Corporate Management (EPCM)	23 July – 3 August 2018-	Tokyo	Ms. Isha Shrestha(30)	Nilgiri Khola Hydropower Company Ltd			
6	The Program for Quality Management (PQM)	20 - 31 August 2018	Tokyo	Mr. Piyush Sharma Humagain Ms. Padmaja Pradhan	Aadee Remedies Pvt. Ltd Green Bamboo Creation Pvt. Ltd			
7	The Leadership Development Training Program(LDTP)	3 – 14 September 2018	Tokyo	Ms. Muna Sharma	Sarthak Concrete Pvt. Ltd.			
8	The Program on Business Innovation and Organization Development (BIOD)	27 September – 9 October 2018	Osaka	Mr. Jayandra Bahadur Rawal	NIC Asia Bank			
9	The Training Program on Program & Project Management(PPTP)	19 – 30 November 2018	Tokyo	Ms. Shrijana Rana Pandey Mr. Kiran Lal Joshi(36)	Nepal Investment Bank Limited Soltee Hotel			

10	The Logistics Management Training Program for South Asia (SALM)	6 – 19 December 2018	Tokyo	Mr. Bam Dev Dahal	Prabhu Bank Ltd
11	The Program on Eco Business Innovation (TEBI)	16 – 29 January 2019		Mr. Gokama Prasad Sitaula	Nepal Telecom
12	The Program for Japanese Corporate Management (PJCM)	21 February – 8 March 2018	Osaka	Ms. Shilu Aryal	Civil Bank Limited
13	The Program for Quality Problem Solving2 (POPS)2	18 February – 1 March 2019-	Tokyo	Ms. Triveni Mishra Karan	Fred Hollows Intra Ocular Lens Laboratory, Tilganga Institute of Ophthalmology
14	The Production Management Training Program (PMTP)	6 – 19 February 2019 -	Osaka	Mr. Abhay Shrestha	Fred Hollows Intra Ocular Lens Laboratory, Tilganga Institute of Ophthalmology
15	The Quality Control Training Course(QCTC)	20 February – 8 March 2019	Osaka,	Ms. Shova Khanal	Deurali-Janta Pharmaceutical Pvt. Ltd
16	The Executive Program For Corporate Management (EPCM)	10 -23 July 2019	Tokyo	Mr. Niraj Subedi	Jwalakhel Group of Industries P. Ltd

WNF Training Program

1	TQM Training Birgunj Chapter	6-8 Feb 2019	Birgunj	Ms. Shyama Perera
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The AOTS-NGC Seminar

1	Service Quality Management in Japan" X567	4-8 March 2019, Tokyo	Mr. Nabin Shahukhal	N. A. Three Business Service Pvt. Ltd
2	'Workplace Capability' using IE methods in the manufacturing industry -(X566)	8 - 12 April 2019, Tokyo	Mr. Suraj Bhakta Poudel	Deurali-Janta Pharmaceutical Pvt. Ltd
3	The AOTS Executive Program on Quality Management by Dr. Kano (X500-6)"	5 – 13 June, 2019, Tokyo	Mr. Sumit Kumar Kedia Mr. Sejal Man Shrestha	Sitaram Gokul Milks Pvt. Ltd.

ASAK - WNF -NAHR

1	Training Program On New Age Hr Practices (Nahr)	06 - 15, 2019, May	Mr. Manjul Prasad Joshi Ms. Salvi Shrestha	Fuse machine Nepal
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Training Division - Domestic Lecturing Tour

1	Reliance Spinning Mills Limited	20- 21 June, 2019, Biratnagar	Reliance Spinning Mills Limited
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MS. SUNITA SHAKYA

Assistant Manager

Deurali-Janta Pharmaceuticals Pvt. Ltd



Report on the Program for Quality Solving

First of all, I would like to thank our company (DJPL) Executive Director for giving me the opportunity to attend AOTs Training in Japan. I am extremely grateful to AOTS, Lecturers-AOTS and NEPAL AOTS for providing the opportunity and resources materials to work on this training.

I was very delighted on getting this opportunity of attending training program in Japan- the place of continual quality improvement concerning each and every particular/matter. In today's competitive world, continuous improvement is very imperative.

The program was designed for the developing countries with an aim to strengthen and improve the problem-solving abilities of supervisors or managers of companies in regard to improving quality. The objective of the program was to focus on practical understanding of each step in Qc stories, ensuring appropriate ways of utilising QC problem solving methods, ensuring participants improve their own ability to resolve quality problems and to lead and promote problem-solving activities in their workplaces.

It's quite obvious to have an expectation from the training and I do have the expectation. I had expectations of gaining insights on my capabilities as well as getting acquainted with new ideas, QC tools and techniques. I believed this training would open up wide-networking opportunities for us.

My expectations were not only met, they were exceeded. Before this training, I had no depth idea what QC tools really do. I knew they help make work visualization easier by making graph or some diagram but I had no idea in what way. I thoroughly

enjoyed the class. I didn't know it was going to be as fun as it was however. The training information was valuable, interesting and gave the opportunity to learn many issues in regards to quality problem solving procedures. Thanks to all the excellent lecturers and experienced internationalization professionals. As a researcher who needs to do some research in the future, I find it was a very enriching experience for me. These tools help not only solve complicated problems, but also to identify opportunities for improvement.

I will describe briefly below some elements in the training attended.

The content of the program included:

1. Theoretical lectures and many practices about useful technique and methods for each step in problem solving.
2. Combined exercises of techniques and methods for advanced problem –solving.
3. Actual experience of problem-solving steps through exercises using actual case studies- visiting in sites (Company visit).

The training was well attended by participants from 8 different countries. They are from Thailand, Bangladesh, Nepal, India, Srilanka, Pakistan, Sudan and Mexico. Total of 20 participants were present.

The program was started formally with an orientation and opening ceremony by Program Director, Mr. Yukihiro Ando followed by our Course Coordinator, Mr. Takeshi Minamitani. The program on the first day was led by Mr. Yukihiro Ando, TQM consultant. He presented the overview of the program and

Principles of TQM. He explained about QC story, the importance of Problem Solving Activities and its approaches and ways to implement for the "problem solving/task achievement /Improvement".

Similarly the other days of training were accomplished by- Introduction, understanding, utilization and interpretation of the QC tools for quality problem solving followed by interactive group exercises. QC tools introduced were Check sheets, Pareto diagram, Cause and Effect diagram, Control charts, Histograms, Scatter diagram and Data stratification. The training emphasized understanding and identifying the problems in the workplace and focused in the logical flow in each step of the problem-solving type. Also the training focused on the combination of approaches that provide better understanding of problem than either approach alone. For example, combination of histogram and control chart, histogram and scatter diagram. Training focused on how one can apply QC tools as a corrective and preventive measure to avoid mistakes and improve product/service quality. Also focused on how to interpret whether a process is stable or not and measure the effectiveness of implemented solutions.

Besides lectures and practices, we had company visit to most renowned companies that are practicing excellent quality activities-"Nissan Motors Corporation" Yokohama plant for QC Circle Activity and "Maruwa Electronics & Chemicals Co. Ltd" for Problem solving case study. They demonstrated the use of quality problem solving tools -if the problem calls for the identification of factors that influence an outcome, to what extent can people put up with something, when focus is to demonstrate change for quality assurance and continual improvement.

On the last day of training, there was a special lecture on Advanced Quality Improvement Theory, delivered by Dr. Noriaki Kano, the most prominent figures in the TQM field.

At the end of training, all participants filled out a training evaluation sheet, the analysis of which affirmed the success of the course. The Training was formally closed by President, AOTS with certificate awarding ceremony.

(Program for Quality Solving, Date : 18 Feb-1 March, 2019
Training Venue and Accommodation: AOTS Tokyo Kenshu Centre (TKC), Tokyo, JAPAN) ■

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An Inspiration

I was eager to visit Japan for quite some time, and my happiness knew no bounds when I got the opportunity to participate in the 'Leadership Development Training Program (LDTP)' organized by AOTS from 2-14 September 2018. In addition to the lessons in the training program, I was looking forward to experiencing the technological development, infrastructure, amenities, natural beauty and most of all, the culture of the Japanese people.

LDTP is a management training program aimed at enhancing the leadership skills of executives. The program is structured such that the participants try to develop their own pet theories related to leadership by reflecting on their own past experiences, widening their perspectives as leaders and exploring their own leadership styles.

The entire training program was very fruitful. In the class, we got to learn very useful theories and concepts of leadership with examples of good leaders and companies with good leadership through lectures and group work. The learning was enhanced by visits to companies, and meeting the leaders of the companies. During the guided tour at Ishizaka, the industrial waste treatment business company, I was amazed by how punctual and polite Japanese people were, how efficiently and effectively they mobilized manpower and machines, and for a recycling company of waste products, how cleanly and safely the works were done.

Each company visit and listening to their leaders was interesting and inspiring. They inspired me to see entrepreneurship opportunities everywhere – from cleaning services for trains and buses, tiffin delivery to offices, recycling construction waste to

regenerate construction materials and many more that we generally don't think about as business opportunities.

I found that Japanese business leaders work hard for a cause and strive to contribute to the nation, and the nation respects their contribution. Our visit to Inamori Memorial Hall and Matsushita Memorial Library inspired me to become such an entrepreneur. The Shimadzu Foundation Memorial Hall showed how Mr. Genzo Shimadzu contributed to the development of scientific learning in Japan. At the AISIN Group Company's museum section, we could experience the latest technology such as 3D holographic display projection system and augmented reality.

I seriously began to ponder one of the gaps in the education in our country – are our children sufficiently motivated for scientific discovery? Where can they experience the latest technology and see the infinite possibilities that modern technology has to offer? Can I contribute for this cause? Could I, in some way, inspire children to see the possibilities within the country and create the urge to contribute to the nation?

Concerns about the country's development status increases when we are traveling, when we witness the development of other countries, when we spend long hours in an airplane or train, during transit period etc. Why don't we have these things back at home? Why are we falling behind? We have the potential, we have the solutions, but why are we lacking in implementation and commitment? Can we, as an individual, bring about some change? How can we motivate individuals to bring about positive change in the country?

I realized that when it comes to prosperity, good governance, feeling of safety and integrity, they don't happen immediately unless the whole society is committed to make that happen. There has to be a joint effort, attitude of general public, administrators, politicians, everyone has to change. The general public has to have faith in the country and on themselves, they should start seeing opportunities everywhere rather than escaping out to other parts of the world. This sort of attitude change is possible through education. Many people, thinkers, politicians have already realized this, but things are not changing or if they are changing, it's happening in a very slow pace.

I am an educator at heart. My visit to Japan strengthened my desire to establish a science center in Kathmandu where students can visualize, interact and have hands on experience of science concepts. That would not only help them understand science, but also see endless possibilities of doing things, research, business for the prosperity of their family and the country. I remember the difficulty of understanding the concepts of science and engineering when I was a student as the prevalent education system had not yet integrated the hands-on approaches of teaching and learning processes.

Most of the theoretical concepts that we learnt in school and colleges were based on imagination, not based on interaction with real applications.

This training has been inspirational – to start something new, something useful to the future generation, something that motivates curious minds to try something unconventional, at the same time, applying leadership concepts and good practices throughout the process. I am thankful to AOTS for providing me this opportunity for not only a training in leadership but also an inspiration. ■

“No matter how good or successful you are or how clever or crafty, your business and its future are in the hands of the people you hire. To put it a bit more dramatically, the fate of your business is actually in the hands of the youngest recruit on the staff.”

– Akio Morita

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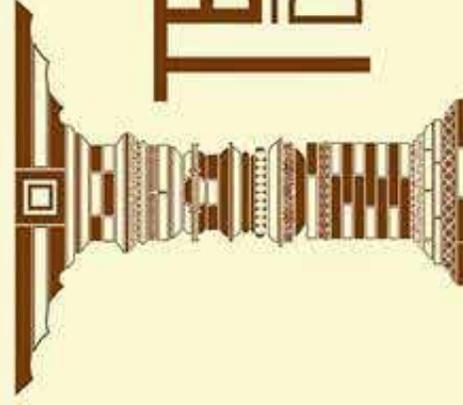
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Training Experience: The Executive Program on Quality Management

“Seeing is believing. This has been our first visit to the country Japan, as soon as you land you understand the reasons why Japan has climbed up to the development chart this fast. Their discipline, punctuality, presentation and the respect they show to people were exemplary and phenomenal. The nation is very work driven and they prove the rest of the world why ‘Japanese way of working’ is the best for any work place”

The inception of relationship between AOTS and Sitaram Gokul Milks began in 2017. We have been able to participate in many of the Training programs organized by the Nepal AOTS team, whether it be

on Office Kaizen, Pokayoke for Quality management or Change in Behavior practices. We have been able to learn a lot from the trainings and imply the knowledge in our factory’s daily working. It was an honor for us when the President of Association for Overseas Technical Cooperation and Sustainable Partnership (AOTS), Mr Shinya Kuwayama, visited the Sitaram Gokul Milks factory during February of 2019. He was pleased with effort that we had adapted inside the factory and the knowledge we had gained from the AOTS trainings.

The Nepal AOTS Alumni Society had handed us an opportunity to attend a Training program in Tokyo Japan on Total Quality Management during the



month of June. We would like to use this platform to show our sincere gratitude toward the AOTS family for selecting Sitaram Gokul Milks to participate in the Seminar. It was an honor not just because we were the only industry to be offered to participate for the program, but more than that the honor was to meet and get first hand training from Dr. Nariaki Kano.

Dr. Nariaki Kano is an educator, lecturer, writer and consultant in the field of quality management. He is the developer of a customer satisfaction model (now known as the Kano model) whose simple ranking scheme distinguishes between essential and differentiating attributes related to concepts of customer quality. He is a professor emeritus of the Tokyo University of Science. Dr. Kano is 78-year man, but seeing his commitment towards teaching and learning is commendable. Meeting Dr. Kano is not just an Honor but an experience in itself.

PROGRAM BACKGROUND

The Executive Program on Quality Management (AOTS-EPQM) is designed as one of the AOTS's flagship programs to learn business management/administration techniques and their underlying ways of thinking, all of which are characteristics of Japanese companies. This training program was targeted at top managers who wish to make use of TQM (Total Quality Management) in order to implement a management strategy that enhances customer satisfaction through increases in product quality and service improvement, and achieves customer delight, as well as achieving sustainable corporate growth. The program sought to assist such managers by promoting changes in their ways of thinking.

It was a 9 days training program held in the Training center of AOTS Japan, which also included few visits to well-known leading Japanese companies outside Tokyo. There were 25 participants, 2 of us representing Sitaram Gokul Milks as well as Nepal. Other participants belong from India, Thailand, Taiwan, Bangladesh and Hungary. All the other participants were part of elite companies and high level managers. Understanding them individually,

their working style and their work was good information and knowledge for us.

KEY LEARNINGS

The program included lectures by instructors who were world authorities on TQM and the recounting of the real life experience of top executives of excellent companies, the program consisted of workshops and visits to companies. More specifically, the participants were taught the latest information and knowledge that were both useful and necessary in achieving a change in the ways of thinking of top managers when promoting TQM through the company.

1. Through an explanation of the framework and characteristics of TQM activities as cultivated in Japan and contact with the culture aspects of TQM, participants had become convinced of the effectiveness of TQM in achieving a challenging, customer-oriented management strategy,
2. With regards to the setting of strategic policies and policy development in relation to management by the policy, one of the core techniques in TQM, participants were, through lectures and workshops, from which they were able to learn how to formulate a customer-oriented management strategy that can be implemented through the company.
3. Through visits to excellent companies and hearing the real life experiences of their managers, participants had gained new insight into the role and responsibilities of management in TQM activities.

The Japanese style of working is truly a key to a successful industry. These trainings help in educating individuals as well as in managing and developing skill manpower, learning about international business and bringing the best out of any individual. We show our humble gratitude toward Nepal AOTS Society for handing us opportunities to learn such valuable principles. We are glad to learn such principles and practice within the factory. We hope to be associated with the AOTS society in the future as well. ■

“Don't be afraid to make a mistake. But make sure you don't make the same mistake twice.”

- Akio Morita

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Training Program on New Age HR Practices (NAHR)

BACKGROUND:

We, Manjul Pd. Joshi and Salvi Shrestha had participated on the training program "New Age HR Practices (NAHR)" which was held in Nippon Kerala Centre, Kalamassery, Kochi organized by Alumni Society of AOTS Kerala (ASA Kerala) from 6 to 15 May, 2019. There were 14 participants in total including us - 11 from Power Distribution Services (PDS), Ghana, Africa; 2 from Fusemachines Nepal, Nepal and 1 from Autozone, Tanzania, Africa.

COURSE CONTENT OF THE TRAINING PROGRAM:

- Welfare Practices/Schemes - Mr. Varkeyachan Petta, MSW
 - Computation of the HR Department - ihits technologies
 - Performance Management - Mr. M. S. Sebastian
 - Modern safety Practices - Dr. VR Renjith
 - Importance of Training & Development - Dr. D Mavooth
 - Performance Appraisal - Dr. AB Bhasi
1. Welfare Practices/Scheme: The summary of this session includes types of problems and how to solve them. The step includes identification and listing the hundreds of problems, categorizing the problems into three categories: Problems created by other depts, our dept, and top management. Then, delegating and transferring the problems accordingly. For solving the problems, the skill set is to be improved, especially of the subordinates while delegating the task. For any steps to proceed, one should collect the data, then use Pareto analysis (mainly includes brainstorming, Ishikawa Diagram, etc.). We learned more detail on the quality circle, Deming circle, along with the format of the skill matrix and task tracker table.
 2. Ihits Technologies is a software company specialized in HRM and ERP software. On day 2 of the training, we were given a demo on one of their software related to HRM. The demo made us realize that having a reliable HR Software makes our professional life and work much easier, efficient and productive.
 3. Performance Management: The content of this session includes employer's right under labor laws, rights of trade union act in India along with benefits and facilities like insurance, gratuity, retirement benefits, etc. provided by the employer as per the law.
 4. Modern safety Practices: There are various hazards that might occur in any kind of industry. Whether it is an IT or manufacturing companies Health and Safety is vital for any company's productivity and employee satisfaction. It is necessary to follow the Health and Safety process. Firstly, any company needs to have a proper system to manage health and safety followed by identifying various hazards such as physical, mental, chemical hazards, etc. In Addition, we need to assess the risk and its measures. We learned about the fire classifications, types of fire, and prevention (on taking away oxygen or enough heat to reach ignition source) along with how to use the fire extinguisher (Pull, Aim, Squeeze and Sweep).
 5. Importance of Training and Development: We learned the characteristics of traditional HR (THR), Modern HR (MHR) and the Future HR (FHR). For eg: Specialized Skill (THR), Multiple Skill (MHR) and Multiple Specialization (FHR); Fixation Job (MHR), Job Rotation (MHR) and Protean Job (FHR), etc. We get the gist of the top 5 global problems, top 5 internal and global HR problems.
 6. Performance Appraisal: Performance Appraisal defines job performance, annual review, performance review or evaluation, and employee appraisal. We got revised on purpose, the standard of the performance appraisal (PA), sins and errors of PA.
- Our schedule also included factory visits to Apollo Tyres and iHits Technologies which were one of the

best parts of this training program. To get to know how the company and HR works and their initiative were definitely a plus point. The best thing as per the presentation in the Apollo Tyres was the initiatives taken for the employee engagement, visibility of the vision & mission to each member of the company, grievance handling procedures, their own in-house HRM software and remembrance (informal) program for the recognition and appreciation.

Apart from this, we get to meet much-talented personnel and made a few new friends as well. The Ghanaian and Tanzania people were friendly and helpful as well. It was a good exposure and more broad insights on the new age of HR practices and good networking.

CROSS CULTURE:

We came across various cultures where we got a chance to connect with various people from different countries like Ghana, India, and Tanzania. Talking about the culture, people, environment, and lifestyle of Kochi, the people there are one of the friendliest and humble people. We received one of the best hospitality from the entire ASA Kerala/AOTS Kerala family, and all the instructors. We would like to special thanks to Joseph Peter, George Koshi and Shibu for the best treatment given in Kerala. Talking about the beautiful city, we even got a chance to experience a short visit to Munnar along with the tea

museum which was a worthy experience. No doubt, overall, Kerala is a beautiful place with the perfect combination of natural beauty, traditional practices, and modern technologies. The food, malls, and markets were nevertheless very impressive. The few similarities we found between Nepal & Kerala was the environment, along with the food, market. There were many similarities in the labor law of Nepal and India in terms of employee's right, benefits like insurance, gratuity, etc.

CONCLUSION:

It was a great experience overall where we got a chance to learn about the great city with so humble and generous people. We were lucky enough to receive one of the greatest hospitality and learn more about various cultures, their HR practices. In the end, we want to conclude by saying that even in modern days HR is not so well practiced in Nepal, so having such type of training program conducted in here as well with involvement of diverse cultures can be a great experience and achievement in terms of generating more leaders and more HR. Such training should include more practicality, case studies, and real-time professional HR talks.

Finally, we would like to thank AOTS, Nepal for providing us with this great opportunity to gain valuable memories. ■





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5S: An Overview

5S is a system for organizing spaces so work can be performed efficiently, effectively, and safely. This system focuses on putting everything where it belongs and keeping the workplace clean, which makes it easier for people to do their jobs without wasting time or risking injury. 5S originated in the manufacturing industry at Toyota and it has proven useful for manufacturers in many industries, not just the automobile industry. In recent decades, 5S has moved beyond manufacturing to other industries such as healthcare. Many offices also employ 5S, as do some schools and other government organizations.

5S began as part of the Toyota Production System (TPS), the manufacturing method begun by leaders at the Toyota Motor Company in the early and mid-20th century. This system, often referred to as Lean manufacturing in the West, aims to increase the value of products or services for customers. This is often accomplished by finding and eliminating waste from production processes

5S TRANSLATION

The term 5S comes from five Japanese words: Each S represents one part of a five-step process that can improve the overall function of a business.

THE ORIGINS OF 5S – 5S & LEAN MANUFACTURING

5S began as part of the Toyota Production System (TPS), the manufacturing method begun by leaders at the Toyota Motor Company in the early and mid-20th century. This system, often referred

to as Lean manufacturing in the West, aims to increase the value of products or services for customers. This is often accomplished by finding and eliminating waste from production processes. Lean manufacturing involves the use of many tools such as 5S, kaizen, kanban, jidoka, heijunka, and poka-yoke. 5S is considered a foundational part of the Toyota Production System because until the workplace is in a clean, organized state, achieving consistently good results is difficult. A messy, cluttered space can lead to mistakes, slowdowns in production, and even accidents, all of which interrupt operations and negatively impact a company. By having a systematically organized facility, a company increases the likelihood that production will occur exactly as it should.



BENEFITS OF 5S

Over time, the 5S methodology leads to many benefits, including:

- Reduced costs
- Higher quality
- Increased productivity
- Greater employee satisfaction
- A safer work environment

SORT

The first step of 5S, Sort, involves going through all the tools, furniture, materials, equipment, etc. in a work area to determine what needs to be present and what can be removed. Some questions to ask during this phase include:

- What is the purpose of this item?
- When was this item last used?

- How frequently is it used?
- Who uses it?
- Does it really need to be here?

These questions help determine the value of each item. A workspace might be better off without unnecessary items or items used infrequently. These things can get in the way or take up space. Keep in mind the best people to assess the items in a space are the people who work in that space. They are the ones who can answer the above questions

SET IN ORDER

Once the extra clutter is gone, it's easier to see what's what. Now work groups can come up with their own strategies for sorting through the remaining items.

Things to consider:

- Which people (or workstations) use which items?
- When are items used?
- Which items are used most frequently?
- Should items be grouped by type?
- Where would it be most logical to place items?
- Would some placements be more ergonomic for workers than others?
- Would some placements cut down on unnecessary motion?
- Are more storage containers necessary to keep things organized?

During this phase, everyone should determine what arrangements are most logical. That will require thinking through tasks, the frequency of those tasks, the paths people take through the space, etc. Businesses may want to stop and think about the relationship between organization and larger Lean efforts. What arrangement will cause the least amount of waste?

In Lean manufacturing, waste can take the form of:

- Defects
- Waiting time
- Extra motion
- Excess inventory
- Overproduction
- Extra processing
- Unnecessary transportation
- Unutilized talent

STANDARDIZE

Once the first three steps of 5S are completed, things should look pretty good. All the extra stuff is gone, everything is organized, spaces are cleaned, and equipment is in good working order. The problem is, when 5S is new at a company, it's easy to clean and get organized...and then slowly let things slide back to the way they were. Standardize makes 5S different

from the typical spring-cleaning project. Standardize systematizes everything that just happened and turns one-time efforts into habits. Standardize assigns regular tasks, creates schedules, and posts instructions so these activities become routines. It makes standard operating procedures for 5S so that orderliness doesn't fall by the wayside. Depending on the workspace, a daily 5S checklist or a chart might be useful. A posted schedule indicating how frequently certain cleaning tasks must occur and who is responsible for them is another helpful tool. Initially, people will probably need reminders about 5S. Small amounts of time may need to be set aside daily for 5S tasks. But over time, tasks will become routine and 5S organizing and cleaning will become a part of regular work.

SUSTAIN

Once standard procedures for 5S are in place, businesses must perform the ongoing work of maintaining those procedures and updating them as necessary. Sustain refers to the process of keeping 5S running smoothly, but also of keeping everyone in the organization involved. Managers need to participate, as do employees out on the manufacturing floor, in the warehouse, or in the office. Sustain is about making 5S a long-term program, not just an event or short-term project. Ideally, 5S becomes a part of an organization's culture. And when 5S is sustained over time, that's when businesses will start to notice continuous positive results.

SAFETY – THE 6TH S

Some companies like to include a sixth S in their 5S program: Safety. When safety is included, the system is often called 6S. The Safety step involves focusing on what can be done to eliminate risks in work processes by arranging things in certain ways. This might involve setting up workstations so they're more ergonomic, marking intersections—such as the places where forklifts and pedestrians cross paths—with signs, and labeling the storage cabinet for cleaning chemicals so people are aware of potential hazards. If the layout of the workplace or the tasks people perform are dangerous, those dangers should be reduced as much as possible. That's what the sixth S focuses on. Some people consider safety an outcome of performing the other five S's appropriately, and as a result say a sixth S isn't necessary. They think if the workspace is properly organized and cleaned and uses helpful visual safety cues, a separate safety step is unnecessary. Neither approach to safety is right or wrong. But however a business wants to approach safety, it should be aware that paying attention to safety is important

(Articles are extracted from different websites) ■

MR. ASHISH KAFLE
Human Resource Manager
Reliance Spinning Mills Ltd



Training on the Fundamentals of TQM

A training program on Fundamentals of TQM was organized by Reliance Spinning Mills Ltd. (RSML) in association with Nepal AOTS Alumni Society (Nepal AOTS) for the managers and supervisor level personnel on June 20 and 21, 2019. 36 members participated in the two-day training program which was rated 28.1 out of 32 at the end of the session. The training was conducted by the three trainers of Nepal AOTS namely Kishore Bhakta Mathema, Ramesh Nepal and Ramesh Man Singh at the Hotel Triyuga Pvt. Ltd., Itahari. The Total Quality Management (TQM) training was provided to the mill's staffs since it has been one of the most influential methods used in managing business processes over the last 30 years.

The manufacturing industry is the backbone of the Nepalese economy. RSML is also one of Nepal's top exporting companies contributing to the Nepalese economy. Since the organization is in the manufacturing segment and its revenue depends upon the export of the manufactured product, one of its core values is "Quality". This training on total quality management was an essential tool for the organization to incorporate its staffs with its core values. The overall objective of the training was to make the participants aware of the concepts of Japanese style management such as 5-S, Kaizen and Quality Circles, and problem-solving tools and techniques to enhance the productivity at the workplace.

The main topics covered during the two-day training program were:

- Introduction to Total Quality Management
- Perspectives on Quality Management
- Productivity Improvement through Kaizen (with reference to Energy Efficiency)

- Quality Control Cycle
- Quality Control Tools
- Systematic Problem Solving Technique
- Workplace improvement through 5-S
- Brainstorming session at the end with six topics and groups

Also, the tools and techniques introduced in the training were:

- 7-QC Tools
- Systematic Problem Solving
- KAIZEN
- 5-S
- 5-Why
- 5W1H
- QC Circles
- Brainstorming

On the second day of the training, the learning session was followed by brainstorming. Different emerging issues of the mill were selected as the topics for brainstorming exercises in groups. To address these issues, the cause and effect diagram (Fishbone Diagram) was used. This group exercise was one of the exciting parts of the entire training program. The trainees were able to share more knowledge about the issues using the Fishbone Diagram.

So far, the concept of TQM has not been widely implemented in the manufacturing industries of Nepal. Some large manufacturing companies are using TQM and applying it on the shop floor. Personally, if I had to talk about the HR and Administration department, TQM practice was there. However, after the training it became more productive. The ways of filing documents and tracking employee's information with one employee

code from his entry to exit have been implemented. Also, tracking of file with the proper documentation has been started, and unnecessary files have been moved to store for future reference and better space management. For better team-building exercise, a weekly meeting of Administration and HR has been started from last week, and from next week onwards, individual report presentation will be carried out every Sunday morning.

To sum up, I believe the 5-Why technique will help to solve and breakdown the real cause of the problems which I find is more effective in my area

of work. Also, TQM is a way of planning, organizing and understanding each activity through continuous effort of all employees of a particular organization. This will ensure long term customer loyalty and customer satisfaction as an end result which also depends on the efforts of each individual at all levels. One must adopt the philosophy of TQM for prevention rather than defect detection.

Lastly, I extend my gratitude to my company as well as Nepal AOTS for facilitating the training opportunity to the employees of Reliance Spinning Mill, including me. ■





The Training Experience

Nepal AOTS has been sending an average of 40-50 candidates from various Business sectors and corporate organisations to Japan for training every year since 1991. With 47 participants in 2018, around 1000 participants from Nepal have been trained in Japan by June 2019.

The training program contents have included subject matters like quality problem solving, production management and eco business innovation influenced by the Japanese way of management. The visits participants are given step by step instructions throughout the training along with lectures, case studies and even company visits. The training programs have mainly focussed on the practical understanding of the subject matter applicable in the workplace. According to Abhay Shrestha who participated in the Production management training (PMTP) in 2019 "The training was highly informative and practical. It not only helped me enhance the productivity but also reduce waste and save energy of my firm." "Experienced professors and trainers not only gave step by step instructions on theoretical knowledge but also shared experience" said Muna Sharma a participant of the Eco business innovation program (TEBI) in 2018. She further added "Each company visit was interesting and inspiring"

Participants have described the training in Japan as an unforgettable experience. "This training has been an inspirational experience" said Muna Sharma. "Their work culture, problem solving tools and techniques and advancements were amazing to experience." added Triveni Mishra Karan a

participant of Program for Quality problem Solving (PQPS-2) in 2019.

In addition to that, ex-trainees have also shared their experience of the training having positive effect on the workplace. Sunita Shakya another participant of (PQPS-2) in 2019 said "Using the statistical tools that I learned to identify and solve the problems has led to continuous improvements in the work area"

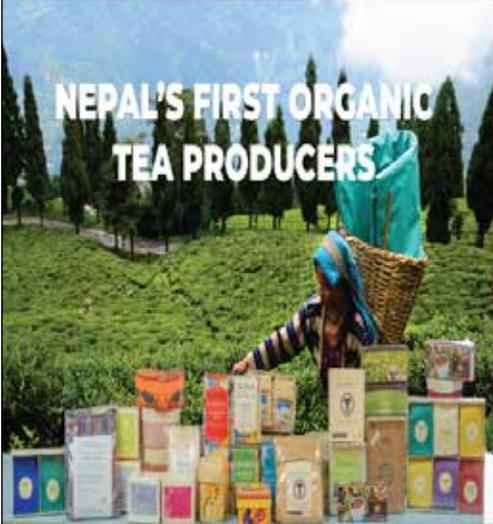
Furthermore, participants were very pleased with the presence of participants from all around the world. This has not only enhanced the training experience but also exposed them to international cultures and perspectives. According to Sajal Man Shrestha who participated in the Executive Program on Quality Management (EPQM) in 2019 "All the other participant were a part of elite companies and high-level managers from different countries. Understanding them individually, their work and working style was good information and knowledge for us."

However, the participants and ex-trainees did want the training to be longer "Sometimes I felt a rush to finish the content, I hoped the training would be longer" said Triveni Mishra Karan.

All the participants have had their own experiences in Japan. Altogether the participants have described the training as very practical and useful that has exceeded their expectations. "I expected to not only to learn the subject matter but also gain new ideas and Japanese perspective of managing. My expectations were not only met, they were exceeded" said Sunita Shakya (PQPS-2). ■



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8	Adhikari, Narmath	vega Pharmaceutical pvt. Ltd	4102825/26/27	9841293948	naru936@hotmail.com	4102826	9841293948
9	Adhikari, Nigam Raj	Wockhardt Limited	5260854	4365461	nigamadhikari@gmail.com	4435166	9851045698
10	Adhikari, Shankar Kant	Mount Everest Trading & Service P. Ltd.	4990036	4363421	cm@mets.com.np	4363421	9851024406
11	Adhikari, Sita Ram			4371926	sitaramedhikari1953@gmail.com		9861230203
12	Adhikary, Asha Rana	Sunrise Bank Ltd.	4004510	4426674	asha.adhikary@sunrisebank.com.np		9851031861
13	Agarwal, Sunil	Asia Pacific traders	4230772	4215075	asianpacific41@hotmail.com	4230772	9851072050
14	Agrawal, Amit Gupta	SR Drug Laboratories	4223764	4421705	amit@sdrug.net	4222506	9802033840
15	Agrawal, Ashwini Kumar	Shakun Tea Industries	4282830, 4275739	4282820	ashagra1@gmail.com	4282830	9851020431
16	Agrawal, Deepak Kumar	United Finance Limited	4241648	4428733	deepak_brg@yahoo.com	4241645	985086981
17	Agrawal, Manish Kumar	Daksha Investment pvt.ltd	9855021687	051-521241	manish_nepal@hotmail.com	4222882	9855021687
18	Agrawal, Manoj Kumar	WorldLink Communication P. Lts	5523050	5522387	Manoj.agrawal@workdlink.Com	5529403	9851027387
19	Agrawal, Rajesh Kumar	Kanchanjungha Cement Udhog Pvt. Ltd.	023-545707	023-540737	kanchanjungha75@yahoo.com		9852673986
20	Agrawal, Ratan Lal	Inter-Tech P. Ltd.	071-540147	071-540471	ratan@intertech.com.np	071-543471	9847034706
21	Agrawal, Shambhu	Bhaskar Herbaceutical Pvt. Ltd	051-525047	051-524001	ed@bhaskarherba.com.np	051-525247	9855020110
22	Agrawal, Vivek	Shakun Tea Industries	4282820	9810263878	agrawal.vivek03@gmail.com		9810263878
23	Amatya, Robin Man	SAARC Business Association of HBWs	5546809	4280451	robin.note@yahoo.com		9849063684
24	Aryal, Shilu	Civil Bank Limited	14251015	4416727	shilu.aryal@civilbank.com.np	4251036	9841252032
25	Aryal, Diwas	Deurali-Janta Pharmaceuticals Pvt.Ltd			diwasharyal@gmail.com		9841172140
26	Aryal, Prasadha Raj	Civil Bank Limited		4471601	prasadha28@gmail.com		9851038501
27	Aryal, Prawin	Jade Consult PvtLtd	4222202	4114388	prawinaryal@gmail.com		9851074619
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32	Bajracharya, Nishma	Nepal Pharmaceuticals Laboratory Pvt. Ltd	5529059 5555639	4252663	nishmab@gmail.com	5529434	9851054688
33	Bajracharya, Prakash	Bajra & Bajracharya Enterprises	5524851				
34	Bajracharya, Sushil	Himalayan General Insurance	4231788	5201591	sushil@hgi.com.np	4231541	9851051758
35	Bajracharya, Tri Ratna	Institute of Engineering	5542054		triranta@ioe.edu.np		9851037988
36	Baniya, Pramod Kaji	Swayambhu Hotels & Apartments Pvt. Ltd.	4033114	4288617	pramod@swayambhuhotels.com	4033305	9851125278
37	Bartaula, Devendra	Ecogreen Fibers Ind. Pvt. Ltd.	057-526790	057-526790	devendra.bartaula@gmail.com		9851030833
38	Basanta, Paudel	Global Agro Product Pvt. Ltd.	4374430	56571820	basantapaudel956@gmail.com		9851060956
39	Baskota, Binod	Neha consultancy	4,477,634	4494459	banskotabinod@gmail.com		9841295166
40	Baskota, Tara Devi	Kanchanjangha Tea Estate	4469503		bktara@hotmail.com	4493303	9841462192
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42	Basnet, Shova	Zest Laboratories Pvt. Ltd.	6636642		shobhazest@gmail.com		9851055140
43	Batas,Sumantra Lal	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4435167		sumanta_batas1@hotmail.com	4435166	9816667251
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46	Bhandari, Deepak Kumar	Samudayik Printers	5011215	4911902	deepaksinghbhandari@hotmail.com		9851048003
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48	Bhandari, Mukunda Ram			4247062		4350530	
49	Bhandari, Narayan Prasad	Nepal Telecom	4226004				
50	Bhandari, Prasad Yadav	Rupandehi Chamber of Ind.	071-546054	071-547795	yadavbhandaributwal@gmail.com		9857028955
51	Bhandari,Shiva Kumar	Deurali-Janta Pharmaceuticals Pvt. Ltd.	082-561058		bhandarishiva11@gmail.com		9847827869
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57	Bhattarai, Rajesh Chandra	Nepal Telecom		5534254	rajib@nbc.com.np	4780042	
58	Bhattarai, Raju Dev	Sheela Printers	4418094	4433242	sheelaprints@hotmail.com		
59	Bhattarai, Rudra Bdr.	Mirag Advertising & Graphics	4426647	4433521	rudrabb@gmail.com	4426964	9851027432
60	Bhattarai, Shashi	Knowledge International	4470933	44439485	shashibhattarai@yahoo.com shashibhattara@gmail.com		9851055544

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62	Bhetuwal, Ganesh Prasad	Swastik Shree Pvt. Ltd	057-523931		swastiksbccpl@gmail.com		9851167267
63	Bhujel, Nabin	Suryodaya Urja Pvt.Ltd	4379000	4371745	nabin@sdu.com.np nabin.bhujel@yahoo.com	4374496	9851040404
64	Bhujju, Prakash Narayan	Machhapuchchhre Bank Ltd.		4006504	narayan.bhujju@mbl.com.np		9851078555
65	Bista, Bhola Bahadur	Civil Bank Limited	4720712	4169037	bholabb@gmail.com bhola.bista@civilbank.com.np		9851046423
66	Bista, Ramesh	Deurali - Janta Pharmaceuticals Pvt. Ltd.	4435167	5560193	aarogyan@deuralijanta.com		9802088003
67	Budhatthoki, Bd.Sher	Siddhartha Bank Ltd	4442919/20	4374918	sher@sbi.com.np	4442921	9851047917
68	Budhatthoki, Chudamani	World Freight Int'l P. Ltd	4416433	6638806	bchudamani@gmail.com	977-1-4415410	9851085075
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72	Chapagain, Kishor	ministry of finance	4438537	4414467	chhapagain7@gmail.com		9851035820
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98	Dhaubhadel, Radha Krishna	Eco Craft Nepal	6612782	6612335	ecocraft@info.com.np	6612782	9851034599
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100	Dhungana, Sabita	Akarshan Industries	5545055	4782224	akarshanint@wlink.com.np	4482298	9851051772
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102	Dongol, Bishnu Dass	KBC Consultancy Pvt. Ltd	4272822	4031627	dangolbishnud@gmail.com		9841862726
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104	Dugar, Prashant	Pine Overseas Pvt. Ltd.	4230441	4441718	prashant.dugar@pineoverseas.com.np		9802026482
105	Duwadi, Kedar	Quest Pharmaceutical Pvt.Ltd			kedarduwadi@yahoo.com		9851087613
106	Dwa ,Nikesh	Mid Town Galleria Pvt. Ltd.	61530885	61580558	nikeshdwa@midtown.com.np nikeshdwa@gmail.com		9856035558
107	Gautam, Sati Devi Singh	Blue Cross Hospital Pvt.Ltd	4262027	4439993	sati_singh@bluecross.com.np		9841413395
108	Gautam, Iswar Prasad	Surya Nepal Pvt. Ltd.		4376594	iswar.gautam@snpl.com.np		9851014896
109	Ghimire, Amar	Hi-Tech Developers Pvt. Ltd.	056-525682	056-524390	md@hitechpvt.com		9855059460
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122	Gorkhali, Mahesh Kumar	Nepal Pharmaceuticals Laboratory Pvt. Ltd	5529059 5529436	4374864	mahesh_gorkhali@hotmail.com nplmkt@wlink.com.np	5529434	9851026190
123	Gorkhali, Niraj	Smart Solutions	4251047	4415095	niraj913@gmail.com		9851065077
124	Gupta, Raj Kumar	Ambuja Cement			jar2035@gmail.com		9857020252
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127	Gurung, Bimal	Upper Tamakoshi Hydroelectric	4420658	4782993	gurung_bimal@yahoo.com	4412569	9851023869
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146	Joshi, Sisam Pradhanang	Himalayan Bank Limited	4462045	5521747	sisam.joshi@himalayanbank.com	4490064	9851012989
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178	Khanal, Gopal	Asia Publication P. Ltd.	4257462	4355428	asiapublication@hotmail.com	4239190	9851023115

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180	Khanal, Krishna Prasad	Apollo Offset Press P. Ltd.	4471584	4351915	khanal_krishnap@hotmail.com	4471584	9851027878
181	Khanal, Kundan			4471782	kundan@htp.com.np		
182	Khanal, Niraj	Brihat Investments Pvt. Ltd.			niraj.khanal@gmail.com		9851131130
183	Khanal, Sarita Karki	Lomus Pharmaceuticals	4354027	4351861		4436395	
184	Khanal, Sharad	Asian Pharmaceuticals Pvt. Ltd.	071-522152		khanalbabu@gmail.com	71-523152	9847021819
185	Khanal, Shova	Deurali-Janta Pharmaceuticals Pvt.Ltd	4435167	44374660	shovavenue@gmail.com	4435166	9841774961
186	Kharel, Gourish K.	K-too Health Food Inc.	031-520108	4410647			
187	Khartri, Pashupati	Direction Exhibitor & Convention Center	4117102	4117104	pashupati69@gmail.com	4117105	9851117584
188	Khatiwada, Achut	Equipment Maintenance & Service Center	4312008	4372645		4312000	9851044891
189	Khatri, Bahadur Arjun	Qmed Formulation Pvt .Ltd	4110870	5639642	arjunkhatri64@gmail.com	16614780	9851094656
190	Khatri, Bishnu	New Kantipur Feed Industry	16617309	16540353	ashapuri@wlink.com.np		9851035473
191	Khatri, Dipak	Mukteshwori Beverage Pvt. Ltd.	027-589280	9851168916	dipak_900@yahoo.com		9851168916
192	Khatri, Sudhir Babu	Development Credit Bank Ltd.	4231120, 4231490	5525164	sudhir@dcbl.com.np	4231469	9851062820
193	Khetan, Sunil kumar	Himal Impex			himalimpex@gmail.com		9855022113
194	Koirala, Euden	WaterAid		015190282	eudie_sasha@hotmail.com		9851047332
195	Koirala, Shanta Baskota	Kanchanjangha Tea Estate And Research	4469503	9841737074	shantakoira@hotmail.com	4493303	9851082828
196	Koirala, Shrestha Saroja	Nepal Bangladesh Bank ltd	4350045	4350512	sarojakoira@hotmail.com		9851129959
197	Lal, Shiv Bhushan	Nepal Telecom	4270059	5534866	shi_bial@yahoo.com	4270410	9851024866
198	Lamichhane, Prasad Mukunda	Prabhu Bank Ltd.		4153718	mukunda.lamichhane@prabhubank.com		9851152450
199	Lohani, Babu Narayan	Reliable Development Bank Ltd	4441836	4352724	nb.lohani@gmail.com	4441870	9851034835
200	Lohani, Puunya Prasad	Jana rashmi	4495388	4480452	pp.lohani@gmail.com		9813003961
201	Lohani, Ram Chandra	Laxmi Intercontinental Pvt. Ltd	4433780		rclohani@gmail.com	4433004	9851140331
202	Lohia, Binit	Magnus Pharma Pvt. Ltd	051-531886	051-523162	vinit.lohia@magnuspharma.com.np		9855021146
203	Maharjan, Asha Lal	Nepal Telecom	4213944	5526379			
204	Maharjan, Ashok	Palpali Lable Industries	4414772	4414772		4424168	
205	Maharjan, Babu Raja	Kathmandu Repairing Center	4246518		csb@ccsl.com.np		
206	Maharjan, Bijay	Deurali - Janta Pharmaceuticals Pvt. Ltd.	4435167	438890	mbijay@gmail.com		9802058145
207	Maharjan, Mahendra	Bhaktapur Ceramics Pvt. Ltd. Nepal Terracotta Pvt.Ltd	6613440	4415783	mandiramaha35@yahoo.com		9841620366
208	Maharjan, Maheswor			4364232	maheswor@gmail.com		9841220624

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211	Maharjan, Surya Lal		4359516	4428651	suryalalmaharjan@hotmail.com		9841618346
212	Mahato, Chandra Kishor Prasad	National Healthcare P. Ltd.					9855020101
213	Mahato, Radhe Shyam	National Healthcare P. Ltd.	051-5285538		pm@nationalhealthcare.com.np ed@nationalhealthcare.com.np	051-533400	9851041371
214	Malla, Nares Bahadur	Web Printers P. Ltd.	4272969	4221278	sula@mos.com.np	4275611	9851033729
215	Malla, Roshan	Citizens Bank International Ltd.	4427842		roshan.malla@ctzbank.com		9851159988
216	Malla, Trilokeshwor	Direction Nepal PLtd.	4117101		tmalla@live.com	4117105	9851033729
217	Manadhar, Bandana	Prime Commerical Bank Ltd.	4423215	4271191	bandana.manandhar@pcbl.com.np	4233390	9851114000
218	Manandhar, Deepak		5523763	4259927	dpak_mdr@hotmail.com		9851053609
219	Manandhar, Leesa	Lomus Pharmaceuticals	4354027, 4420060	4263501	liisa.manandhar@gmail.com	4436395	
220	Manandhar, Leesa	Simca Laboratories Pvt. Ltd.	4227868	9851162078	liisa.manandhar@gmail.com		9851162078
221	Manandhar, Saroj	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4371061	4480365	saroj.manandhar@deuralijanta.com	4375574	9841409305
222	Manandhar, Sunil	Tiliganga Eye Center	4493775		sun_manandhar@hotmail.com	4474937	9841228184
223	Manandhar, Tara	Muktinath Bikas Bank Limited	4168683	5159012	tmanandhar@hotmail.com	4780588	9851100970
224	Manandhar, Ujwol	Nepal Investment Bank	4005058**381	4256848	ujwol.manandhar@gmail.com		9851074532
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227	Maskey, Gopesh Shakti	Vijayadeep Pharmaceuticals	5525515	4471697	gopesh_sm@yahoo.com	5539817	9851059456
228	Mathema, Kishor Bhakta			6630956	mathema_kb@yahoo.com	4478378	9851088225
229	Mishra, Aijaya Kumar	Prudential Finance Co. Ltd.	4446454	4109595	mishra.ajaya@gmail.com	4446453	9851065708
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231	Murarka, Ashok Kumar	Ilam Tea Producers Pvt. Ltd.	021-523965	021-523965	murarkaorg@wlink.com.np	021-525194	
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234	Neupane, Hom Nath	Nebico Pvt. Ltd.	4350130	9742602950	n_hom@hotmail.com	4350527	
235	Neupane, Narayan	Hallmark Infosys Pvt. Ltd.	4242454		naranneupane@gmail.com	4441998	9851110497
236	Neupane, Prasad Madhav	Hetauda Sandesh National Daily	57588837	57588837	mrmhdetauda@gmail.com		9855067236
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242	Panday, Ajay Kumar	Kishan Pipe Products Pvt Ltd.	01-5184040/55	5533050	ajay.panday@bimalspark.com		9851111155
243	Pandey, Jarman Bahadur			4250758	jepnepal@hotmail.com		
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246	Pandey, Suresh	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4435167		s.pandey230@gmail.com		9849800369
247	Pandey, Yadav Raj	Prudential Bittiya Sanstha Limited	4445988	4417265	yadavrajpandey@hotmail.com	4446453	9851034051
248	Pandeya, Shanker Prasad	Sagarmath Silks	4781300		himal@silks.wlink.com.np	4781303	9851027009
249	Pant, Janardan Dev	Himalayan Bank Ltd.	4243107	4240368	janardan@hotmail.com	4240086	
250	Pant, Rashmi	Prabhu Bank Ltd.	4788500		rashmi.pant@prabhubank.com		9851103597
251	Panta, Naresh Dev	World Distribution Nepal Pvt. Ltd.	4263600	4413078	panta_nd@hotmail.com		
252	Panta, Ramesh Prasad			4486601			
253	Panta, Surendra Nath	Continental Trading Enterprises Pvt. Ltd.	4650803	4811279	admin@continental.com.np	4650801	9851019447
254	Panthee, Srijana Mishra	Nepal Oil Corporation Ltd.	4266741	4488368	srijanapanthee@hotmail.com		
255	Parajuli, Pravin Raman	Nabil Investment Banking Ltd.	4411733/4411604	4412437	pravin.parajuli@nabilbank.com	4410554	9801001512
256	Paudel, Ankit	Gaurav Nepal Engineers Pvt. Ltd.	056-524149	056-521949	poudelankit@gmail.com		9855081949
257	Paudel, Khilendra	IME Ltd.	4430600	4420911	khilendra@imeremit.com.np		9802032400
258	Paudel, Tara Prasad	Gaurav Nepal Engineers (P) Ltd.	56525249	56521949	gaurav_eng@wlink.com.np	56525076	985055414
259	Phuyal, Vishal	Sahara Packaging Pvt. Ltd.	5113173		saharapackaging360@gmail.com		9851043885
260	Piya, Amatyia Mimoo	Nepal Pharmaceuticals Laboratory	5529059	5530681	minopiya@gmail.com	5529434	9851076499
261	Piya, Bharat Narayan	United Packaging Pvt. Ltd.	056-570663	5530681	bhadrapiya@gmail.com	056-528363	9851058780
262	Piya, Jiwan Lal	Chirag Foam Ind. Pvt. Ltd.	4430773, 4350384	4420773		4430945	
263	Pokharel, Arun	Shangria Tours (P) Ltd.	4226138, 4226139	4420018	arun@mos.com.np	4418182	
264	Pokharel, Ganesh Raj	Citizens bank International ltd.	4169067	5592881	ganesh@ctznbank.com	4169077	98510811725
265	Pokharel, Prabin Raj	Global Bank Ltd.	4231198	4485845	prabin.pokharel@globalbank.com.np		9851040107
266	Pokhrel, Bijayshwar	CTL Pharmaceuticals P. Ltd.	6610893	4358760	ctlfactory@infoclub.com.np	4266849	
267	Pokhrel, Rajib	Gards Enterprises	5521223		rajivpokhrel@gmail.com	5550412	9851021675
268	Pokhrel, Sanjeeb Chandra	Nepal Rubber Udhog Pvt. Ltd.	4221123	4221123		4223145	
269	Poudel, Bhakta Suraj	Deurali - Janta Pharmaceuticals Pvt. Ltd.	01-4435167		surajpoudel007@gmail.com		9802088686
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272	Poudyal, Roshan	CTL Pharmaceuticals P. Ltd.	6610893	4470540	roshpn@hotmail.com	6611617	
273	Poudyal, Sagar	Civil Bank Limited	4672524	5553213	sagar.poudyal@civilbank.com.np		9851049352
274	Poudyal, Upendra Keshari	NRB. Mint Dept. Sundhara	4226965	4474144	nrbmint@ntc.net.np		
275	Pradhan, Anmol	Himalayan pole Ind. Pvt. Ltd.			mr.anmolpradhan@gmail.com		9852027067
276	Pradhan, Bahadur Deependra	CTL Pharmaceuticals P. Ltd.	6610893	4282500	deepen63476@gmail.com		9851063476
277	Pradhan, Banshee Ram	Institute of Engineering	4256481	4354043			
278	Pradhan, Basanti Roshan (Shrestha)	Training Institute For Technical Instruction	66307187	4228270	brsshrestha@yahoo.com	6630289	9841428052
279	Pradhan, Bhusan Narsingha	Ministry of Land Information & Archive	4477615	4424479	b_pradhan@yahoo.com	4477613	9841210790
280	Pradhan, Gyanendra Bahadur	Medipro Computers P.Ltd.	4246974	5592571	jeebipradhan@gmail.com		9851021937
281	Pradhan, J Rita	Temple Tiger Group of Companies	4225657	4282500	ritajpradhan@gmail.com		9851139310 9841339310
282	Pradhan, Kishor Kumar	Birat Pharma Lab (P) Ltd.	021-527191	021-527144		021-527082	
283	Pradhan, Mahesh Prasad	Omnicca Laboratories Pvt. Ltd.	4436683	5014754	maheshpradhan@gmail.com	4268081	9851032382
284	Pradhan, Nischal Man Singh	Brihat Investments Pvt. Ltd.	4033303	4286363	nischalp@hotmail.com	4033305	9802020051
285	Pradhan, Padmaja	Green Bamboo Creation Pvt. Ltd			padmajapradhan6@gmail.com		9841280544
286	Pradhan, Pankaj Lal	Prismark Marketing	5114026		pankaj@prismark.com.np		9851039619
287	Pradhan, Paras	Madan Puraskar Pustakalaya	5521393	9851044172	paras@mpp.org.np		
288	Pradhan, Prabhuk Keshar M.	NIDC	4228322	4272650	prabhupradhan@nidc.wlink.com.np	4227428	
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290	Pradhan, Rabindra	Auto in enterprises	4254226	4254226	rabindrpradhan@hotmail.com		9851015281
291	Pradhan, Raj Surendra	Vally Pellet Pvt.Ltd	57412113	4025799	surendra.valley@gmail.com srp624@gmail.com	57412584	9851122122
292	Pradhan, Rajiv Bhakta	LOTUS Opportunities	5530313, 5526660	5560830	rajiv@enet.com.np	5532013	981021005
293	Pradhan, Rati Bhochhibhoya	Muskan Home Of Hope			ratipradhan@hotmail.com		9841254590
294	Pradhan, Sheela	Mars Advertising and Research Pvt. Ltd.	4437145, 4439782		sentosash@gmail.com		9841319040
295	Pradhan, Sushil	Professional Computer System P. Ltd.	4244626, 4244475	4225999	sushil_pradhan@hotmail.com		
296	Pradhan, Tribeni Man Singh	Chamati Land Pooling Project	4413102	5526826	tribeni2001@hotmail.com	4442323	
297	Pradhanang, Ajay Bahadur	Nepal Pharmaceuticals Laboratory	5529436	5525322	shm@gmail.com	5529434	9851033261
298	Pradhanang, Bahadur Ujjwal	Smart Solutions			ujjwal@nepotech.com		9841888829
299	Pradhanang, Sachindra	Pradhanang Apparels Industry	6615543		sachindrapra@gmail.com		9851009658
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303	Prajapati, Rabin	Bhaktapur Ceramics Pvt. Ltd. Nepal Terracotta Pvt.Ltd		4415783	rabinprajapati@yahoo.com		9851090297 9801090297
304	Prajapati, Rupesh	Chandeswori Auto Engineering	4485862	011-661671			
305	Rajbanshi Kiroj	Deurali - Janta Pharmaceuticals Pvt. Ltd.			gorikrb@gmail.com		9841510311
306	Rajbhandari, Achyut	Perfect Printing Press	4284265	4278869	variety@wlink.com.np	4278050	9851025199
307	Rajbhandari, Ashok Raj	Technology Consultancy Services P. Ltd.	4413040	4350137	tcs@tcs.wlink.com.np	4425219	9851037966
308	Rajbhandari, Bhava	Variety Printers	4278869	4284275	varietynepal@gmail.com		9851030156
309	Rajbhandari, Binod Bahadur		9851024440				
310	Rajbhandari, Rabindra	BRS Infotech learning Pvt. Ltd.	4412580	4782454	kumarirb@info.com.np	4418361	9851030644
311	Rajbhandari, Sohani			4244886	sohani_rajbhandari@yahoo.com		9851033040
312	Rajbhandari, Arniko	Nepal Dairy pvt.ltd	5546884	5546884	arniraj@hotmail.com		9851040572
313	Rajbhandari, Purnima	Birat Investment Pvt. Ltd	4282086	4033116	Purnima@biratinvestment.com	4288820	9851037812
314	Rana, Ashoke S. J. B.	Himalayan Bank Ltd.	4227749	4720425	ashok.rana@himalayanbank.com		
315	Rana, Sarbajit	Surya Nepal Pvt. Ltd.	053-520035	051-529264	sarbjit@snpl.com.np	053-520034	9855020662
316	Rana, Vivek S	AAC Inc		4465786	vivek.rana@gmail.com	4413038	9851019881
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318	Rauniar, Anand Shah	Interstate Multimodal Transport P.Ltd.	4271473	4274129	rauniar@mos.com.np	4271570	9851035563
319	Rauniyar, Bikas S.	Interstate Multimodal Transport P.Ltd.	4271473		brauniar@gmail.com	4271570	9851038614
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323	Roongta, Jagdish	National Healthcare P. Ltd.	51-524336, 528537	51-521345	ed@nationalhealthcare.com.np	51-533400	9855022169
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326	Sapkota, Subhas	eSewa Fonepay Pvt. Ltd.			charterdsbhas@gmail.com		9851089839
327	Sapkota, Indra Prasad	Laxmi Int'l Pvt. Ltd.	4433780	4389926	ipsap2001@gmail.com indra@laxmihyndai.com		9851056287
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329	Saud, Binaya Mohan	Subisu Cablenet Pvt.Ltd.	4429616	4473767	binaya@subisu.net.np	4430572	9851043210
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333	Shakya, Gautam	GeoSpatial Systems Pvt. Ltd.	5531131	5529008	shakya_gautam@hotmail.com	5531431	9841295741
334	Shakya, Gyan Kumari	swastik Interior			swastik.interior@hotmail.com		9841186778
335	Shakya, Rajesh Kumar	Hitech Valley iNet Pvt. Ltd.	4427336	4426075	rajeshshakya@gmail.com	4417745	9851034585
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337	Shakya, Sambhav Ratna	Butwal Power Company Limited	4781776	4673291	ratna.shakya@bpc.com.np	4780994	9851044732
338	Shakya, Saroj Kumar	Nepal Telecom	5530177		saroj.shakya@ntc.net.np	4255457	9851042757
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340	Shakya, Sugan	Prabhu Capital Ltd.	4222987		sugen.shakya@prabhubank.com		9851162364
341	Shakya, Sunita	Deurali-Janta Pharmaceuticals Pvt.Ltd	4371061		sunita95@gmail.com		9841415465
342	Shakya, Surya Bahadur	Shambala Garments (P) Ltd.	5522433	5522433	shambala@wlink.com.np	5522433	9851026728
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344	Shakya, Nishesh	Institute for Professional Training & Management Nepal			nishesh235@gmail.com		9841531682
345	Sharda, Rana	Sipradi Trading	4101645	025-522725	sharda.rana@sipradi.com.np		9801058802
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348	Sharma, Ashok	Simca Laboratories Pvt. Ltd.	4227868	4414433	simca@wlink.com.np	4251232	9851043557
349	Sharma, Binita Ganawaly	Himalaya Co-operative Society		4471596			981038157
350	Sharma, Ghanashyam S.	Yeti Finance Company Ltd.	057-523806	057-523463	ghanashyam_htd@hotmail.com		9845022806
351	Sharma, Madan	Nepal Telecom	4210435	4471571	madan.sharma@ntc.net.np	4210450	9851075757
352	Sharma, Muna	Sarthak Concret Pvt. Ltd	5538575	6615202	munasharma220@gmail.com		9851111912
353	Sharma, Ramesh	Sharma & Company Pvt. Ltd.	4260577	4271227	sharmaco@mos.com.np	4260628	981027014
354	Sharma, Shiva Kumar	Himal Hydro and General Cons. Ltd.	5535032	5522597	gm@himalhydro.com.np	5550211	
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356	Sharma, Shyam Sunder	MEH Consultants (P) Ltd.	4477634	4471596	meh@info.com.np	4491387	
357	Sharma, Subash	F1soft International Pvt. Ltd.	4442435 4424743	9801079860	subash@f1soft.com		9801079860
358	Sharma, Umang	Citizen Bank	4427842/43/24	4169067	umang.sharma@ctznbank.com	4427044	9851094218
359	Sherpa, Dawa	City Carpet Industries	4913058	4499957	mail@citycarpet.com.np		9803041471
360	Sherpa, Urgan	Udeco Pvt. Ltd.	5541279, 5411289	5540901	urgen@wlink.com.np	5523870	
361	Shilakar, Samit Raj	Janta bank Limited	4268392/93	4780569	rajsamit@hotmail.com		9851127255
362	Shilpakar, Anajana	Wood Carving Industries Pvt. Ltd.	5521447	5533366	anjana@woodcarving.com.np	5527730	9851074119

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363	Shreejesh, Ghimire	NMB Capital Ltd.	4253016	4244935	shreejesh@gmail.com	4251544	
364	Shrestha, Ritesh Mehar	Global Merchants and Logistics Pvt.Ltd.	4263963		ritesh@gmlicargo.com		9851032561
365	Shrestha, Abhaya	Till Ganga	4474937	046-530051	avaystha@gmail.com		9841025838
366	Shrestha, Amar Lal	Doree Printers	4415399		info@nepalprinters.com	4412746	9851059075
367	Shrestha, Anil Prasad	Mancha Confectionery Industry	071-542952	071-542909	sagun57@gmail.com	071-438950	9857020325
368	Shrestha, Anuj Kumar	3C Restro Café	5598823		anujtej@yahoo.com		9801025460
369	Shrestha, Barun	Nepal Investment Bank	4228229	4495850	Shresthabarun@yahoo.com	5010142	9851035006
370	Shrestha, Beeni	Nepal Oil Corporation Ltd.	4263499		veenishrestha@yahoo.com		9849948044
371	Shrestha, Bhagawati	Nepal Bio-Tech Nursery	5591349	4355218	nbn@mail.com.np		9841883533
372	Shrestha, Bhim Dhoj	Tribhuvan University	4331316	4263659	bhim00@rediffmail.com		9851059075
373	Shrestha, Bhusan Krishna	Pape Inc. Traders	5533009	5533809	bhushankrishnashrestha@gmail.com		9851096290
374	Shrestha, Bhuwan Krishna	Argus Medi sales	9802035233		bhuwanshrestha@hotmail.com	4266849	9851035233
375	Shrestha, Bijay Bahadur	Snowlion Carpets Pvt. Ltd.	4227130	4431637	bbh@snet.com.np	4225487	9851020415
376	Shrestha, Bijaya Krishna	Beltronix	4251515, 4249285	4251576	beltronix@wlink.com.np	4251515	
377	Shrestha, Bijesh	Harati Computer Service Pvt. Ltd	4260622	5541735	bijesh@harati.com.np	4267810	9851040326
378	Shrestha, Das Suridh	Home Furnishers Pvt. Ltd.	4254601	4411013	suridhdas@gmail.com		9851162809
379	Shrestha, Deepa	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4375575	4266408	dreeza.shrestha@gmail.com	4375574	9841351728
380	Shrestha, Degendra Kumar	Down Town Housing Co.P.Ltd.	5000223/224	5013034	harmonycolony2018@gmail.com	5000224	9851082125
381	Shrestha, Denis	Advance Poly Clinic	4443386	4370164	drdenis@apc.com.np		9801086296
382	Shrestha, Devendra	CTL Pharmaceuticals P. Ltd.	4228495	5522413	devens202@gmail.com	4266849	9851037506
383	Shrestha, Dipam	Tiliganga Eye Center	4493775	6631851	dipam.shrestha@tilganga.org	4474937	
384	Shrestha, Dipendra Lal	Quest Pharmaceuticals P. Ltd.	4240304	4473246	quest@ccsl.com.np	4231028	981064285
385	Shrestha, Ganesh Raj	Pashupati Rubber Industries (P) Ltd.	5522157	5524780	ganeshshrestha@hotmail.com	5527167	
386	Shrestha, Geeta	Readymade Garment Train. Center	4256931	4226526			9841847120
387	Shrestha, Gopal Krishna	Himal Cement Company Ltd.	4331762, 4331764	5526531	ksgopal@wlink.com.np	4330136	
388	Shrestha, Guna Raj	PD Consult	4491475	4229190			
389	Shrestha, Hari Gopal	Hitesh Garments	4221262	4221262			
390	Shrestha, Hari Kishor	Om Hospital & Research Center	4476224	4351172	omhrc@wlink.com.np	4466128	
391	Shrestha, Isha	Nilgiri Khola Hydropower Company Ltd			ishashrestha@hifl.com.np		9851238690
392	Shrestha, Jyoti	Chandra Enterprises Pvt. Ltd.			singhdan@wlink.com.np		
393	Shrestha, Kavi Das Dhaubaj	Nilah Water Treatments	4107031	6631763	niwat.kavi@gmail.com	4107211	9851035870
394	Shrestha, Kedar Lal	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4435167	5147165	kedar.shrestha@deuralijanta.com		9802088002

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395	Shrestha, Keshab	Natural History Museum	4271899	4272637	keshab_shrestha@hotmail.com		
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397	Shrestha, Laxmi Bahadur	Harishiddhi Brick & Tile Factory Ltd.	4240698	4418862	nbgroup@mos.com.np	4240665	9841118518
398	Shrestha, Laxmi Kumari	Delux Interior Design & Consultancy		4314643	interiordesign31@yahoo.com		
399	Shrestha, Madhav Narayan	Nepal Water Supply Corporation	4419585, 4411194				
400	Shrestha, Madhur Kumar	Seagate Institute of Technology	5537231	5544450	seagate92@wlink.com.np		9841211123
401	Shrestha, Mahendra Gopal		5592895	4279913	mahendra93m@hotmail.com	5525417	9851033940
402	Shrestha, Maheshwor Prakash	Nepal Investment Bank Limited	4231430	4272052	maheshwor@nibl.com.np	4229623	9851058430
403	Shrestha, Manoj	NLG Insurance Co.Ltd	4418113	5534370	manoj.shrestha@nigi.com.np		9851086597
404	Shrestha, Naresh Kumar	Panas Pharmaceuticals Pvt. Ltd.	4491153	4783118	panas1153@gmail.com	4491153	9851114507
405	Shrestha, Neeraj Man	Nepal Telecom	4220930	5552699	n_shrestha@yahoo.com	4228888	9851029255
406	Shrestha, Nepal Bhusan	Prime Commercial Bank Ltd.	5533066	4233388	shresthabhusan@hotmail.com	4233390	9851010653
407	Shrestha, Nirmani Lal	Ashutosh Travels & Tours			nirmani@ashutoshttravels.com		9851061266
408	Shrestha, Om Prakash	Arniko Nirman Co.	4470307	4487665	arniko@mos.com.np	4487848	
409	Shrestha, Opendra Kumar	Sharma & Company Pvt. Ltd.	4261158	4472406		4260628	
410	Shrestha, Pradeep Kumar	Omnic Laboratories Pvt. Ltd.	4266858	5528156	omnica@htp.com.np	4268081	9851025662
411	Shrestha, Prajwal	British college		5114114	prajwal_shrestha@hotmail.com		9851039626
412	Shrestha, Prakash Man	Harishiddhi Brick & Tile Factory Ltd.	5521451, 5521178	5532225		5522776	9851007377
413	Shrestha, Prakash umar	Butwal Power Company Limited	4781776	4281510	prakash.shrestha@bpc.com.np	4780994	9851025684
414	Shrestha, Prashant Lal	Islington Collage	4412929	4359856	prashant.lalshrestha@gmail.com		9851075058
415	Shrestha, Prashida Man	Clean Energy Development Bank	4671444	4120980	pmskath@hotmail.com	4277013	9851086693
416	Shrestha, Pritam Lal	Sunrise Bank Ltd.	4239470	9851034336	pritam01@yahoo.com	4239451	
417	Shrestha, Rabi K.	CTL Pharmaceuticals P. Ltd.	4252500	5521117	rabikshrestha@hotmail.com		
418	Shrestha, Rabin Kumar	Channakya Software	4111264		rabin.shrestha@channakya.com	5549957	9851045150
419	Shrestha, Rabin Kumar	Coseli Chhala Jutta Udhyog	4354211	4356711	coseli81@yahoo.com	4350866	9851022012
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423	Shrestha, Rajat	Blue Cross Hospital Pvt.Ltd	4262027	4270245	relation@bluecross.com.np	4266027	9841201811
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426	Shrestha, Raju Babu	Manakamana Darshan P. Ltd.	4434690, 4434825	4417943	chitwancoe@chitwancoe.com.np		

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429	Shrestha, Ratneshwari	Ratna Silver Craft	4221090	4254166	ratnaart@live.com		9851052470
430	Shrestha, Rishi Mani	Morang Auto Works	4261160		shrestharishi@yahoo.com		9851096398
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432	Shrestha, Ruby Laxmi	National Dairy Development Board	5525400	4491334	kdshr@ccsl.com.np	5532096	
433	Shrestha, Sabin	Himalayas Pashmina	5543652	5520517	shrestha_shrestha@hotmail.com	5522485	9851032710
434	Shrestha, Sabin Lal	High Land Distillery	4231316	5521797			
435	Shrestha, Sajal Man	Sitaram Gokul Milks KTM Pvt. Ltd.	5213188	4270370	sajaimanshrestha@gmail.com		9841599876
436	Shrestha, Sajala Joshi	Simca Laboratories Pvt. Ltd.	6631259	4259221	sajala_joshi@yahoo.com		9851063665
437	Shrestha, Salvi	Fusemachine Nepal Pvt. Ltd	4168530		salvi.shrestha@gmail.com		9813079436
438	Shrestha, Santosh	MIARS P Ltd	4446294	4284073	sentosash@gmail.com	4427109	9851040425
439	Shrestha, Sanu Maiya	Nepal Bio-Tech Nursery	5541349		nbn@mail.com.np		
440	Shrestha, Saroj	Blue Whale Inc. p. Ltd.		4650657	sarojshrestha_2@hotmail.com bluewhaleincpltd@gmail.com		9851050813
441	Shrestha, Satish Chand	Shreenagar Agro Farm Pvt. Ltd.	4354892, 4354002	4413504	saf@info.com.np	4433405	9851024812
442	Shrestha, Shiva Krishna	Sef-y Consultant	6611545	6611545	shivaks@mos.com.np	6614242	
443	Shrestha, Shiva Kumar	Computer Care Pvt. Ltd.	5521131	5275320	shivashrestha@hotmail.com	5547764	9851027458
444	Shrestha, Sohan Sunder	Shakti Hume Pipe Udhog Pvt. Ltd.	5529779	9851081312	sohanss@hotmail.com		9851081312
445	Shrestha, Sumit	Himalayan Infrastructure Fund Pvt.Ltd	14169088	14169088	sumitshrestha@gmail.com	14169088	9801011117
446	Shrestha, Sunil Babu	Shivako Construction Pvt. Ltd.	4258493	4220231	sunilbabushrestha@gmail.com	4254944	9851084015
447	Shrestha, Surendra Krishna	Balaju Engg. & Structure Works	4350302	4354372	balaju_engineering@hotmail.com	4354373	9851032283
448	Shrestha, Suresh	GeoSpatial Systems Pvt. Ltd.	5531131	5527757	ssuresh@geosp.com	5531431	9851040894
449	Shrestha, Suresh	Nepal Auto Mechanical Workshop	4275725	5528821			
450	Shrestha, Tophia	Deurali-Janta Pharmaceuticals Pvt. Ltd.	01-4375575	4374870	tophashrestha@gmail.com		9802088282
451	Shrestha, Uddhav	Om Shivashakti Press	4226038	4416138	uddhavshrestha@gmail.com		9851031155
452	Shrestha, Umesh	Anupum Foods Pvt. Ltd.	5539012	5522676		5527586	
453	Shrestha, Umesh Lal	Quest Pharmaceuticals P Ltd.	4240304	5524031	umeshshrestha@gmail.com	4231028	9801027550
454	Shrestha, Uttam Dass	Trikhanda Packers Pvt. Ltd.	057-522828	4781522	trikhanda@ntc.net.np	057-521770	9851089936
455	Shrestha, Kailash	F1 Soft International Pvt. Ltd.	4443134	4269648	kailash@f1soft.com		9801079999
456	Shrestha, Saurabh	Nepal Shoes Factory	4259439	4388404	saurabh_sshrestha@yahoo.com		9863633809
457	Shrijana, Rana Pandey	NIBL	4005058	4410816	spandeyrana@gmail.com		9841305002
458	Silwal, Ritesh	global tinau trading pvt.ltd	4252841/4262105	071-5411159	ritesh_silwal@hotmail.com		9857025844

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460	Simkhada, Aakash	Nepal Hume Pipe Pvt. Ltd.	057-412261	4033013	aakash.simkhada@gmail.com		9851086674
461	Singh, Bijay Bir	Gem Plastics Pvt. Ltd.	4354233	4374157	gemplastic@gmail.com	4261907	9851036525
462	Singh, Charan	Sipradi Trading (P) Ltd.	4311501	4492434	charan.sipradi.com.np	4311510	9851052988
463	Singh, Mukendra	Deurali-Janta Pharmaceuticals Pvt. Ltd.	4435167	4430340	mukendrasingh2046@gmail.com	4435166	9851027064
464	Singh, Niraj Man	Himalaya General Insurance Co.Ltd	4231788	4218566	niraj@hgi.com.np	4241517	9851111691
465	Sitaula, Gokarna Raj	Nepal Telecom			gokarna.sitaula@ntc.net.np		9851046295
466	Stapith, Hira Ratna			4226774			
467	Sthapit, Ajaya Ratna	New Hotel Crystal Pokhara P. Ltd.	4228011	4228013	ajsthapit@mail.com.np	4228028	
468	Sthapit, Bijaya Ratna	Yeti Travels Pvt. Ltd.	4221234	4226079	bijay24@hotmail.com	4226153	9851103456
469	Subedi, Mukti Nath	Rakhu Bhagwati Const.	4220520	061-520967			
470	Subedi, Niraj	Jawalakhel Group of Industries Pvt. Ltd	5522010	5573769	niraj.subedi@jginepal.com	5522494	9851030958
471	Subedi, Nishal	Simca Laboratories Pvt. Ltd.			newsimca@gmail.com		9802052538
472	Subedi, Ram Hari	Gorkha Ayurved Company Pvt. Ltd.	4286875	4357717	ramhsubedi@gmail.com		9851033346
473	Subedi, Sujan			5250979	sujan135@hotmail.com		9851055777
474	Suwal, Bijendra	Nepal Investment Bank	4228229	4419871	bijendra@nibl.com.np	4228927	9851046008
475	Suwal, Reena Singh	Beltronix	5527999	4244515	reena.beltronix@gmail.com		9841226003
476	Swar, Mahesh	Kantipur Publication Pvt.Ltd	513500	4436380	mahesh71227@gmail.com maheshwar@kantipur.com.np		9851071227
477	Tamang, Ladhuram	Hyonjan Elect. Engg. Fabricator P. Ltd.	4364961, 2082298	4355648	hyonjan@gmail.com	4360916	9851075980
478	Tamang, Suresh	Mother Infant Research Activities	041-523550	041-523371	suresh@mira.org.np		9841444353
479	Tamang, Surya Bahadur	siddhartha Bank Limited	4442919	4440646	stamang@sbl.com.np		9851103443
480	Tamrakar Gita	Everest Art Paper			eep.gita011@gmail.com		9841741554
481	Tamrakar, Govinda Man	MEH Consultants (P) Ltd.	4477634	6610234	govinda.tamrakar@mehconsultants.com		9851035743
482	Tandukar, Aasharam	Sky Deals Tours & Travels	4433838	5545425	md@gorkhatravels.com		98101001091
483	Thapa Magar, Suman Kumar	Pioneer Developers & Builders Pvt. Ltd.		5214012	thapamagar35060@gmail.com		9851007939
484	Thapa, Navin kumar	Fred Hollows Intra Ocular Lens Laboratory, Tiiganga Institute of Ophthalmology	4493775	4383764	navkr37@hotmail.com		9841461738
485	Thapa, Bipin	Academy of Information Tech. Pvt. Ltd.	4412929	5522462			
486	Thapa, Deepak	power solution center	5201137		deepak.thapa@whp.org	4245835	9841288031
487	Thapa, Dibakar	Hulas Remittance Pvt.Ltd	4261313		dibakar.thapa@hulasremittance.com	4252008	9851019972
488	Thapa, Narayan Bahadur	Internet Business Bureau	4482444	9841329102	narayan@ibb.com.np	4435166	9841329102

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489	Thapa, Padam Bahadur	Himalayan Fabs International	4601435	6635783	info@himalayanfabs.com		9851043599
490	Thapa, Prabhakar Shumsher	Him Electronics P.Ltd	4267760	4004027	Prabhakar@himelectronic.com	4267288	9851136637
491	Thapa, Pravrat	Surya Nepal Pvt. Ltd.	053-520900 Ext.231	053-521382	prabhvat@snpl.com.np		9845021063
492	Thapa, Ramesh	Direction Nepal Pvt. Ltd.	01-4117103	14117102	rameshdelta2@gmail.com	01-4117105	9841937024
493	Thapa, Sabin	Green Tick Nepal Pvt. Ltd.	4101076	4476362	sabinthapa@subisu.net.np		9851090700
494	Thapa, Timila Yami	Institute of Engineering	5534070	5525978	timilathapa@yahoo.com		9841298009
495	Thapa, Umesh	Intel Institute Pvt. Ltd.	4249090	4243944	info@intelinstitute.com		
496	Todi, Subodh H.	Godawari Marble Industries P. Ltd.	4411187	4412268		4412961	
497	Tudladhar, Rasmita	Tiliganga Eye Center	493775	4250510	rasmitatuladhar@hotmail.com		9841564024
498	Tuleadhar, Amik	Simca Laboratories Pvt. Ltd.	4227868	4275699	amiktuladhar@hotmail.com	4251232	9801215154 9841290761
499	Tuleadhar, Saroj Kaji	Goodwill Finance Limited	4444031	4362441	info@goodwill.net.np	4443414	9851023409
500	Tuleadhar, Subarna Das	N.B. Group	4240698	4228444	nbgroup@mos.com.np		
501	Tuleadhar, Tara Padma	Alternative Technology	4387977	4363863	padma@explorug.net		9851200513
502	Tuleadhar, Ujwal Bir Singh		4417759	4417755	ujwal12@hotmail.com		
503	Upadhaya, Dipak Prasad	MEH Consultants (P) Ltd.	4225852		dpupadhaya@gmail.com		9851077584
504	Upadhaya, Durga Prasad	Training Institute For Technical Instruction	6630187		dpu@titi.org.np	6630289	9841533484
505	Upadhaya, Ganesh Prasad	Wagle Trading Co.	4353136, 4355365	4353136	sugan@mos.com.np	4353348	9851024136
506	Upadhaya, Sarad Chandra	Janak Education Material Center Ltd.	6610170	4473284			
507	Upreti, Ashok Kumar	Peacock Plasticware Pvt. Ltd.	4288339	4355965	aku@ntc.net.np		
508	Upreti, Suraj	SR Steel Industries Pvt. Ltd.	071-521727	071-521727	info.srecg@gmail.com		9857022211
509	Upreti, Gyani Prasad	Quest Pharmaceuticals Pvt. Ltd.	4240304	4362962	ugyani@gmail.com		9851077362
510	Upreti, Chinta Mani	Khadya Udhog Ltd.	057-520127	057-520454	khadya@vianet.com.np		
511	Vaidya, Anand	Vaidya Electronics	4480041	4480041			
512	Vaidya, Pradeep Man	Vijayadeep Pharmaceuticals	5525515	5521448	vaidya@upharma.wlink.com.np	5535367	985125000
513	Vaidya, Rajbandari prathana	Brihat Developers & Builder Pvt. Ltd.	4033076	4436936	prathana@brihatinvestments.com		9841484411
514	Vaidya, Subash	Standard Automobiles Pvt. Ltd.	11661405		subashv03@gmail.com		9851066337
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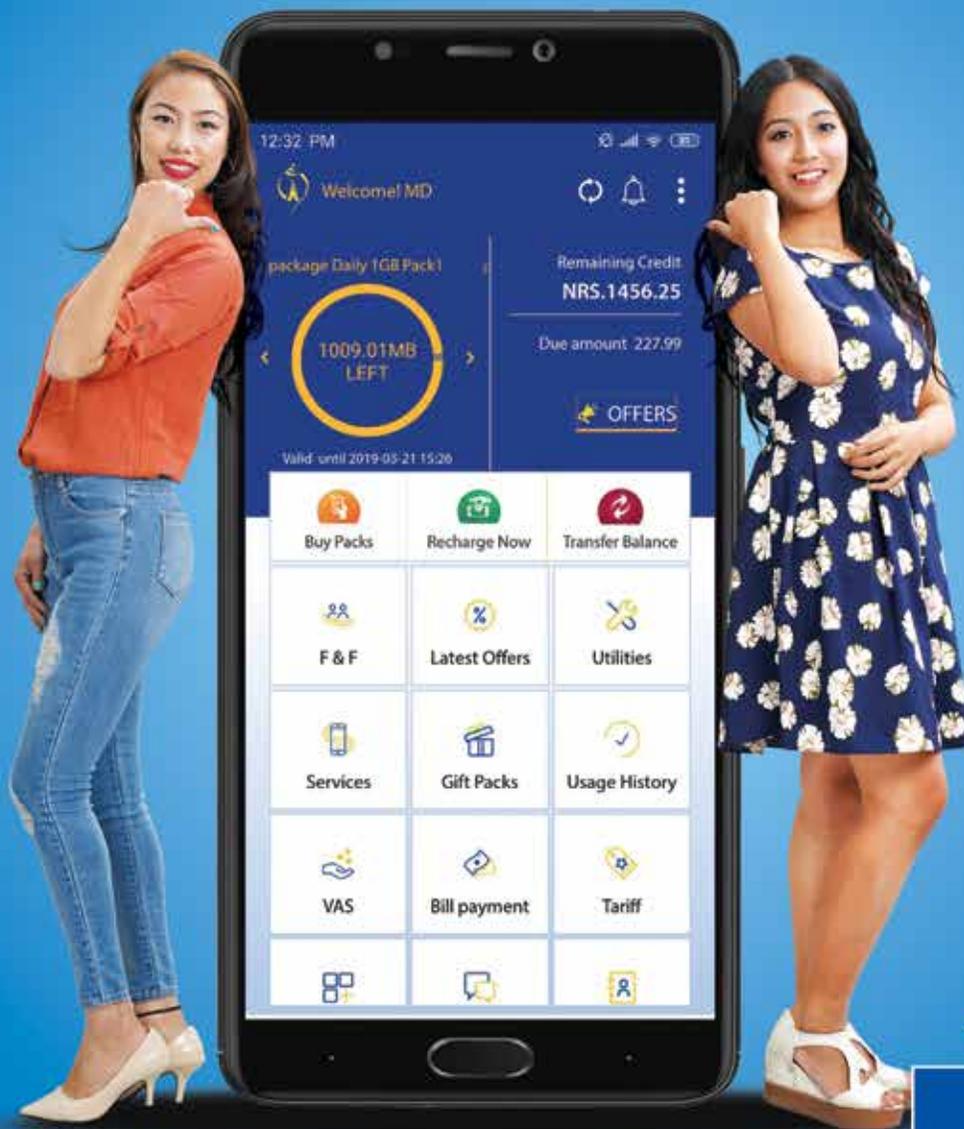
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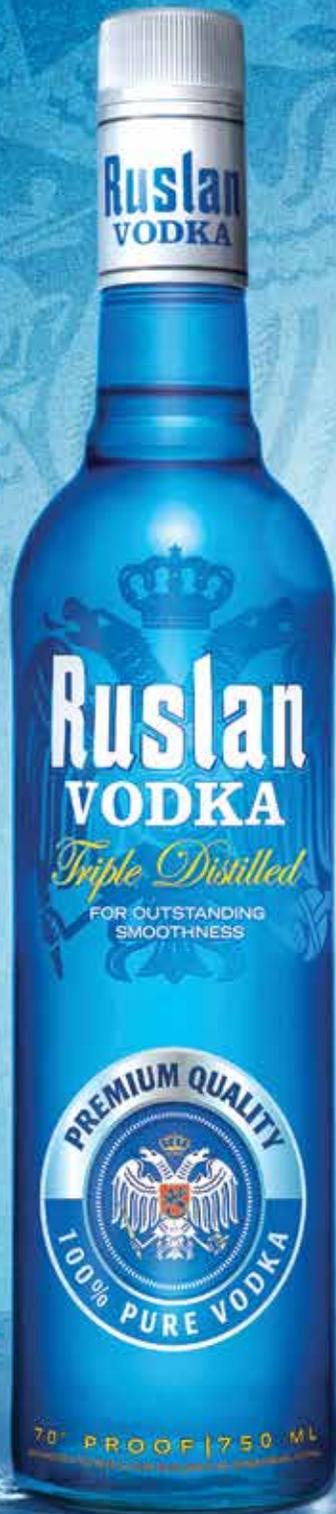


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