

# Talim

July 2024 | Volume 33



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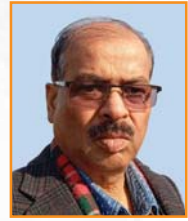
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**N**amaste! In today's dynamic business landscape, advancements and innovations aren't just a catchphrase; it's the *élan vital* of organizational success. With the ever-evolving markets, technological advancements, and global competition, the need to innovate has become more pressing. At the core of this drive for innovation lies an interdependent relationship between management strategies and effective training programs. Innovation is about nurturing an ethos that values continuous learning and is meticulously crafted and nurtured by judicious corporate management practices.



We, Nepal AOTS Alumni Society (Nepal AOTS), are honoured to share the 33<sup>rd</sup> publication of Talim with our readers and are immensely grateful for the opportunity to contribute to the dialogue and exchange of ideas. This publication is distributed locally in Nepal and internationally (more than 72 organisations of 43 countries around the world). Talim gives all the glimpses of our activities what we have achieved and what we plan to do in future. Talim is one of our continuous achievement since the establishment of Nepal AOTS in 1991 and stands firmly as one of the pillars in the sustainable and stable development.

During the past year, 10 participants were sent by Nepal AOTS to partake in 7 training programs in Japan. On September 29 and September 30, 2023 two day Workshop-cum-Training Program titled 'Strategic Business Planning' was held by Nepal AOTS in conjunction with Bangladesh AOTS Alumni Society (BAAS) under the World Network of Friendship (WNF) scheme. The representatives from Nepal AOTS participated in SAFAAS Annual General Meeting in Dhaka and many institutional visits were conducted. A one-day program on Strategic Business Planning Training-Cum-Workshop was held for pharmaceutical companies on October 1, 2023.

Nepal AOTS sent Nepalese participants on the webinar/virtual training programmes organized by other AOTS Alumni Societies (AAS). Also, past December saw the hosting of our famous Bönenkai 2023 Programme. Workshop-cum-Training Program in Transactional Leadership (titled "Rekindle the Leader Within You") was conducted in February 24, 2024 which was attended by 26 participants from various organizations among many other programs, workshops and trainings.

Avantgarde management teams demands a strategic approach that sets clear innovation goals reinforced with business objectives to cultivating diverse and inclusive teams laying the groundwork for innovation to flourish. Innovation is greatly driven by talent that we know as the human capital that fuels creativity and drives progress. However, talent alone isn't enough; it must be honed, nurtured, and empowered through comprehensive training programs.

Training programs serve as incubators for innovation by arming employees with the skills, knowledge, and mindset necessary to adapt to changing environments and take hold of budding and promising opportunities. Whether it's technical skills to harness the latest technologies or soft skills to foster collaboration and creativity, training emboldens employees.

WNF training on Strategic Business Planning and Transactional leadership (Titled: - *"Rekindle the Leader Within You"*) headed by trainers from Dhaka and Sri Lanka respectively were eye openers.

Furthermore, effective training programs don't just benefit individual employees; they also harvest palpable returns for the organization as a whole. Studies have time and again shown that companies that invest in training enjoy higher employee engagement, lower turnover rates, and increased productivity. Moreover, a well-trained workforce is better equipped to recognize and take advantage of opportunities for innovation, giving the organization a competitive edge in the market.

Post COVID, there has been significant rise of remote work thereby accelerating the adoption of virtual training methods including webinars and virtual reality (VR) simulations. These techniques are being used to deliver engaging and immersive learning experiences. There is an increased emphasis to foster inclusive workplace cultures in an effort to eliminate bias, discrimination, and unconscious behaviours. Organizations are looking into data analytics to gain insights into training effectiveness and learner performance so that training programs can be refined and optimized for better outcomes. Platforms and tools that facilitate collaboration, peer-to-peer learning, and knowledge sharing are being increasingly utilized. Training content has become more focused and bite-sized. The advent of microlearning in the new age involves delivering short, targeted bursts of information that are easier to digest and fit into busy schedules. It aligns with the modern preference for quick, on-the-go learning.

With all our training programs in line with the same at Tokyo and Osaka respectively, let us cultivate a new generation of leaders who are not only adroit in management but also ardent about driving positive change and creating a lasting impact on the world.

As we all are well aware of ICOSA (The International Cooperation Organization for Small and Medium Enterprises in Asia) which aims to empower SMEs to

play a crucial role in the economy of their respective countries. Members of Nepal AOTS have been an integral part of the webinars conducted by the ICOSA involving SMEs of Nepal. The ICOSA study tour visited a number of significant places like Deurali Janta Pharmaceuticals, Nepal Chamber of Commerce, Yamamoto Talim Ghar, Department of Industry, etc. The Nepal AOTS and ICOSA duly signed a cooperation agreement to empower SMEs in their respective countries.

We would be remiss if we did not thank our outgoing President Mr Shinya Kuwayama, for his contributions, tirelessly giving his time and resources to every inch of AOTS. As you look back on your time, please know that our achievements would not have been possible without you at the helm. We also heartily congratulate and welcome Mr Yoshida Yasuhiko as the current President of AOTS. We look forward to the growth of AOTS as we work alongside and navigate us towards further success. We take this opportunity to thank the executive committee under the exemplary leadership of Mr. Prashant Lal Shrestha, for his profound wisdom and constant dedication as President for the past tenure. The editorial board will welcome the upcoming committee after new election results on July 26, 2024.

To conclude, we know by nurturing a culture of innovation through strategic management practices and investing in comprehensive training programs, organizations can unleash the full potential of their employees. Training programs have proven to be an investment in both individual and organizational growth that pays off in numerous ways. As we look to the future, let us remember that the path to innovation begins with a commitment to learning.

On behalf of the entire organization, I extend my sincerest thanks to each member of our editorial team. Your passion, creativity, and unwavering dedication are the driving force behind our success, and for that, we are eternally grateful. Here's too many more years of collaborative training and success. Nepal AOTS extends thanks to all advertisement contributors, article writers, members and advisors along with its secretarial staffs, printer and well-wishers who supported for this 33<sup>th</sup> volume of Talim. Finally, it is for sure that through the collective effort of our cohesive members, Nepal AOTS endeavors to enrich the moral and ethical business values in the country.

- Er. Shiv Bhushan Lal

**Writers are responsible for their articles - Editorial Board**



## TABLE OF CONTENTS

S.N	Content		P.N
1	Message From The Ambassador Of Japan To Nepal, Kikuta Yutaka		7
2	Message From The President, AOTS, Japan, Yoshida Yasuhiko		9
3	Message From General Manager, AOTS, New Delhi Office, Eiji Teshima		11
4	Message From The Adviser, Dr. AKM Moazzem Hussain		13
5	Message From The President Nepal AOTS, Prashant Lal Shrestha		15
6	Nepal AOTS Advisors		17
7	Nepal AOTS Executive Committee 2022-2024		19
8	Report of the General Secretary	Mr. Narayan Thapa	21
9	ICOSA Study Tour to Nepal	Mr. Prashant Lal Shrestha	37
10	The Secrets of Japanese Corporate Management: A Journey of Learning and Discovery	Mr. Manoj Thapa	45
11	What STEM and AI means for Human Capital	Prof. Timila Yami Thapa	48
12	KAI-IGAKU	Mr. Manish K Agrawal	52
13	Total Quality Management (TQM) 'A game changer Management Principal'	Mr. Naveen Prakash Adhikari	56
14	The Minimalization Philosophy	Godhooli Dinesh Chapagain	61
15	Sustainability Practices in Japan: Lessons and Implications for Nepal	Mr. Sabin Maharjan	64
16	Artificial Intelligence	Er. Kishor Chapagain	67
17	Hoping for Economic Development Supported by People's Ties	Dr. Kurose Naohiro	71
18	Quality Control and Logistic Management	Mr. Mukunda Chaulagain	79
19	Management of SMEs and Human Resource Management of SMEs in Thailand	Mr. Kishore Bhakta Mathema	83
20	Achieving excellence in organization through TQM	Ms. Isuja Aryal	88
21	How Serious Are You About Continuous Improvement ?	Mr. Ramesh Man Singh	90
22	Seven Quality Control Tools and its implementation in Handicraft Industry	Mr. Narayan Krishna Kharel	95
23	Japanese Management	Mr. Rajendra Chapagain	97
24	The Influence of Japanese Management Techniques on Small and Medium Enterprises (SMEs)	Er. Shiv Bhushan Lal	99
25	Past Executive Committees		101

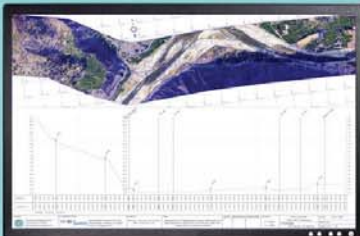
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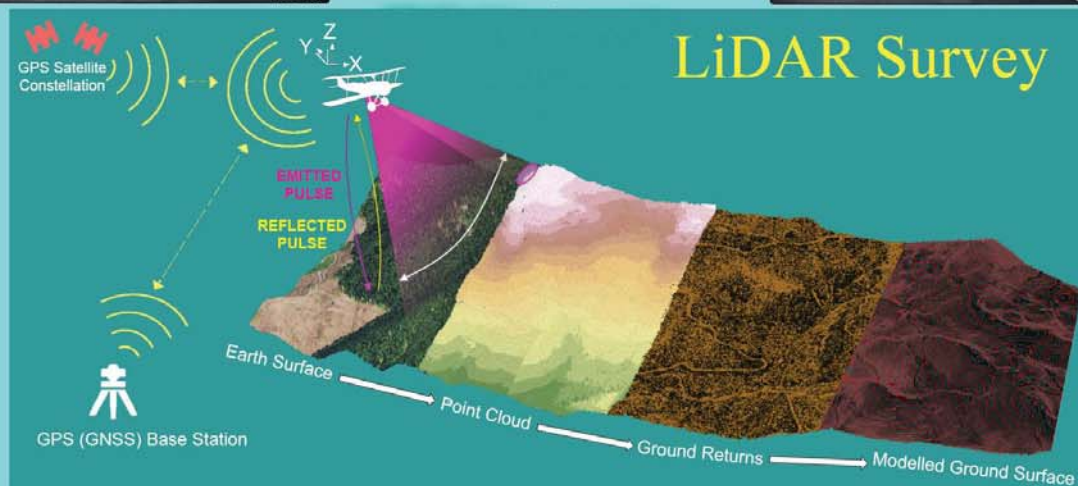


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# Message

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I am very honored to extend this congratulatory message on the occasion of the publication of the 33rd issue of TALIM Magazine. I would like to take this opportunity to show my appreciation and respect to Nepal AOTS Alumni Society and its members for their roles in skill development of businesspeople and engineers in Nepal, and its contribution as one of the most prominent bilateral organisations that bridge Japan and Nepal.

I would like to begin this year's message by recalling the recent significant event—Foreign Minister Ms. Kamikawa Yoko's visit to Nepal on 5th May. It was the Japanese Foreign Minister's first visit to Nepal in 5 years, after Mr. Kono Taro in 2019. During her stay, she paid a courtesy call on the President and Prime Minister, and held a bilateral meeting with the Deputy Prime Minister/the Foreign Minister of Nepal to reaffirm the historically close relations between Japan and Nepal, which have created a positive momentum towards the upcoming 70th anniversary of the diplomatic relationship in 2026.

Japan has been supporting Nepal's economic and social development in a wide range of fields, based on the longstanding friendship. Nagdhunga Tunnel Construction Project is a prominent example of technology transfer aimed for the revitalization of the local economy in Nepal. The tunnel, which experienced its final breakthrough ceremony on 15th April, is the result of many years of assiduous efforts made by both Nepali and Japanese engineers. I am confident that these assistances, based on Japan's goodwill combined with Nepal's efforts, will lead to the industry development and job creation in Nepal.

Recently, the numbers of young Nepali workers going to Japan are increasing at a high pace. While their contributions to the Japanese society are significant as acknowledged by Foreign Minister Kamikawa in Kathmandu, the large-scale outflow of young generation could cause some challenges for Nepal in the medium and long term. That is why, whenever I happen to meet with Nepali people going to Japan, I always convey my messages that their skills and knowledges gained from their experiences in Japan should be utilized for the future of Nepal. In this regard, it is no exaggeration to say that Nepal AOTS is an organization that has embodied this for a long time, as it is a collection of talented people working for the future of Nepal by fully utilizing their skills gained from the training experiences in Japan.

Finally, I highly expect that the role of Nepal AOTS would continuously be vital for the sustainable development of this country. I would like to wish you all for continued success and prosperity in the coming year and beyond.

KIKUTA Yutaka  
Ambassador of Japan to Nepal



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# Message



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AOTS 24-06-160

28 June 2024

Message from the President of AOTS



On behalf of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), I would like to congratulate you for organizing the 34th Annual General body Meeting (AGM) of Nepal AOTS Alumni Society (NAAS) on 26 July and publishing the 33rd issue of informative TALIM magazine. I am particularly pleased to do so, as it is one of my first assignments since I was appointed as the President of AOTS on 18 June 2024.

This year marks 68 years since the diplomatic relations between Japan and Nepal were established. During that time, there has been a continuous flow of dignitaries and cultural exchanges between the two countries. Japan has been cooperating with Nepal in human resource development that contributes to industrial and social development, in addition to supporting the construction of infrastructure and economic infrastructure fields.

In these circumstances, under a Japanese government (METI)-subsidized program, AOTS has invited a cumulative total of approximately 1,200 trainees from Nepal to Japan, also has welcomed a cumulative total of approximately 2,100 participants to overseas training programs. In addition, AOTS has dispatched 15 experts or interns to Nepal. We clearly acknowledge NAAS has been cooperating with us in proposing needs for AOTS training programs and recruiting and recommending participants for training programs, etc.

It is also remarkable that under the World Network of Friendship (WNF) scheme, NAAS has invited multitude of trainees from other AOTS Alumni Societies, as well as has dispatched participants to training programs organized by other Alumni Societies, over the years. In Japanese FY2023, the WNF program hosted and implemented two face-to-face WNF programs.

We well know in tandem with the above, NAAS has been promoting economic and cultural exchange between Japan and Nepal, through close relationships with Japanese Embassy, Japanese Association in Nepal and other Japanese-affiliated organizations. We again express our deep respect for your longstanding and consistent activities in a wide range of fields based on your strong network of contacts in many fields, as described above, overcoming the past several years of COVID-19 pandemic.

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

Last but not at least, we wish you all success and prosperity.

Sincerely yours,

YOSHIDA Yasuhiko

President

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# Message

It has already been two years since I arrived in India. With the support of many alumni societies, I have been able to continue my work without any problems so far. NAAS, as the secretariat alumni association of SAFAAS, has also played a central role in the alumni activities in the South Asian region, for which I am very grateful.

I also participated in the Annual General Meeting of SAFAAS in Bangladesh in 2023. There, there were lively discussions and I could feel your commitment and enthusiasm.

This year marks the 65th anniversary of AOTS, and we have decided to organise conventions online for each of the regional federations of alumni societies. In conjunction with this, we have heard that the SAFAAS convention will be held in Nepal. The large number of participants who attend the conference every year shows how the members of each alumni association have been able to make the alumni association activities so far. I am very much looking forward to participating in the convention.

As you are aware, Nepal and Japan have long-standing ties, which have deepened in recent years, especially in the economic field, as Japan has announced a policy to accept skilled workers from Nepal in 2023, which will lead to many Nepalese engineers going to Japan. It is hoped that this will lead to further development of economic relations between the two countries.

AOTS has expanded its online training since Corona, but there is still a high demand for face-to-face training, and one of the advantages of face-to-face training is the networking between people, which we believe is very important. AOTS will continue to support this.

2nd July, 2024

手島栄慈

Eiji Teshima





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# Message

At the request of the President of NAAS, I am very pleased to write this short message for the 33rd issue of the TALIM magazine to be published at the time of AGM in July 2024.



Time goes so fast. For about 35 years, we have been working together and we grew up little by little. The oldest friend Mr. Purushottam Manandhar (also the first President of NAAS) has already gone to the heaven quite some time ago. But, from there, he has been inspiring us to go ahead with the mission of NAAS. The successive Presidents and Committee Members gave their best efforts (centering the TALIM GHAR) which have resulted into the excellence of NAAS today.

Hopefully in October, NAAS will host the next SAFAAS Convention in Kathmandu when the strong bond of our friendship will become stronger to open the gate for a borderless South Asia for tourism, business and investment. Under the guidance of President Kuwayama in Tokyo and AOTS General Manager Mr. Teshima in New Delhi, let us have a very significant and meaningful SFAAS Convention to share the ideas for our further growth and cooperation while praying for a peaceful world.

Let me finish here by sending best wishes from Eiko and me to all friends of NAAS.

(Dr. AKM Moazzem Hussain)  
Adviser of BAAS, CAAS & NAAS



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- Pulmonology
- GI & Hepatobiliary
- Rheumatology
- Orthopedic & Spine Surgery
- Neuropsychiatric
- Nephrology Services
- Hematology
- Gynaecology & Obstetric services
- Cardiology
- Pediatric & Neonatology
- Dermatology & Venerology
- ENT Services
- Endocrinology
- IUI Services



#### Intensive Care Unit(ICU)



#### Neonatal intensive care unit (NICU/PICU)



Mobile : +9779866298925  
Email : [care@bluecross.com.np](mailto:care@bluecross.com.np)  
[www.bluecross.com.np](http://www.bluecross.com.np)

#### Contact Us

Phone Number :  
01-5319227, 01-5365927  
01-5369727, 01-5362027





# Message

**N**epal AOTS Alumni Society has completed 33 years of its formal existence and is now running into its 34th year. With the support of all Nepalese ex-trainees from Nepal to The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) and Center of International Cooperation for Computerization (CICC), Japan and AOTS Alumni Societies from different countries, Nepal AOTS have continued its activities of "Human Resource Development in Nepal physically. Nepal AOTS is advancing ahead continuously in the development of the Nepalese technical skill and human resource in management sector as well as in IT sector, since 1991.



Nepal AOTS has continuously being publishing the annual publication "TALIM" since its establishment. We had this publication of "TALIM" even in this challenging year of COVID-19 and Economic Crisis. TALIM gives all the glimpses of our activities what we have achieved and what we plan to do in future. The latest TALIM vol. no. 33 published on time for the 34th AGM of Nepal AOTS is in your hands. This is one of our continuous achievement since the establishment of Nepal AOTS in 1991, with the support and cooperation of all general and life members, Corporate and Institutional members and stands firmly as one of the pillar in the sustainable and stable development.

Nepal AOTS Executive Committee for 2022 - 2024, started their tenure from August 2022 and will end it in July end 2024. With the support from our parent organization, AOTS, Japan; other AOTS Alumni Societies (AAS) especially with those in South Asian Federation of AOTS Alumni Societies (SAFAAS); The International Cooperation Organization for Small & Medium Enterprises in Asia (ICOSA), we were able to continue our Human Resource Development activity online from Japan and SAFAAS AASs and in person in Japan. Nepal AOTS President is also the President of SAFAAS. Nepal AOTS is hosting the SAFAAS Convention 2024 in Kathmandu, Nepal this October 25 to 26, 2024. Hence, the convention of SAFAAS is seen with higher expectation for solidarity among the AAS of the region and for mutual cooperation to carry on the ascent of parent organization.

Nepal AOTS members have been attending, Online Seminars organized by International Cooperation Organization for Small & Medium Enterprises in Asia (ICOSA). Nepal AOTS extended a warm welcome to the ICOSA Study Tour Team, led by Prof. Dr. Kurose Naohiro - President, Mr. Sato Masafumi - Secretary-General,

Ms. Kawanami Toshiko - Director, and team members Mr. Yamamoto Kuniyoshi, Mr. Saito Teruo, Prof. Wada Masatake, and Mr. Nomizu Toshio visited Nepal from November 25, 2023 to December 1, 2023. During their study tour, they visited Nepal AOTS member's organizations and Panchkhal Municipality, held meeting with Nepal AOTS, Nepal Government Department of Industry, Nepal Chamber of Commerce (NCC) and Japan Chamber of Commerce in Nepal (JCCN) and courtesy call to H.E. Yutaka Kikuta, Ambassador, Embassy of Japan in Nepal. Nepal AOTS and ICOSA jointly organized a seminar on the "Role of SMEs in National Development", signed an MOU regarding cooperation between the two parties, and explored various institutions and places.

Similarly, Nepal AOTS has been continuously working together with Nepal Chamber of Commerce (NCC); Federation of Nepalese Chamber of Commerce & Industries (FNCCI); Confederation of Nepalese Industries (CNI); Federation of Computer Association Nepal (CAN Federation); Federation of Nepali Cottage and Small Industries (FNCSI); Development Bankers Association Nepal (DBAN); Association of Pharmaceutical Producers of Nepal (APPON) and other local organizations to strengthen their technical and management professionals of these organization's member companies by recommending applicants for the training programs locally or abroad.

Changes have taken place in AOTS Japan in terms of its management, leadership, resources etc. Let me and Nepal AOTS extend our heartfelt gratitude and appreciation to Mr. Shinya KUWAYAMA, Immediate Past President, AOTS for his outstanding leadership and dedication during his tenure as President of AOTS. His efforts have significantly contributed to the growth and resilience of AOTS, especially during the challenging times of the COVID-19 pandemic. His guidance and support have been invaluable to us. During that very difficult time, introducing training programs in virtual mode was a significant decision, and from that, over 400 participants enjoyed and benefited from the online programs conducted in Japan. Similarly, a similar number of participants benefited through WNF training programs in Nepal. We fondly remember his warm visit to Nepal and to our secretariat, YTG (Yamamoto Talim Ghar), during the SAFAAS AGM in 2019. We are deeply thankful for the wisdom and counsel he had shared, as well as your motivation and warm words that you shared with us. Similarly, Nepal AOTS would like to congratulate newly appointed Mr. Yasuhiko Yoshida as the President of AOTS. We are truly inspired by his commitment to accelerating AOTS's recovery from the unprecedented disruption caused by the COVID-19 pandemic. COVID-19 affected every aspect of life, including activities within AOTS Alumni Societies around the globe. The cooperative relationship between AOTS and its Alumni Societies is indeed a valuable treasure. We, at Nepal AOTS, are dedicated to cherishing and strengthening this bond, including fostering people-to-people connections between Nepal and Japan during your tenure. Nepal AOTS would love to welcome him to Nepal and to our secretariat.

In conclusion, let me thank all the Nepal AOTS members for their active participation in the activities of Nepal AOTS. Let us continue the HRD with the ideal of "Sustainability, Stability and Continuity" for the development of Human Resources of Nepal".

Best Wishes,



Prashant Lal Shrestha  
President  
Nepal AOTS Alumni Society



# NEPAL AOTS ALUMNI SOCIETY

## ADVISORS



**MR. MADHUSUDAN BHATTARAI**



**PROF. DINESH CHAPAGAIN**



**MR. RAMESH PRASAD NEPAL**



**MS. AMIRA DALI**



**MR. PRAKASH RAJ SINGH SUWAL**



**MR. RAMESH MAN SINGH**



**MR. MAHESH KUMAR NAKARMI**



**MIDTOWN**  
G A L L E R I A

*Congratulations!*

**On the  
33<sup>rd</sup> Publication of  
TALIM.**

*We wish Nepal Aots  
all the best.*



# NEPAL AOTS ALUMNI SOCIETY

## EXECUTIVE COMMITTEE 2022-2024



**MR. PRASHANT LAL SHRESTHA**  
PRESIDENT



**MR. KISHORE BHAKTA MATHEMA**  
FIRST VICE PRESIDENT



**MR. PRAJWAL SHRESTHA**  
SECOND VICE PRESIDENT



**MR. NARAYAN THAPA**  
GENERAL SECRETARY



**MR. SHIV BHUSHAN LAL**  
TREASURER



**MR. SHIVA SHRESTHA**  
JOINT SECRETARY



**MS. AJU GIRI**  
INTERNAL AUDITOR



**MS. NISHMA BAJRACHARYA**  
EXECUTIVE MEMBER



**MS. SHANTA BASKOTA KOIRALA**  
EXECUTIVE MEMBER



**MR. MUKUNDA PRASAD JOSHI**  
EXECUTIVE MEMBER



**MR. MAHESH SWAR**  
EXECUTIVE MEMBER



**MR. NAVEEN PRAKASH ADHIKARI**  
EXECUTIVE MEMBER



**MR. MANISH KUMAR AGRAWAL**  
EXECUTIVE MEMBER



**MR. RAJKUMAR GUPTA**  
EXECUTIVE MEMBER



**MR. RAJENDRA CHAPAGAIN**  
EXECUTIVE MEMBER



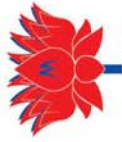
# NIMB

## Green Future Savings Account

एक खाता एक रूख,  
हुनै भविष्यको लागि

यस योजनाबाट संकलित निक्षेपलाई बैंकले  
दिगो र वातावरणमैत्री आयोजनामा लगानी गर्नेछ ।

\*शतहरु लागू हुनेछैन



**NIMB**

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www.nimb.com.np

समृद्धिको पथमा सँगै अघि बढौं



# Report of the General Secretary

Annual General Meeting, July 26, 2024



**Mr. Narayan Thapa**  
General Secretary  
Nepal AOTS Alumni Society

In my capacity as the General Secretary, I take great pride in presenting the activity report on behalf of the Executive Committee of Nepal AOTS Alumni Society (Nepal AOTS) for the 34<sup>th</sup> Annual General Body Meeting. This report covers the period from July 28, 2023, to July 25, 2024, and provides a comprehensive overview of all the significant undertakings during this timeframe.

Throughout the year, Nepal AOTS placed a strong emphasis on Human Resource Development through various training programs. Additionally, we actively engaged in other important activities to foster and strengthen inter-organizational relationships, people-to-people connections, and to contribute to various social causes.

The detailed activities are attached to this report and have been approved by the Executive Committee during the meeting held on July 19, 2024. I sincerely request the honorable members of this house to approve the activity report as well as the attached future programs, and to provide any necessary advice, suggestions, exemptions, or additions.

I would also like to express my gratitude to all the members of the current Executive Committee, sub-committees and divisions, the Embassy of Japan to Nepal, AOTS Japan, ICOSA, South Asian Federation of AOTS Alumni Societies (SAFAAS), AOTS Alumni Societies in the SAFAAS region, Nepal AOTS members, supporters and collaborators, as well as the dedicated staff members of the secretariat who worked tirelessly to ensure the success of Nepal AOTS activities. Special thanks to the advisors and past presidents for their invaluable guidance.

With great pleasure, I now present the annual activity report of Nepal AOTS for the year 2023/24.

## MAJOR ACTIVITIES OF NEPAL AOTS FROM 28 JULY 2023 TO TILL DATE ARE AS FOLLOWS:

### 1. 33<sup>rd</sup> ANNUAL GENERAL BODY MEETING



On July 28, 2023, Nepal AOTS conducted its 33<sup>rd</sup> Annual General Body Meeting (AGM) under the chairmanship of Mr. Prashant Lal Shrestha, President of Nepal AOTS, at Hotel Crowne Imperial, Kathmandu.





During the AGM, in the first session, which was a closed session among the members, the General Secretary's Annual Activity Report and tentative programs for the coming year, as well as the Treasurer's Financial Report that included the Financial Report of FY 2079-2080 BS, Budget for FY 2080-2081 BS, and Appointment of the Auditor for FY 2080-2081 BS, were presented. The AGM unanimously endorsed the reports after a constructive floor discussion. Advisors and members made significant and relevant suggestions during the discussion, particularly focused on enhancing the AOTS Alumni Society's strength and remembering the contributions of executive and non-executive committee members in previous years.

A total of 61 members were present at the Annual General Meeting.

At the AGM, the 32<sup>nd</sup> volume of the TALIM magazine, which is the Annual Publication of Nepal AOTS, was officially unveiled, and "Certificates of Appreciation" were given to the contributors of articles during the ceremony.

## 2. FELICITATIONS PROGRAM TO MS. AMIRA DALI, PAST PRESIDENT AND ADVISOR – NEPAL AOTS

On July 28, 2023, Nepal AOTS organized the felicitation program to its Past President and Advisor



Ms. Amira Dali as she had been granted the esteemed Order of Japan (The Order of the Rising Sun, Gold and Silver Rays) as a part of the 2023 Spring Imperial Decorations by the Government of Japan.

During the Nepal AOTS Annual General Body Meeting, in the second session that was open to both members and guests, Nepal AOTS Family came together to offer their sincere congratulations to Ms. Amira Dali. Ms. Dali, who serves as the Founding Treasurer, Past President, and current Advisor of Nepal AOTS, was honored with a symbol of their congratulations during this event.



The Felicitations Program, it was graced by the esteemed presence of H.E. Ambassador Mr. KIKUTA Yutaka from the Embassy of Japan in Nepal as well as other esteemed guests like Mr. Rajendra Malla, President of the Nepal Chamber of Commerce (NCC); Ms. Miyuki Ishida, First Secretary of the Embassy of Japan; Ms. Sayuri Naito, Researcher/Adviser at the Embassy of Japan; and Mr. Kenichiro IIZUKA, Senior Representative of JICA Nepal Office.



Senior authorities from organizations committed to fostering the Japan-Nepal relationship, including



the Japanese Chamber of Commerce in Nepal (JCCN), JICA Alumni Association of Nepal (JAAN), Japanese Language Teachers Association of Nepal (JALTAN), Japanese Universities Alumni Association, Nepal (JUAAN), and Japanese Language School Association of Nepal (JALSAN), as well as Nepal AOTS collaborative institutions Tilganga Institute of Ophthalmology, Association of Pharmaceutical Producers of Nepal (APPON), Nepal Telecom, and other prominent entities, were present at the program.

Nepal AOTS also hosted a dinner program to honor and celebrate this recognition.

### 3. SECRETARIAT MANAGEMENT

Nepal AOTS Secretariat is managed at its own building named Yamamoto Talim Ghar (YTG) in Koteshwor, Kathmandu. The secretariat team works hard to provide maximum services to the members and concerned stakeholders from the office.



Nepal AOTS uses the following email, website, and social media pages to disseminate its information:

- Email: [office@nepalaots.org.np](mailto:office@nepalaots.org.np)
- Website: <https://nepalaots.org.np>
- Facebook Page: <https://www.facebook.com/nepal.aots>
- LinkedIn Page: <https://www.linkedin.com/company/nepal-aots-alumni-society/>

Likewise, the Nepal AOTS secretariat has started sending digital newsletter. The first version was sent to its members, concerned stakeholders, esteemed authorities, and subscribers who are relevant to its activities.

Moreover, Nepal AOTS uses eSewa to enable digital payments for its activities, including membership renewal fees and training fees, using QR Code and eSewa - e-payment platform.

Currently, Mr. Rajan Rajbhandari (Office Secretary) and Mr. Arjun Choudhari (Office Assistant) are working full-time in the Nepal AOTS secretariat.

### 4. MEETINGS AND OTHER BUSINESS

In order to fulfill the goals and objectives of Nepal AOTS, the following formal meetings were organized regularly from July 29, 2023, to July 26, 2024:

Executive Committee Meetings	12
Post Holders Meeting	2
Other Meetings	9

Executive Committee meetings were regularly organized at Yamamoto Talim Ghar (YTG) on the third Friday of every month of the English calendar.

Nepal AOTS activities are carried out through eight different committees and divisions, each of which conducts separate meetings. Other meetings include post-holders' meetings, sub-committee meetings, and on-demand meetings to plan and execute the activities of Nepal AOTS.

### 5. NEPAL AOTS PARTICIPATED IN "BON ODORI" EVENT WITH RESEMBLANCE EXHIBITION

On August 19, 2023, Nepal AOTS participated in the "Bon Odori" event with a Resemblance Exhibition, organized by the Japanese Association in Nepal.



"Bon Odori" is a Japanese folk entertainment event with a history of a few hundred years.



Nepal AOTS has been participating in the "Bon Odori" event for many years with the aim of showcasing the similarities in cultures and traditions shared between Nepal and Japan in various aspects, including cuisine, rituals, attire, festivals, games, and the arts through an exhibition. Nepal AOTS is thankful to the Japanese Association in Nepal for providing this opportunity.



A large number of Nepalese and Japanese students, as well as esteemed officials from the Embassy of Japan in Nepal and various Japan-related organizations such as the JICA Alumni Association of Nepal (JAAN) and the Japanese Language Teachers' Association Nepal, graced the exhibition with their presence. Visitors were deeply impressed by the rich collections on display, further strengthening the cultural bonds between these two nations.

## 6. NEPAL AOTS DELEGATES PARTICIPATED IN SAFAAS ANNUAL GENERAL MEETING IN DHAKA

On September 1, 2023, Nepal AOTS delegates actively participated in the Annual General Meeting

(AGM) of the South Asian Federation of AOTS Alumni Societies (SAFAAS) held in Dhaka, Bangladesh.



Nepal AOTS President Mr. Prashant Lal Shrestha (who is also the SAFAAS President), General Secretary Mr. Narayan Thapa, and Executive Committee Member Ms. Nishma Bajracharya (also the WNF Committee Coordinator) were among the delegates.



During the AGM, Mr. Narayan Thapa, General Secretary of Nepal AOTS, presented the activity report of Nepal AOTS from February 13, 2021, to August 31, 2023, along with reports from 16 other AOTS Alumni Societies (AAS) within the South Asian Region.





Additionally, it was determined that the SAFAAS Convention would take place in Nepal in 2024.

## 7. NEPAL AOTS HOSTED ICOSA DELEGATES FOR INSTITUTIONAL VISITS, SEMINAR, AND MOU SIGNING



Nepal AOTS extended a warm welcome to the delegation from the International Cooperation Organization for Small and Medium Enterprises in Asia (ICOSA) from Japan. The visit, spanning from November 25 to December 1, 2023, was a landmark event aimed at strengthening bilateral ties and fostering collaboration between Asian small and medium enterprises (SMEs). The visit of ICOSA delegates to Nepal marked a significant milestone in bilateral cooperation, reflecting the shared commitment of Nepal AOTS and ICOSA to empower SMEs and drive economic development across Asia. Through institutional visits, a comprehensive seminar, and the formalization of a cooperation agreement, the visit underscored the potential for enhanced collaboration and mutual growth in the SME sector.

The visit concluded with a tour of the Nepal AOTS secretariat, Yamamoto Talim Ghar (YTG), where discussions centered on ongoing collaborative efforts and future initiatives between Nepal AOTS and ICOSA.

Additionally, both organizations agreed for Nepal AOTS to act as the official counterpart for ICOSA and its activities in Nepal.

### Institutional Visits:

The ICOSA delegates, led by Prof. Dr. Kurose Naohiro - President, Mr. Sato Masafumi - Secretary-General,



Ms. Kawanami Toshiko - Director, and team members Mr. Yamamoto Kuniyoshi, Mr. Saito Teruo, Prof. Wada Masatake, and Mr. Nomizu Toshio, embarked on institutional visits to key organizations in Nepal. These visits included Deurali Janta Pharmaceuticals Limited, Til Ganga Institute of Ophthalmology, and Love Green Nepal (LGN) in Panchkhal. Each visit provided insights into the operations and contributions of Nepal AOTS member companies and highlighted potential areas for future collaboration in sectors such as healthcare, education, and sustainable development.

Additionally, ICOSA delegates engaged in fruitful discussions with leading business associations, government agencies, and local stakeholders, including Panchkhal Municipality, Nepal Chamber of Commerce, Department of Industry (Government of Nepal), and the Japanese Chamber of Commerce in Nepal. These interactions provided valuable insights into Nepal's business landscape, investment opportunities, and governmental policies affecting SMEs.

### Seminar on the Role of SMEs in National Development:

A highlight of the visit was the Seminar on the "Role of SMEs in National Development," held at Hotel Malla in Kathmandu. The seminar, jointly organized by Nepal AOTS and ICOSA, attracted approximately





50 participants from SMEs and related organizations. Physical attendees included representatives from the Federation of Nepali Cottage and Small Industries - FNCSI, Federation of Women Entrepreneurs' Associations of Nepal - FWEAN, Nepal Chamber of Commerce, and the Embassy of Japan, with international participants joining via Zoom

Prof. Dr. Kurose Naohiro, President of ICOSA, presented on "The Role of SMEs in Japan's Industrial Development and Job Satisfaction," while Prof. Dinesh Chapagain, Advisor to the Nepal AOTS Alumni Society, provided a Nepalese perspective on "Nepalese Business Environment and SMEs: Historical Perspectives and Existing Opportunities."

The seminar concluded with a lively Q&A session moderated by Mr. Ramesh Man Singh and facilitated by interpreters Ms. Amira Dali and Ms. Yuki Naomi, offering participants the opportunity to engage directly with the speakers and delve deeper into the topics discussed.

#### MOU Signing and Cooperation Agreement:

During the visit, Nepal AOTS and ICOSA formalized a significant cooperation agreement through the signing of a Memorandum of Understanding (MOU). Mr. Prashant Lal Shrestha, President of Nepal AOTS, and Prof. Dr. Kurose Naohiro, President of



ICOSA, signed the agreement, underscoring their commitment to enhancing collaboration and mutual support for SMEs across Asia. The agreement outlines strategic initiatives aimed at fostering a conducive environment for SME growth, including regular meetings, joint projects, and knowledge exchange programs.



## 8. BÖNENKAI 2023 PROGRAMME

On December 22, 2023, Nepal AOTS Alumni Society (Nepal AOTS) hosted the Bonenkai Programme at Maxims Banquet and Events, Kupondol Height, Kathmandu.



Bōnenkai (忘年会, "Forget the Year Party") is a Japanese drinking party that takes place at the end of the year. The purpose of the party is to forget the woes and troubles of the past year and, hopefully, look to the New Year to socialize with fellow members and family.

Nepal AOTS has been organizing Bonenkai regularly for a long time, inviting esteemed guests. These include representatives from the Japanese Embassy, JICA Nepal Office, and Japan-related organizations such as JICA Alumni Association of Nepal (JAAN),



Japanese Chamber of Commerce in Nepal (JCCN), Japanese Language Teachers' Association Nepal (JALTAN), Japanese Language School Association Nepal (JALSAN), Japanese Universities Alumni



Association, Nepal (JUAAN).

Additionally, prominent leaders from industry associations, such as Nepal Chamber of Commerce (NCC), Federation of Computer Association Nepal (CAN Federation), Federation of Nepali Cottage and Small Industries (FNCSI), along with other Japanese and Nepalese guests, joined the celebration. Members of Nepal AOTS and their families also participated, making the event a vibrant gathering of diverse individuals and organizations.



To add to the festive spirit, Nepal AOTS collected gifts from its members and members' companies, surprising all attendees of the Bonenkai program with these delightful gifts.

## 9. TRAINING PROGRAMMES

One of the main objectives of Nepal AOTS is to contribute to society through human resource development. Since its establishment over the past 33 years, approximately 4,000 senior and mid-career management personnel in various fields have benefited from in-person training programs in Japan, South Asian countries, and Nepal. Similarly, thousands of trainees have benefited from online training programs, seminars, and webinars conducted by AOTS Japan, Nepal AOTS, and other AOTS Alumni Societies (AAS).

Nepal AOTS generally facilitates three types of training programs. The first is recommending and sending qualified Nepalese to Japan for paid and subsidized training programs. The second is conducting training programs in Nepal with the assistance of AOTS Japan (by dispatching experts and through the WNF scheme) and other AAS or sending participants to WNF training programs organized by other AAS. The third type is conducting training programs in Nepal with the help of Nepalese resource persons (typically members of Nepal AOTS).

Moreover, recently, Nepal AOTS has been sending participants to online seminars and training programs organized by collaborative organizations like ICOSA.

During this period, Nepal AOTS has sent participants to the following training programs and completed training programs as listed below:

### A. Training Programs in Japan

During the period, the following 10

participants participated in 7 training programs as mentioned below.

S.N	Programme Name	Orientation Date	Training Date/ Place	Participants
1	The Training Program on Program & Project Management -[PPTP]	December 15, 2023	January 17 - 30, 2024 / Tokyo	Mr. Ujaya Shakya
2	The Program for Quality Management [PQM]	January 7, 2024	February 7 - 20, 2024 / Osaka	Mr. Sagar Shrestha
3	The Program on Corporate Management [PJCM]	January 19, 2024	February 14 - 29, 2024 / Osaka	Mr. Sundar Bastola Mr. Manoj Thapa
4	The Quality Control Training Course for South Asia [SAQC]	February 5, 2024	Feb 29 - March 15 2024/ Osaka	Ms. Isuja Aryal Mr. Narayan Kharel
5	The Program on Transforming to Circular Economy Business Model [CEB]	February 5, 2024	March 6 - 19, 2024 / Osaka	Mr. Yash Kumar Agrawal
6	The Program on Business Innovation and Organization Development [BIOD]	June 28, 2024	July 24 - August 6, 2024 / Osaka	Mr. Jagdish Khadka
7	The Executive Program on Corporate Management [EPCM]	June 28, 2024	July 24 - August 6, 2024 / Tokyo	Mr. Krishna Prasad Subedi Mr. Vivek Singh Thakuri

#### B. WNF Training Programs

The World Network of Friendship (WNF) was formed with the consensus of all AOTS Alumni Societies during the 5th Convention of AOTS Alumni Societies held in Aichi, Japan, in September 1997. This formation was made possible by an initial fund from a personal contribution of 5 million Yen by former AOTS President Mr. Nagaaki Yamamoto. Prior to the formation of WNF, there was the Inter-Alumni Society Resource Exchange Programme. The basic guidelines were drawn during the second steering committee meeting held in Dhaka, Bangladesh, in November 1998, and were later revised by the WNF Management Committee during the third meeting held in Kuala Lumpur, Malaysia, in December 2001.

WNF's mission statement is "The creation of a better world through the ties of friendship and the individuals as well as collective endeavor of our members." To implement this mission, WNF seeks to empower individuals and organizations in developing countries committed to the social and economic development of their own communities, based on a belief in self-help and equal partnership, through human resource development, exchanging information, and learning from each other's experiences. Through this endeavor, the WNF programme can benefit countries in the region and contribute to achieving the aim stated in the WNF resolution.

During this period, the Nepal AOTS Alumni Society organized the following two training programs and sent participants to one training program organized by another AOTS Alumni Society (AAS) as listed below:

#### Workshop-cum-Training Program titled 'Strategic Business Planning'

On September 29 and 30, 2023, Nepal AOTS conducted an extensive workshop-cum-training program titled 'Strategic Business Planning.' The program was jointly organized with the Nepal Pharmaceutical Association (NPA) and received support from the Association for Overseas Technical Cooperation and Sustainable



Partnerships (AOTS) Japan and the Bangladesh AOTS Alumni Society (BAAS) under the World Network of Friendship (WNF) scheme.

The two-day residential program focused on "Pharmaceutical Marketing Subject" and was conducted by Mr. Md. Mostafa Kamal, a PMS & Strategy Consultant and Strategic Planning Facilitator from Bangladesh. Held at Dhulikhel Lodge Resort in Dhulikhel, the training program saw participation from 58 representatives of various pharmaceutical companies.



Nepal AOTS President Mr. Prashant Lal, General Secretary Mr. Narayan Thapa, and Executive Committee Member and WNF Committee Coordinator Ms. Nishma Bajracharya, along with dignitaries from the co-organizing organization, NPA, were present to ensure the program's success.

The program was coordinated by Ms. Nishma Bajracharya, who played a crucial role in organizing and managing the event. Participants thoroughly enjoyed and appreciated this training program, especially considering that it consisted of nearly 10 hours of sessions each day.

#### **Workshop-cum-Training Program in Transactional Leadership (titled "Rekindle the Leader Within You")**



On February 22 and 23, 2024, Nepal AOTS conducted a two-day workshop-cum-training program titled 'Transactional Leadership.' The program, held at Hotel Crown Imperial, Ravibhawan, Kathmandu, received support from the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) Japan and the Japan Sri Lanka Technical & Cultural Association (JASTECA) under the World Network of Friendship (WNF) scheme.

The program focused on the theme 'Rekindle the Leader Within You,' targeting first-line managers from industries, banks, corporate houses, and NGOs in Nepal. It aimed to revive and enhance the leadership skills of the participants.

The training was conducted by Mr. Gamini Nanda Gunawardana, an ICT Consultant and Business Analyst at Deloitte Consulting and Managing Director of SAGA Consultants Ltd., Sri Lanka. With over 40 years of experience, Mr. Gunawardana brought extensive expertise in organizational development, capacity enhancement, strategic manpower development, and process optimization.

In the training program, there were 26 participants from various organizations. The program covered a range of topics, including challenging the environment and developing a growth mindset, taking personal accountability and overcoming limiting beliefs, comparing leadership and management, exploring transactional and transformational leadership styles, and understanding adaptive leadership styles, such as situational leadership.

The training was interactive, incorporating practical examples, group discussions, and real-world applications. Participants appreciated the balance between theoretical concepts and practical implementation, which helped them understand and apply leadership skills in their respective fields.

The program was coordinated by Executive Committee Member Mr. Naveen Prakash Adhikari, and participants thoroughly enjoyed and appreciated this training program, which consisted of 16 hours of sessions in total.

### C. Non - WNF Training Program in Nepal

During the period, the following training-cum-workshop has been conducted as mentioned below:

#### Strategic Business Planning Training-Cum-Workshop



On October 1, 2023, Nepal AOTS successfully conducted a one-day Strategic Business Planning training workshop titled "Strategic Business Planning." The program was organized in association with Asian Pharmaceuticals Pvt. Ltd., Deurali-Janta Pharmaceutical Pvt. Ltd., TIME Pharmaceuticals, and Omnica Laboratories, with the support of the Bangladesh AOTS Alumni Society (BAAS).



The workshop was facilitated by Mr. Md. Mostafa Kamal, a PMS & Strategy Consultant and Strategic Planning Facilitator from Bangladesh. It aimed to enhance the hard skills of top-level managers in leading pharmaceutical companies in Nepal. The primary theme of the workshop was to develop the mission, vision, goals, and core values of the organizations, along with formulating strategies

based on SWOT analysis, the BCG Matrix, Ansoff's theory, PESTEL, Porter's Five Forces, Blue Ocean Strategy, and the Balanced Scorecard, among others. At the end of the session, participants from each company presented their mission, vision, core values, and strategic objectives based on their learning.

The one-day program took place at Hotel Shanker, Lazimpat, Kathmandu, with 24 participants from the aforementioned pharmaceutical companies.

Participants thoroughly enjoyed and appreciated the training program, as it equipped them with valuable tools and knowledge to enhance their organization's strategic planning process. However, based on the feedback received, it was noted that the one-day format was considered quite short for a topic as extensive as strategic planning, and a couple of days would be advisable for a more comprehensive exploration of the subject.

### D. Virtual Trainings - by Other AOTS Alumni Societies (AAS)

During the period, Nepal AOTS sent Nepalese participants on the webinar/virtual training Programmes Organized by other AOTS Alumni Societies (AAS) in the region as below under the WNF scheme:

S.N.	Programme Name	Date	No.	AAS Name
1	DEFECT PREVENTION - A QUALITY ENGINEERING APPROACH (DPQA)	January 23, 24, 25, 29 and 30, 2024	3	Alumni Society of AOTS Kerala, India

### E. Training / Seminar Programmes - By ICOSA Japan

The International Cooperation Organization for Small and Medium Enterprises in Asia (ICOSA) has been holding online seminars almost every month for the past few years. These seminars include exchange meetings with entrepreneurs from Asian countries, interviews with independent SME owners, and thematic discussions, with Japanese-English interpreters.



Nepal AOTS is the counterpart of ICOSA in Nepal. In addition to the joint seminars with Nepal AOTS



during their visit to Nepal, as mentioned above, webinars on the following topics have been conducted during this period. Nepal AOTS officials, members, and many Nepalese professionals have participated throughout the year.

S.N.	Programme Name	Date
1.	<b>Big Aspirations of a Small Company</b> Series of Unique SME Owners visited by Prof. Dr. Kurose (Series 17)	September 2, 2023
2.	<b>Be a Company Where Employees Children Want to Work Too</b> Series of Unique SME Owners visited by Prof. Dr. KUROSE (Series 18)	October 14, 2023
3.	<b>Overview of Nepal's Society, Economy, and Industry cum Challenges of Corporate Management and "Job Satisfaction" in SMEs</b>	October 21, 2023
4.	<b>About Participatory Workplace Improvements in SMEs in Asia</b>	December 16, 2023
5.	<b>People Are the Source of Differentiation</b>	February 10, 2024
6.	<b>Nepal as We Saw (Society, Economy, SMEs, SME Policy etc.)</b> Report Meeting of the "Study Tour to Nepal: 25 November to 1 December, 2023"	February 24, 2024
7.	<b>Branding of Niche Products</b> Series of Unique SME Owners visited by Prof. Dr. KUROSE (Series 21)	May 25, 2024

## 10. TALIM PUBLICATION

The 33rd edition of TALIM was published this year on the occasion of the 34th AGM of Nepal AOTS. This annual publication of Nepal AOTS has been managed by the Digital Media and Publication Committee. Nepal AOTS expresses its gratitude for the timely advice and support provided by its advisors. Special thanks are extended to the contributors and well-wishers of Nepal AOTS, as well as various other organizations that supported the publication by providing articles and advertisements. The digital copy of TALIM is available online at <https://nepalaots.org.np/talim>.



## 11. INTERVIEW, ORIENTATION AND FEEDBACK SESSIONS



From Nepal, 10 participants participated in 7 training programs in Osaka and Tokyo, during this period. Nepal AOTS organized 7 interview sessions for applicants, 5 orientation session for successful candidate and 2 feedback sessions for returned candidate.

Nepal AOTS Advisor and Past President - Mr. Ramesh Nepal, President - Mr. Prashant Lal Shrestha, First Vice President - Mr. Kishore Bhakta Mathema, General Secretary - Mr. Narayan Thapa, and Treasurer - Mr. Shiv Bhushan Lal

facilitated the interview and orientation session, where Nepal AOTS members Mr. Bimal Kandel and Mr. Deepak Agrawal shared their recent experiences during the orientation session.

During the feedback session, the following participants shared their experiences from various training programs:

- Mr. Prawin Karki and Mr. Sujan Ghimire, participants of the Program for Japanese Corporate Management (PJCM) held from February 15 to March 2, 2023, in Osaka, Japan.
- Mr. Kushal Joshi, a participant in the Training



Program on Program & Project Management (PPTP) held from March 1 to 13, 2023, in Tokyo, Japan.

- Mr. Ritesh Mehar Shrestha, a participant in the Program on Business Innovation and Organization Development (BIOD) held from July 26 to August 8, 2023, in Osaka, Japan.
- Mr. Tejas Piya and Mr. Deepak Kumar Agrawal, participants of the Executive Program on Corporate Management (EPCM) held from July 26 to August 8, 2023, in Tokyo, Japan.
- Mr. Ujaya Shakya, a participant in the Training Program on Program & Project Management (PPTP) scheduled for January 17 to 30, 2024, in Tokyo, Japan.
- Mr. Sundar Bastola and Mr. Manoj Thapa, participants of the Program for Japanese Corporate Management (PJCM) scheduled for February 14 to 29, 2024, in Osaka, Japan.
- Ms. Isuja Aryal and Mr. Narayan Kharel, participants of the Quality Control Training Course for South Asia (SAQC) scheduled for February 29 to March 15, 2024, in Osaka, Japan.

They all shared their experiences about participating in these training programs.



Also, during the feedback session, Nepal AOTS Executive Committee members, general members, and esteemed guests from the Embassy of Japan were present. These guests included Ms. Miyuki Ishida, Mr. Yasuyuki Yokoyama (First Secretary, Economic Cooperation), and Ms. Sayuri Naito (Researcher/Advisor), who also shared their valuable remarks.

## 12. OTHER ACTIVITIES

### A. Meeting with AOTS Japan

On May 24, 2024, Nepal AOTS President Mr. Prashant Lal Shrestha, First Vice President Mr.

Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, and General Secretary Mr. Narayan Thapa joined a Zoom meeting with AOTS Japan.

Mr. Baba Hirokazu, Ms. Uei Chikako, and Mr. Shinya Kubota from the Overseas Strategy Group, AOTS Japan, were present during the meeting. The agendas for the meeting included discussing the Online Convention of the Regional Federation and sharing information and experiences of Alumni Societies' activities in other Regional Federations and the SAFAAS Regional Federation.

### B. Meeting with ICOSA Auditor Mr. Saito Teruo During His Visit to Nepal

On April 25, 2024, Nepal AOTS President Mr. Prashant Lal Shrestha, First Vice President Mr. Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, and Member Ms. Rita J. Pradhan had a meeting with Mr. Saito Teruo, ICOSA Auditor, Lawyer, and President of the Japan-Indonesia Lawyers Association (JILA), during his visit to Nepal.

During the meeting, discussions covered legal issues related to doing business in Nepal, Nepal AOTS's support for overseas investment, including the previously published Investment Guide Book in Japanese Language.

### C. Welcome Program for Mr. Yasuyuki Yokoyama

On April 18, 2024, Nepal AOTS organized a welcome program for Mr. Yasuyuki Yokoyama, First Secretary of Economic Cooperation at the Embassy of Japan, at YTG (Yamamoto Talim Ghar), Nepal AOTS Secretariat.



In the program, Ms. Sayuri Naito, Research Officer/Advisor to the Embassy of Japan, as



well as Nepal AOTS President, Advisors, and executive committee members were present.

#### **D. Farewell Program for Ms. Ishida Miyuki**

On February 22, 2024, Nepal AOTS organized a farewell program for Ms. Ishida Miyuki, First Secretary of Economic Cooperation at the Embassy of Japan.



Ms. Kurosaka Sakiko, the then Research Officer/ Advisor to the Embassy of Japan, introduced Ms. Ishida Miyuki on May 25, 2021, through a virtual meeting. Nepal AOTS thanked Ms. Ishida Miyuki and handed over a token of love for her unforgettable contribution and cooperation, as well as support for Nepal AOTS activities during the very hard times of COVID-19 and beyond. Additionally, Nepal AOTS members expressed their deepest gratitude for her active participation in the various events organized by Nepal AOTS during her stay.

#### **E. Conducting "Job Satisfaction" Survey of Nepalese SMEs for ICOSA, Japan**

Upon request from The International Cooperation Organization for Small and Medium Enterprises in Asia (ICOSA), Japan, Nepal AOTS coordinated in the collection of data for the survey on "Job Satisfaction" among SMEs in Nepal. The study group of ICOSA has been collecting data on "Job Satisfaction" of Asian SMEs, targeting countries including Taiwan, the Philippines, Vietnam, Thailand, Nepal, Bangladesh, Sri Lanka, and India, in addition to Japan.

ICOSA hopes that this survey will provide an overview of the "Job Satisfaction" of Asian SMEs and contribute to future economic and industrial development strategies as well as human resource development (recruitment, appropriate placement, training, reskilling) strategies in Asian countries.

Altogether, data from online survey was collected from 83 institutions in Nepal, surpassing the requirement of responses from a minimum of 50 institutions. Mr. Prajwal Shrestha, Vice President of Nepal AOTS, coordinated the activity of data collection with diligent effort from staff at the Nepal AOTS secretariat.

#### **F. Meeting with ICOSA**

On October 14, 2023, Nepal AOTS President Mr. Prashant Lal Shrestha, First Vice President Mr. Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, and General Secretary Mr. Narayan Thapa joined a Zoom meeting with The International Cooperation Organization for Small and Medium Enterprises in Asia (ICOSA), Japan.

Prof. Dr. Kurose Naohiro, President of ICOSA, Mr. Sato Masafumi, Secretary General, Ms. Kawanami Toshiko, Director, and other team members from ICOSA were present during the meeting. The agendas for the meeting included discussing the "Job Satisfaction" Survey of Nepalese SMEs for ICOSA as well as an ICOSA study tour in Nepal.

#### **G. Conducting Market Research for Identifying Suitable Sales Channel for Emikuru Co., Ltd., Japan**

In 2023, AOTS Japan requested Nepal AOTS to conduct field research to identify suitable sales and distribution channel for nutraceutical health care product named Mulukhiya for Emikuru Co., Ltd, Japan. Following the request, Nepal AOTS conducted market research, coordinated by Mr. Prajwal Shrestha, Vice President of Nepal AOTS, to identify and forward to AOTS, Japan a list of suitable channel partners for the product in Kathmandu

### 13. REPRESENTATION AND PARTICIPATIONS FROM NEPAL AOTS

#### A. South Asian Federation of AOTS Alumni Societies (SAFAAS)

Mr. Prashant Lal Shrestha, the President of Nepal AOTS, has been leading SAFAAS as its president since February 13, 2021, representing Nepal AOTS.

#### B. AOTS Japan

Mr. Narayan Thapa, the General Secretary of Nepal AOTS, is actively involved in WNF committee activities, representing the SAFAAS region in executive training programs with the WNF Scheme in 17 AOTS Alumni Societies across 6 countries in this region.

#### C. International ICT Discussion: Positioning Nepal as a Global IT Hub - CAN Federation

On July 13, 2024, the Federation of Computer Associations Nepal organized a program titled "International ICT Discussion: Positioning Nepal as a Global IT Hub."

President Mr. Prashant Lal Shrestha attended the program, which was held at the Lemon Tree Premier, Budhanilkantha, Kathmandu.

#### D. Opening Ceremony of the Japanese Ceramics Exhibition "Yakishime-Earth Metamorphosis" - Embassy of Japan

On May 10, 2024, the Embassy of Japan organized the opening ceremony of the Japanese Ceramics Exhibition titled "Yakishime - Earth Metamorphosis."



President Mr. Prashant Lal Shrestha, Advisor Ms. Amira Dali, First Vice President Mr. Kishore

Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, and General Secretary Mr. Narayan Thapa attended the ceremony, which was held at the Embassy hall, Panipokhari, Kathmandu.

#### E. Looking and Seeing Haiku: Haiga Art Exhibition - Prof. Dr. Dinesh Chapagain

From April 5 to 7, 2024, Prof. Dr. Dinesh Chapagain, Advisor and Former President of Nepal AOTS, showcased the "Looking and Seeing Haiku: Haiga Art Exhibition" at Nepal Art Council, Babar Mahal, Kathmandu.



President Mr. Prashant Lal Shrestha, Immediate Past President and Advisor Mr. Mahesh Kumar Nakarmi, Advisors Ms. Amira Dali, Mr. Prakash Raj Singh Suwal, Mr. Ramesh Man Singh, First Vice President Mr. Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, General Secretary Mr. Narayan Thapa, Internal Auditor Ms. Aju Giri, Executive Committee Members Ms. Shanta Baskota Koirala and Mr. Manish Kumar Agrawal, Former Vice President Mr. Ashok Aryal, Former Executive Committee Member Mr. Prakash Rudra Shrestha, Member Ms. Tara Baskota and few other members attended the exhibition.

#### F. 50<sup>th</sup> Golden Jubilee Celebration - JUAAN

On March 30, 2024, the Japanese Universities Alumni Association, Nepal (JUAAN) organized its 50th Golden Jubilee Celebration. President Mr. Prashant Lal Shrestha attended the program, which was held at Yak Palace, Pulchowk, Lalitpur.



**G. 43<sup>rd</sup> All Nepal Japanese Language Speech Contest - JALTAN**

On March 23, 2024, the Japanese Language Teachers' Association Nepal (JALTAN) organized the 43rd All Nepal Japanese Language Speech Contest. Nepal AOTS member Mr. Saroj Manandhar attended the contest as a jury member.

**H. 50<sup>th</sup> Annual Function (Golden Jubilee) and International Seminar - JAAN**

On February 25, 2024, the JICA Alumni Association of Nepal (JAAN) organized its 50th Annual Function (Golden Jubilee) and an International Seminar on "Human Resource Development for Nation Building: Best Practices, Challenges, and Lessons Learned from Japan."

First Vice President Mr. Kishore Bhakta Mathema and General Secretary Mr. Narayan Thapa attended the program, which was held at The Everest Hotel, Baneshwor, Kathmandu.

**I. Birthday Celebration of His Majesty the Emperor of Japan - Embassy of Japan**

On February 23, 2024, the Embassy of Japan organized a birthday celebration event for His Majesty the Emperor of Japan.

President Mr. Prashant Lal Shrestha, Immediate Past President and Advisor Mr. Mahesh Kumar Nakarmi, Advisors Ms. Amira Dali, Mr. Prakash Raj Singh Suwal, and Mr. Ramesh Man Singh, First Vice President Mr. Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, General Secretary Mr. Narayan Thapa, and several general members attended the program, which was held at the Japanese Ambassador's residence in Tahachal.

**J. Opening Ceremony of NINGYO: Art and Beauty of Japanese Dolls - Embassy of Japan**

On December 7, 2023, the Embassy of Japan organized the opening ceremony of NINGYO: Art and Beauty of Japanese Dolls.

President Mr. Prashant Lal Shrestha, Immediate Past President and Advisor Mr. Mahesh Kumar

Nakarmi, Advisor Ms. Amira Dali, First Vice President Mr. Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, and General Secretary Mr. Narayan Thapa attended the



PC : Embassy of Japan in Nepal

ceremony, which was held at the Nepal Art Council, Babar Mahal, Kathmandu.

**K. Get-together Program on the Occasion of Dashain - JAAN**

On October 15, 2023, President Mr. Prashant Lal Shrestha, First Vice President Mr. Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, and General Secretary Mr. Narayan Thapa attended a get-together program organized by the JICA Alumni Association of Nepal (JAAN) to celebrate Dashain. The event was held at Kalimati Banquet, Soaltee Mode, Kathmandu.

**L. 32<sup>nd</sup> Annual General Meeting and Special Program to Felicitate Ms. Amira Dali - Love Green Nepal**

On September 22, 2023, Love Green Nepal organized a special program on the occasion of its 32<sup>nd</sup> Annual General Meeting and to share the joy of its president Ms. Amira Dali receiving 'The Order of the Rising Sun, Gold and Silver Rays - 2023' from the Government of Japan.



President Mr. Prashant Lal Shrestha, Immediate Past President and Advisor Mr. Mahesh Kumar Nakarmi, Advisors Mr. Ramesh Prasad Nepal, Prof. Dr. Dinesh Prasad Chapagain, Mr. Prakash Raj Singh Suwal, and Mr. Ramesh Man Singh, First Vice President Mr. Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, General Secretary Mr. Narayan Thapa, Former Vice President Mr. Ashok Aryal, and Life Member Mr. Bijendra Shrestha attended the program, which was held at Hyatt Place, Redcross Marga, Kathmandu.

of economics and business, during her tenure as President of the Nepal AOTS Alumni Society.



PC : Embassy of Japan in Nepal

#### M. 25<sup>th</sup> Annual General Meeting - JALTAN

On August 26, 2023, President Mr. Prashant Lal Shrestha and General Secretary Mr. Narayan Thapa attended a dinner program on the occasion of the 25th Annual General Meeting of the Japanese Language Teachers' Association Nepal (JALTAN) at Indreni Banquet, New Baneshwor, Kathmandu.

President Mr. Prashant Lal Shrestha, Immediate Past President and Advisor Mr. Mahesh Kumar Nakarmi, Advisors Mr. Ramesh Prasad Nepal, Prof. Dr. Dinesh Prasad Chapagain, Mr. Prakash Raj Singh Suwal, Mr. Ramesh Man Singh, First Vice President Mr. Kishore Bhakta Mathema, Second Vice President Mr. Prajwal Shrestha, General Secretary Mr. Narayan Thapa, and Life Members Mr. Rajendra Malla and Mr. Bijendra Shrestha attended the ceremony held at the Japanese Ambassador's residence in Tahachal.

#### N. Handover Ceremony of Japanese Decoration to Ms. Amira Dali, Past President and Advisor, Nepal AOTS - Embassy of Japan



PC : Embassy of Japan in Nepal

On August 9, 2023, the Embassy of Japan organized a handover ceremony for the Japanese Decoration, where His Excellency Mr. KIKUTA Yutaka, Ambassador of Japan to Nepal, presented Ms. Amira Dali, Advisor and former President of Nepal AOTS Alumni Society, with the 2023 Spring Imperial Decoration, Order of Japan (the Order of the Rising Sun, Gold and Silver Rays). Ms. Dali was awarded the decoration on April 29, 2023, in recognition of her contribution to promoting friendly relations and mutual understanding between Japan and Nepal, especially in the area

#### UPCOMING ACTIVITIES FOR THE COMING YEAR

1. Hosting SAFAAS Convention
2. Conducting three WNF Training Programs
3. Facilitating the participation of candidates in training programs in Japan
4. And Other Activities s to be Announced Later as the New Executive Committee is About to be Elected.

Thank you!

Narayan Thapa  
General Secretary  
Nepal AOTS Alumni Society  
July 26, 2024



# ICOSA Study Tour to Nepal



**Mr. Prashant Lal Shrestha**  
President  
Nepal AOTS Alumni Society

**N**epal AOTS started to have interaction with The International Cooperation Organization for Small & Medium Enterprises in Asia (ICOSA) since 2019. ICOSA was established in June 8, 2017 with the aims for Asian SMEs to play a leading role in the development of the Asian economy through mutual cooperation. The purpose of ICOSA is to provide a place for small business owners in Asian countries including Japan to learn together and collaborate together so that Small and Medium Enterprises (SMEs) should play the leading role in revitalizing Asian economy.

etc., and will encourage business collaboration among themselves to promote economic and industrial development of Asia.

- Proposing SME policies to governments

ICOSA will support the counterpart organizations in Asian countries and cooperate with them to propose the issues of the SME Charter \*, etc. to the governments of respective country.



**International Cooperation Organization for Small & Medium Enterprises in Asia**  
c/o Asia Bunka Kaikan, 2-12-13 Honkomagome Bunkyo-ku, Tokyo Japan 113-8642  
**特定非営利活動法人アジア中小企業協力機構**  
〒113-8642 東京都文京区本駒込2-12-13 アジア文化会館 E-Mail: icosa2017@icosa@gmail.com

## ICOSA PROVIDES THE FOLLOWING ACTIVITIES TO ACHIEVE ITS PURPOSE.

- Providing learning places for the owners/managers of SMEs in Asia

ICOSA will organize presentation meetings, seminars and study visits in Japan, invite participants from overseas, conduct study tours, etc., to offer learning places for SME owners/managers in Asia through exchange of experiences among themselves.

- Pursuing chances for business collaboration

ICOSA will deepen mutual understanding among SME owners/managers in Japan and overseas through visits, study tours, exchange meetings,

- Practicing any other activities necessary to achieve the purpose of ICOSA.

While attending the 60<sup>th</sup> AOTS Anniversary Events and 10<sup>th</sup> World Convention of AOTS Alumni Societies, Nepal AOTS team had a meeting with ICOSA team on August 03, 2019 and discussed the mutual cooperation and ICOSA's Study Tour and Seminar in November 2020. But due to COVID-19, the Seminar in had been postponed. Nepal AOTS looked forward in welcoming the ICOSA Study Tour Team in Nepal as soon as the situation becomes conducive for international travel.



ICOSA has been organizing presentation meetings and seminars in Japan and due to COVID-19 pandemic, ICOSA started series of web based seminars (Webinars) on "Asian SMEs' Approach to COVID-19", from March, 2020 with the support from Japanese-English interpreters. In the programme, they introduced the way how the SMEs in Asia were fighting against the COVID-19. Many Nepali professionals participated in the webinars. ICOSA planned to organize series of webinars on "Unique SME Owners" centered on interviews with the owners of independent SMEs working hard in various parts of Japan. ICOSA also planned discussion sessions with panellists from Japan and overseas. Members of Nepal AOTS have been regularly attending those web seminars while members of Nepal AOTS members also made their presentations



on two of those occasions. Mr. Hari Bhakta Sharma, Executive Director, Deurali Janta Pharmaceuticals Pvt. Ltd. (DJPL) made a presentation titled "Our Experience in Nepal, During Covid-19

Pandemics" in the 5<sup>th</sup> ICOSA web seminar organized on September 12, 2020. Similarly, Ms. Amira Dali, MD, Nepal Biotech Nursery Pvt. Ltd., N. A. Three Business Services Pvt. Ltd. and Advisor to Nepal AOTS made a presentation on "Possibility of Collaboration between Nepalese Human Resources and SMEs" in the 7<sup>th</sup> ICOSA web seminar organized on November 23, 2020.



On August 20, 2022, Nepal AOTS Alumni Society and ICOSA-Japan jointly organized the experience sharing webinar program (2 hours' duration) with three Nepalese SMEs, all owned and managed by Nepal AOTS members, on the theme "How did they perform during and after

COVID-19". During that difficult period of lockdown days and aftermath effects as experienced below had badly crippled the Nepalese economy. Much affected are manufacturing and hospitality related sector. Nepal AOTS selected three different SMEs from our members' network. Each represents different industry serving different type of products.

### THE NAME OF THOSE PARTICIPATED COMPANIES AND PRESENTERS ARE:

- "Sitaram Gokul" Representing the dairy industry for milk and milk processed product and the speaker Mr Sumit Kumar Kedia - Managing Director and owner, Sitaram Gokul Milks, Kathmandu.
- "Temple Tiger Group of Companies" representing Travel trade and hospitality industry and the speaker Rita J. Pradhan, CEO of Temple Tiger Group of companies.
- "Nepal Pharmaceuticals' Laboratory", that manufactures live saving drugs and represent the pharmaceutical industry and the speaker Mr Mahesh Kumar Gorkhali - Director Marketing, Nepal Pharmaceuticals Laboratory.

Nepal AOTS extended a warm welcome to the ICOSA Study Tour Team, led by Prof. Dr. Kurose Naohiro - President, Mr. Sato Masafumi - Secretary General, Ms. Kawanami Toshiko - Director, and team members Mr. Yamamoto Kuniyoshi, Mr. Saito Teruo, Prof. Wada Masatake, and Mr. Nomizu Toshio. ICOSA Study Tour Team visited Nepal from November 25, 2023 to December 1, 2023. Nepal AOTS hosted a welcome dinner for the ICOSA Study Tour Team on November 25, 2023.

2022年度第5回ICOSA Webセミナー: 2022年8月20日(土) 14時~16時  
The 5th ICOSA Web Seminar 2022: Saturday 20 August 2022, 14:00~16:00  
アジアの企業経営者との交流シリーズ(5) [ネパールAOTS同窓会共催]  
Series of Exchanges with SME Owners in Asia (5) (Jointly with NAAS, Nepal)  
~ネパールの中小企業、コロナ禍を乗り越えて~  
~ Nepalese SMEs during and after COVID-19 ~

発表者 / Panel members	司会 / Moderators
 プラサント・ラル・シュレスタ ネパールAOTS同窓会会長 Mr. Prashant Lal Shrestha, President, NAAS Islington College	 リタ・J・プラダハン テンプルタイガー グループ CEO (旅行業) Ms. Rita J. Pradhan, CEO, Temple Tiger Group of Companies
 スミット・クマル・ケディア シタラム・ゴクル・ミルク 社長 (乳製品加工業) Mr. Sumit Kumar Kedia, Managing Director, Owner Sitaram Gokul Milks Kathmandu Pvt. Ltd.	 マヘシュ・クマル・ゴルクハリ NPL 取締役マーケティング (製薬業) Mr. Mahesh Kumar Gorkhali, Director Marketing, Nepal Pharmaceuticals Laboratory Pvt. Ltd. (NPL)
 キショール・バクタ・マテマ ネパールAOTS同窓会副会長 Mr. Kishore Bhakta Mathema Vice President, NAAS	 川邊 年子 ICOSA理事 ナビHRネットワーク代表 KAWANAMI Toshiko, Director, ICOSA Representative, Nami HR Network
通訳 星野 容子 HOSHINO Yoko 渡松 美紀 TOBIMATSU MIKI	







The ICOSA Team along with Nepal AOTS team (The team) visited Deurali Janta Pharmaceuticals Limited and Til Ganga Institute of Ophthalmology as part of the visit to Nepal AOTS member's companies on November 26, 2023.



On November 27, 2023, the team visited Love Green Nepal (LGN) in Panchkhal to learn about their activities as an NGO since their establishment in 1991. On the



same day, the team visited Panchkhal Municipality, an agricultural city, and interacted with Mr. Mahesh Kharel - Mayor, regarding the Municipality's plans and policies concerning SMEs. The team also visited the country's first-ever women entrepreneurs' special industrial village

(under construction) and Special Economic Zone (under construction) in Panchkhal.



The team further visited Nepal Chamber of Commerce and interacted with Mr. Rajendra Malla - President, Mr. Kamalesh Kumar Agrawal - Sr. Vice President, and Ms. Urmila Shrestha - Vice President to learn about SMEs in Nepal and their strong expectations for Japanese companies operating in Nepal. During the visit, Nepal Chamber of Commerce (NCC) urged Japanese industrialists and businesspersons to invest in Nepal. NCC President Mr. Malla encouraged Japanese entrepreneurs to invest in hydropower development, tourism, industry, and electric sectors in Nepal.



On the same day, the team also visited the Department of Industry (DoI) and interacted with Mr. Baburam Gautam, Director General and other key members to learn about the government's policies and legal environment for SMEs. Mr. Shankar Singh Dhami, Director, gave a detailed

presentation on “Business and Industry Environment in Nepal: SMEs Perspective” during the interaction.



On November 28, 2023, the team courtesy call to H. E. Yutaka Kikuta, Ambassador, Embassy of Japan in Nepal. After coming back from Embassy of Japan, the team had a meeting with the Japanese Chamber of Commerce in Nepal (JCCN) team, discussing the ecosystem for SMEs in Nepal.

ICOSA Study Tour Team visited the Nepal AOTS secretariat called Yamamoto Talim Ghar (YTG) on November 29, 2023 and discussed the activities carried out between the two organizations and future collaborations and also



the preparation going on for the Nepal AOTS and ICOSA joint seminar on “Role of SMEs in National Development”, signed an MOU regarding cooperation between the two parties, and explored various institutions and places.

The ICOSA Study Tour Team visited Nepal from November 25 to December 1, and Nepal AOTS advisors and executive team members actively participated in the aforementioned interactions and discussions as counterparts of ICOSA in Nepal.

## NEPAL AOTS AND ICOSA SIGNED AN AGREEMENT

Nepal AOTS recently formalized a significant cooperation agreement with the International Cooperation Organization for Small and Medium Enterprises in Asia (ICOSA), Japan on November 30, 2023. This collaboration was formalized during a seminar jointly organized by Nepal AOTS and ICOSA.

Mr. Prashant Lal Shrestha, President of Nepal AOTS, and Prof. Dr. Kurose Naohiro, President of ICOSA, were the signatories of the agreement. According to the terms of the agreement, both organizations aim to empower Asian Small & Medium Enterprises (SMEs) to play a leading role in the development of the Asian economy through mutual cooperation. To achieve this, we have agreed to establish a conducive learning environment for SME owners through regular meetings and mutual visits across Asia.



The agreement also outlines the commitment of both organizations to explore opportunities for business cooperation. Regular surveys and studies will be conducted to understand the challenges and policies affecting SMEs in each country. Recommendations for improvement will be proposed to relevant parties and governments.





During the signing ceremony, representatives from Nepal AOTS included Advisors Prof. Dr. Dinesh Prasad Chapagain, Ms. Amira Dali, Mr. Ramesh Man Singh, and Mr. Mahesh Nakarmi. Executive Committee Members present were Mr. Kishore Bhakta Matheme - First Vice President, Mr. Prajwol Shrestha - Second Vice President, Mr. Narayan Thapa - General Secretary, Mr. Shiv Bhushal Lal - Treasurer, Mr. Shiva Kumar Shrestha - Joint Secretary, Ms. Aju Giri - Internal Auditor, and members Ms. Shanta Baskota Koirala, Mr. Naveen Prakash Adhikari, Mr. Rajendra Chapagain.

Representatives from ICOSA present at the ceremony included Mr. Sato Masafumi - Secretary General, Ms. Kawanami Toshiko - Director, and team members Mr. Yamamoto Kuniyoshi, Mr. Saito Teruo, Prof. Wada Masatake, and Mr. Nomizu Toshio.

This collaboration signifies a commitment to fostering growth and development in the Asian business landscape, demonstrating the dedication of both organizations to supporting SMEs in the region.

## NEPAL AOTS -ICOSA JOIN SEMINAR



The Seminar on the "Role of SMEs in National Development," jointly organized by Nepal AOTS and ICOSA on November 30, 2023, successfully concluded in hybrid mode at Hotel Malla in Kathmandu.

Approximately fifty (50) physical participants attended from various SMEs and related organizations, including the Federation of Nepali Cottage and Small Industries (FNCSI), Federation of Women Entrepreneurs' Associations of Nepal (FWEAN), Nepal Chamber of Commerce (NCC), Embassy of Japan in Nepal, Nepal AOTS, and ICOSA Members, while international attendees joined via Zoom.

The seminar was moderated by Mr. Ramesh Man Singh, Advisor to the Nepal AOTS Alumni Society, featured



a comprehensive program. Highlights included a welcome session by Mr. Prashant Lal Shrestha, President of Nepal AOTS, followed by



insightful experiences shared by ICOSA Study Tour Team,



including industry leaders such as Mr. Yamamoto Kuniyoshi (President of a company facilitating financing to SMEs), Mr. Saito Teruo (Lawyer of

International Business), Ms. Kawanami Toshiko (Director,



ICOSA/AOTS lecturer on Leadership Training), Prof.

Wada Masatake (Former METI officer, Professor, and Researcher on Industrial Policy), Mr. Nomizu Toshio (Chairman of a company



selling stainless steel bars), and Mr. Sato Masafumi

(Secretary General, ICOSA, and former Managing Director of AOTS, Japan).



The presentations covered diverse topics, ranging from the establishment and growth of AOTS, Japan, to the critical role of SMEs in Japan's industrial development



and job satisfaction. Prof. Dr. Kurose Naohiro, President of ICOSA, delivered a special presentation on "The Role of SMEs in Japan's Industrial Development and Job

Satisfaction within SMEs," while Prof. Dr. Dinesh Chapagain, Advisor to the Nepal AOTS Alumni Society, presented a Nepalese perspective titled "Nepalese Business Environment and SMEs, Offering Historical Perspectives and Insights into Existing Opportunities."



This collaborative effort provided valuable insights into the challenges and opportunities faced by SMEs in the context of national development.



The seminar concluded with a vibrant Q&A session, facilitated by interpreters Ms. Amira Dali, Advisor, Nepal AOTS in Nepal, and

ZOOM online by Ms. Yuki Naomi, ICOSA Member, a wrap-up by the moderator. Nepal AOTS distributed token of love to all speakers and the moderator. At the last, a gracious vote of thanks was delivered by Mr. Sato Masafumi, Secretary General, ICOSA.



On November 30, 2023, Nepal AOTS hosted a farewell dinner at Mohastav Restaurant and Bar to the ICOSA Study Tour Team. Nepal AOTS Advisors, Executive Committee Members and Nepal AOTS Members were present in the dinner.

## NEPAL AOTS AND ICOSA JOINT SEMINAR PHOTOS





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# The Secrets of Japanese Corporate Management: A Journey of Learning and Discovery



**Mr. Manoj Thapa**  
CEO  
Janaki Technology Pvt. Ltd.

In the realm of modern business, there is no lack of diverse methodologies and approaches. Yet, Japanese management has emerged as a distinct tapestry, interwoven with a variety of threads. Recently, I embarked on a transformative journey by participating in a two-week program on Japanese corporate management titled "Learning from Ethos of Japanese Corporate Management" by The Association for Overseas Technical Cooperation and Sustainable Partnerships [AOTS] at Kansai Kenshu Center in Osaka, Japan. This experience provided me with invaluable insights into the essence of Japanese corporate management.

At the core of this educational experience were three guiding principles: Citizenship, Entrepreneurship, and Utilitarian Mind. These principles serve as the pillars upon which Japanese management stands, each infused with its distinct essence. Here let me try to briefly summarize what these principles are as per Japanese corporate practices.

- Citizenship embodies integrity and dedication within an organization. It is a commitment to honest and diligent work practices for the benefit of the company and society. In Japanese management, it is a way of life, a pursuit of excellence driven by duty and responsibility. During the industry visits, I saw its impact on Japanese corporate culture: careful attention to detail, a focus on long-term sustainability, and the foundation of trust and reliability. This shows why Japanese employees do not change companies and dedicate their lives to single enterprises.

- Entrepreneurship drives innovation and growth and is crucial to Japanese management. However, I noticed a lack of entrepreneurship culture in Japanese companies, despite their excellence in certain areas of innovation. Japanese entrepreneurship is not about magnificent ambitions but a subtle art of continuous improvement called Kaizen. It involves the pursuit of perfection in every aspect of business operations to refine and enhance existing practices for the benefit of all stakeholders.
- Whereas the Utilitarian Mind emphasizes turning dreams into reality through strategic expertise and practicality, In Japanese management, maximizing efficiency and utility to achieve organizational goals takes precedence over profit. Japanese companies prioritize building lasting relationships with customers and stakeholders, seeing profitability as a natural outcome of delivering exceptional value.

Among the overwhelming Japanese management practices, few methodologies stand out as prominently as the renowned 5S system. 5S has long been proclaimed as a cornerstone of success for Japanese companies across industries. In this training program, I had the privilege of exploring deep into the world of 5S and witnessing its transformative impact firsthand on my visit to Yamada Manufacturing's, Nabeya Co. Ltd, ACTEC Co. Ltd.

1. Seiri (Sort): The first step of 5S, Seiri, promotes decluttering and organizing

to enhance efficiency. Yamada Manufacturing's adoption of Seiri, Seiton and Seiso led to a resurgence in the late 1990s, showcasing the transformative impact of simplicity and orderliness.

2. Seiton (Set in Order): Seiton, the second 5S step, arranges items for efficiency; my visit to Nabeya Co. Ltd. revealed thorough organization, maximizing productivity through standardized practices.
3. Seiso (Shine): Seiso, the third 5S step, prioritizes cleanliness and maintenance to prevent breakdowns and foster pride among employees. My experience at Nabeya Co. Ltd showcased a dedication to cleanliness and attention to detail as sacred principles.
4. Seiketsu (Standardize): Seiketsu, the fourth 5S step, focuses on standardizing practices for sustained efficiency. Case studies during the visit of ACTEC Co. Ltd. illustrated how their companies integrate Seiketsu for operational excellence and continuous improvement.
5. Shitsuke (Sustain): Shitsuke, the fifth 5S step, fosters a culture of sustained improvement and accountability. It's not just a process step; it's a guiding philosophy fueling Japanese companies' pursuit of excellence.

During the training visit to the Inamori Library, Kyocera Headquarters, Panasonic Headquarters, and Toyota Museum, I realized how Japanese entrepreneurship is fueled by the stories of Kazuo Inamori, Konosuke Matsushita, and Kiichiro Toyoda.

Inamori's journey from a small ceramics company to Kyocera demonstrates the transformative power of determination and innovation. Matsushita's humble beginnings led to Panasonic's rise, showcasing his commitment to excellence and customer satisfaction.

Toyoda's vision for Toyota revolutionized the automotive industry, emphasizing efficiency, innovation, and sustainability. Their stories demonstrate resilience and audacity in navigating entrepreneurship.

As a living example of Japanese management philosophy, the Toyota Museum provided an insightful look into the history of the company. Employees' voluntary overtime work without pay during the company's initial stages to build Toyota's first car exemplified a deep sense of Citizenship, fostering an atmosphere of trust and dedication. Driven by a common vision of innovation and quality, the team diligently labored under the inspirational leadership of Kiichiro Toyoda, guided by his ardent Entrepreneurship. Furthermore, Toyoda laid the foundation for Toyota's long-term success by strategically positioning the company to take advantage of growing market opportunities using his smart utilitarian mindset.

Later on, in the training program, we uncovered a key aspect of Japanese companies: their commitment to three-way satisfaction, which involves prioritizing the harmony of seller's satisfaction, buyer's satisfaction, and public satisfaction. They believe that success is not only measured by profitability but also by the societal impact of their operations. To achieve this balance, they establish and share Management Objectives that incorporate elements of three-way satisfaction, fostering a holistic approach to business operations. Additionally, the strong familial ties and personal relationships between employees and company management cultivate a culture of trust and loyalty, ensuring alignment with shared goals. Equally important and fascinating to learn was the concept of Amoeba Management which has emerged as a beacon of innovation and adaptability in Japanese-style companies. It was championed by Kazuo Inamori in response to the pressing need for real-time information and effective management practices. Amoeba Management revolutionizes organizational dynamics by dividing the company into distinct divisions and permitting autonomy in profit centers like manufacturing. Inamori fostered a culture of accountability and transparency,



promoting efficiency and goal alignment across all levels of the organization through this decentralized approach. Ultimately, Amoeba Management embodies the spirit of Management by All, where every individual plays a pivotal role in driving the company towards shared success through collaboration and shared responsibility.

I was also captivated by the innovative approaches adopted by renowned companies like Panasonic with their Panasonic School of Marketing, where dedicated schools nurture future marketing leaders for their product dealerships. Witnessing this commitment to leadership development firsthand left an indelible impression, highlighting the importance of securing talent for long-term success.

Beyond the corporate trainings, Osaka enticed with its many sights, including the spectacular Osaka Aquarium (Kaiyukan) and the majestic Osaka Castle. A little serenity was added to the busy bustle of Osaka by wandering about Kyoto's historic alleyways and

temples. Getting on the bullet train from Nagoya to Osaka was a whole new experience. Meeting people from different countries and cultures and spending two weeks' time together can definitely create lifelong memories.

Now that I am back in Nepal, I can't wait to put the knowledge I've acquired during my time at the Kansai Kenshu Center (AOTS) to use and share what I've learned with my company. This training and travel served as a reminder of the transformational power of exploration and discovery, in addition to being a platform for professional and personal growth.

Manoj Thapa  
CEO, Janaki Technology Pvt. Ltd.  
PJCM, Feb 2024



**We wish all the best  
on 33<sup>rd</sup> publication of  
“TALIM”  
&  
wish TALIM will serve  
best to  
all AOTS members**



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## What STEM and AI means for Human Capital



**Prof. Timila Yami Thapa**  
Academia, policy maker, innovator,  
entrepreneur and social activist

**T**here is a need for a special ACT under the banner of “Institutions of special importance” backed by a special budget for generating talents in all sectors through Human capital building program specially in high revenue generating sectors like IT industries. Institute of National Importance (INI) is a status that may be conferred on a premier public higher education institution by an act of Parliament of Nepal for such institution which “serves as a pivotal player in developing highly skilled personnel within the specified region of the country/state”. Institutes of National Importance should receive special recognition, higher autonomy, and funding from the Government of Nepal.

More than half of all children and adolescents worldwide are not meeting minimum standards on reading and mathematics. In 2020 as the Covid = 19 spread across the globe, a majority of countries announced the temporary closure of schools, impacting 91% of students worldwide. The most vulnerable and disadvantaged have been out of schools disrupting learning and upending lives.

With a visionary education policy, and the complexities of the new normal after the pandemic, the teaching and learning processes have changed forever globally. Students need to build STEM readiness to prepare for their workforce/career success.

STEM education is the need of the hour. STEAM education needs to be improved regardless of the income levels, age and gender to use them morally and ethically. Developing human potential in creativity, imagination, critical thinking and social interaction seems necessary to make them ready to partner with machines in future.

The government of Nepal has launched initiatives such as the STEM Scholarship Program and the National Science and Technology Council to encourage students to pursue STEM education. There are several associations also promoting STEM in collaboration with NGOs and INGOs.

Story telling about women leaders in STEM is a powerful mechanism to accelerate the awareness championing to promote STEM education in rural ends. Community driven online content generation of such stories should be encouraged to reach out to rural masses which will also support the revenue models of communication, education infrastructure.

China has set a goal of becoming a world-class innovator by 2050. China’s higher education Science, Technology, Engineering, and Math (STEM) research environment will play a pivotal role in influencing whether China is successful in transitioning from a manufacturing-based economy to an innovation-driven, knowledge-based economy.

In today’s fast-paced world of tech innovation, it’s about creating a whole new kind of education—one that’s tailored to you, me, and everyone in between. Imagine learning experiences as unique as your fingerprint, adapting to your pace and style, and available to anyone with an internet connection. Collaboration among various stakeholders is key to making this vision a reality.

We should be enabling motivated school children. Children can learn what they can do. They can understand how tech behaves and can recognize risks. They should understand technology and understand the motivation of companies



using AI on a large scale. We need to be doing this now. We need to teach them the risk of using social media because they are going to grow up with that. They are going to be using AI and will play a major transformative role in whatever industry they will be building their career. AI is going to impact what job they get, what banks they use etc. We need to make sure that they understand AI is the fundamental part of their education.

Educational systems often resist change due to entrenched practices, bureaucratic structures, and cultural norms. Overcoming inertia and fostering a culture of innovation and collaboration are essential to successfully integrating AI into educational practices. Educators, administrators, policymakers, and other stakeholders must work together to overcome resistance to change and promote adopting AI-driven solutions that improve teaching and learning outcomes for all students.

In communities tucked away in rural and underserved areas, the battle for quality education hits close to home. Picture students eager to learn but facing daunting obstacles at every turn. Technology feels like a distant dream without proper policy on STEM education with special focus on mathematical subjects and scarce instructional materials as their only companions. And when it comes to teachers, the options are limited, leaving students craving guidance from qualified educators who understand their unique needs. In this uphill battle, educational disparities run rampant, widening the gap between those with access to resources and those left behind. Many schools and educational institutions, particularly those in underserved communities or rural areas, lack the necessary technology infrastructure, including high-speed internet connectivity, devices, and software applications, needed to support AI-driven educational initiatives. Ensuring equitable access to technology is crucial to prevent further exacerbating existing disparities in educational opportunities. Implementing AI-driven educational initiatives may require significant financial investment in purchasing technology hardware and software, developing custom AI solutions, and providing ongoing technical support and maintenance. Academic institutions with limited budgets and resources may need help allocating funds to support AI initiatives, particularly in the face of competing priorities and budget constraints.

The converging technology revolution comprises the synergistic combination of four groups of technologies:

information technology, bio-technology, nanotechnology and cognitive technologies. They go beyond digital technologies, although they are underpinned by the latter. Data is central to the converging technology revolution. A unique feature is the integration of data from the human, physical, biological and cyber worlds. High speed computing power and connectivity are the other two factors powering this revolution. These characteristics drive both the potential and the risks from the converging technology revolution. The development of Artificial Intelligence (AI), itself a combination of information technology and cognitive science made possible by the availability of vast amounts of data, cheap high-speed computing power and ubiquitous connectivity, is further enabling and driving the converging technology revolution. These developments have profound implications for human capital - creating the possibility of rapid accumulation of human capital through technological innovations in education (e.g., by improving learning quality), health (e.g., by improving stunting or reducing non-communicable diseases) and social protection (e.g., by addressing informality of the labor force) sectors; as well as supporting sectors such as agriculture, water, energy, sectors critical for Nepal's development.

Nepal government policymakers are trying to incorporate this educational approach on the lines of the leading education systems of the world. If Nepal engages academic experts the country can lay the foundation of a dynamic AI driven future in education focusing on strategic investments in research and innovation, education focused trainings, and robust data privacy measures.

When generative AI exploded into public awareness late in 2022 it moved AI to the top of organizational priority lists worldwide and at local levels, many organizations are setting for tech experimentations for a while as employees play with tools like ChatGPT to see how they might improve productivity at workplaces. However, many leaders of organizations and government institutions remain deeply concerned about AI's consequences for service deliveries and impact on products and workplaces.

The government with the vision of Digital Nepal for good governance, has endorsed a program of 'Digital Nepal Framework 2019' with a plan of implementation, by five years to make Nepal a digital state in every sector. It

is gradually moving towards the development of programs using AI.

In the recent fiscal budget of Nepal 2023/24, the Ministry of Education, Science And Technology has been allocated the budget of NPR 197.29 Billion with an increase in budget of NPR 1 billion than previous year. This investment in education gives importance to digitization of the education sector, broadband internet facilities in community schools, educational TV programs and loans for students for laptops with low-interest rates to make digitization Nepal by 2025.

The growing use of AI across sectors is set to transform the country's digital landscape. Making periodization investment in Science and Technology for research and development in AI sector will escalate development. Government needs to invest in experienced educators worldwide to transform the curriculum into technology focused courses. At school level integration of STEM with special focus on Mathematics has become urgent. Awareness campaigns and drives led by the government, media, private sector, and civil society could contribute significantly in this regard.

Moreover, promoting e-government, improving the digital infrastructure and making learning services accessible seems important. Clear data accessibility and regulations of AI need to be maintained.

AI regulations should not be instituted at the cost of compromising or disrupting tech developers who lack significant financial backing, since they constitute a key source of innovation and are assets to the AI ecosystem. This is also an opportune moment for Nepal to analyze upcoming regulatory frameworks for AI across the globe and incorporate suitable elements into its own laws while ensuring that these are aligned with national interests. Given that certain existing Nepalese laws can address specific AI-related harms such as deep fakes and data breaches, it may not be necessary to develop new laws. Instead, the focus should be on plugging gaps in the current legal system and implementing precision regulation with a graded approach to penalties. Multiple stakeholders, including CSOs, tech firms, academia and government agencies will need to work together. As the use of generative AI continues to grow, users and other technical and non-technical stakeholders need to be educated about its promises and perils.

Moreover, collaborations seem to be necessary between government, private sectors, and research organizations to invest in the infrastructure development, drive innovation and research in AI to ensure that the remote regions also have access to AI technologies. More light needs to be shed upon the necessity of regulations and training focusing on the landscape of Nepal, to generate growing socio economic impact. Further, the government can support AI initiatives in education sector through appropriate policies, incentives, and grants.

Hence, to embrace AI in the education sector, educators, schools, government officials and parents can rethink education methodologies and encourage the next generation to take advantage of the opportunities brought by technological change.

Nepal government is committed to energy transition, which will lead to an exponential growth in employment associated with Green Energy sectors or any other cheaper alternative energy sectors, such as renewables, batteries and hydrogen. Nepal can become an exporter of green hydrogen energy. The Nepal government has already approved the policy of use of cheaper energy production. The first movers will be benefited with the help of government subsidies, incentives and policy support. Leadership development in the energy sector should be encouraged. USAID is promoting this issue in Nepal encouraging women to lead this sector.

All plethora of AI powered project activities will grow with the cheaper sources of energy helping generate IT professionals who will also be backbone of outsourcing IT companies in Nepal supporting the concept of IT HUB in Nepal. Under Digital Nepal Framework 2019, startup companies like Fuse Machines Nepal, Wiseyak and Paaila Technology are some of the first startup companies that have worked with AI and machine learning. In the case of Kathmandu University (KU), it has launched BTech and MTech programs in AI since 2021. In the same lines, Leapfrog Technology has an internal learning academy and strong emphasis on internships and apprenticeships.

Academia, Researchers and women leaders can be engaged by expanding community engagement, strengthening participation, and fundamentally redistributing power to promote a transition to more equitable, resilient and sustainable service delivery systems for a more sustainable future. Integrated policy in the area of



energy and agriculture will accelerate the benefit to the society especially at the grass root level. The IT industry's strength is based, fundamentally, on the trust, which members among stakeholders and human resources of Nepal collectively work in the areas of investment and technology transfer encouraging girls and women.

The future of service sectors, industries and communities is intertwined. Harnessing these technology trends while ensuring equitable access can enhance services outcomes for a more sustainable future.

Nepal has several policy mechanisms encouraging women's representation in federal, provincial and local government. Quotas for female students and marginalized groups are also implemented in academic institutions within STEM fields, covering science, medicine and engineering engaging Ministries, INGOs, NGOs and local communities.

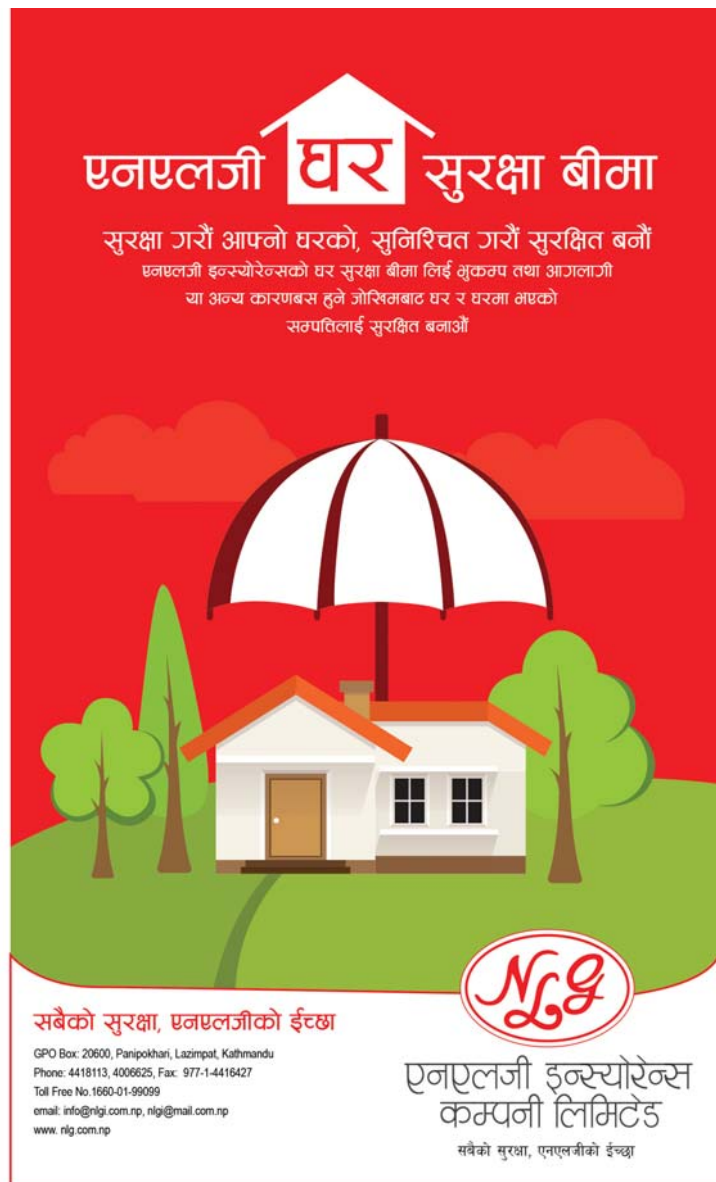
There should be a scheme of supporting women and girls' candidates in their respective areas with an aim to accelerate the talented instincts of the women candidates to carry out studies and research. Women and girls with disabilities experience gender inequality, social exclusion, discrimination, and violence in different ways. Development strategies, formulated with their full participation and consultation are needed. It requires inclusive policies, awareness, gender-sensitive financing, and technology-enhanced access to financing supported by AI tools.

There should be proactive steps to increase the number of women working in the transport and logistics sectors. By doing this, services for women and girls, and the public overall, will improve. Affordable, green housing is vital for women's resilience and sustainable development.

Currently, the Digital Nepal Framework, a government proposal for raising digital literacy and supporting the advancement of information and communications technology, is undergoing a review process, emphasizing the significance of discussions that foster a shared understanding. Formulation of coherent

policies, legal frameworks, and effective mechanisms that regulate AI and align with the broader goals of national development has to be worked out by engaging experts with professional experiences. The stakeholders, including the government, civil society, academia, media, and the tech industry have explored avenues for optimizing the opportunities that AI offers while mitigating potential risks and ensuring AI contributes to a more inclusive, sustainable, and peaceful world.

AOTs alumni training activities should expand the scale of training coverage in AI mobilizing the strength of AOTs Japan. Asian countries are at the forefront of digital governance, which opens up valuable opportunities for nations like Nepal



**एनएलजी घर सुरक्षा बीमा**

सुरक्षा गरौं आफ्नो घरको, सुनिश्चित गरौं सुरक्षित बनौं

एनएलजी इन्स्योरेन्सको घर सुरक्षा बीमा लिई भुक्तान तथा आगलागी  
या अन्य कारणबस हुने जोखिमबाट घर र घरमा भएको  
सम्पतिलाई सुरक्षित बनाऔं

**सबैको सुरक्षा, एनएलजीको ईच्छा**

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**एनएलजी इन्स्योरेन्स कम्पनी लिमिटेड**

सबैको सुरक्षा, एनएलजीको ईच्छा

## KAI-IGAKU



**Mr. Manish K Agrawal**  
Executive Member  
Nepal AOTS Alumni Society

### COMFORTABLE HEALING

**K**ai-Igaku or comfortable healing, the English translation, is an international holistic healing approach that combines Oriental medicine with rational biological basic science.

Comfortable healing starts from the reality, that the makeup and structure of the body is designed to maintain health. This is why for example, if we eat some bad food we get diarrhea or vomit. The body is simply trying to rid itself of the poison. This is a natural response, a sign that the body is working properly.

The real ability to heal is not to be found in super drugs or in high technology equipment, but within the body itself, it's natural healing ability. This has come to be understood in terms of the role of the immune system and its role in maintaining health.

The full meaning of the body's natural healing ability is much broader and deeper and not limited to the sole role of the immune system. In fact, the word Physis means the healing power of nature and the original meaning of Physician meant a person who assists or encourages this natural healing ability. In other words, the natural healing ability of the body, when freed of obstacles and properly activated, can rectify imbalances and restore health.

If a car's steering wheel breaks down, it cannot fix itself. If one's leg breaks, it can fix itself. In fact, this is the only way it can be healed. The human body is different from a machine. The human body has self-renewing ability. For instance, even if two-thirds of the liver is surgically

removed, it can still grow back to its full former size and function. Alcohol can seriously erode the stomach lining, but this too restores itself in just 20 minutes. The body has the ability to repair itself to revert to its normal structure and function.

All feelings in the universe can be classified as either comfort or discomfort. The natural instinct of the body is to avoid discomfort and seek comfort. This is the Law of Comfort. Many problems mentally and physically arise by not obeying this basic drive. This comfort should not be confused with the narrow surface "pleasure of the moment," "feeling good" sensation. This comfort is the big picture, not just for the moment. It is not simply a surface sensation; it is the deeper inner feeling that this is the right thing.

Comfort is a natural instinct, comfort means acting and thinking in the direction that leads to the progression of life and happiness. Real comfort means peace and harmony of mind and body. Comfort, in other words, means doing the right thing according to the Law of Comfort.

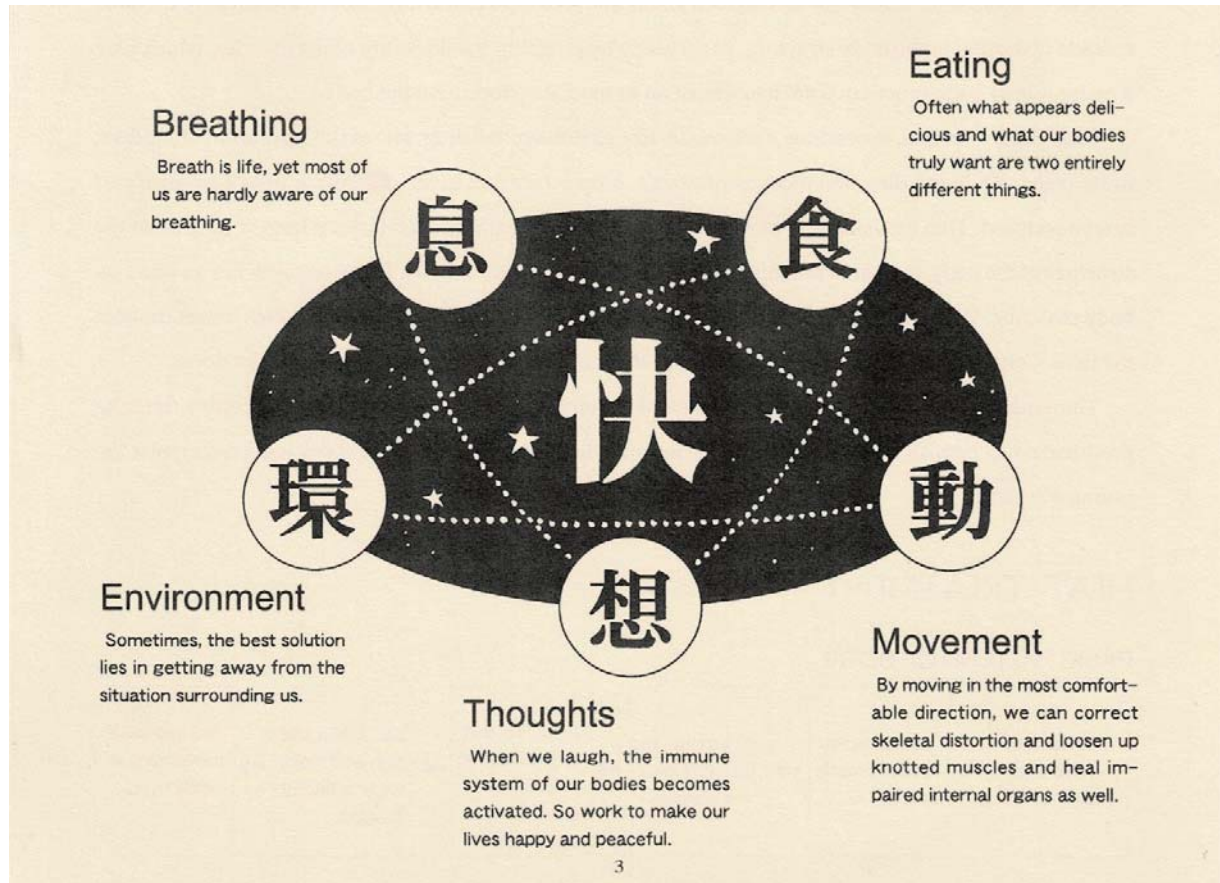
There are five basic things that every person must do. Breathe, eat and drink, move, carry on mental activity and interact with the environment.

The root or cause of illness is found in imbalances in these areas. In other words, the wrong way of living which offends the Law of Comfort. Things like bacteria, viruses and even cancer are the result, or product of unbalanced living. The real cause of illness is offending the Law of Comfort.



By correcting one's activities, such as breathing, eating and drinking, movement and thinking in the comfortable direction, proper balance can be restored and everything from a common cold to cancer can be corrected.

If the pelvis is too tight it can affect the kidney function. Often painful menstruation is in part related to a tight pelvis condition. If the posture of the shoulder is pulled forward, the lung cannot expand properly. This will affect the very function of the lungs, causing for example some



## HOW WE CAN RESTORE PROPER BALANCE TO OUR BODIES

### SOTAI METHOD

Sotai Method was created in Japan by Dr. Keizo Hashimoto. This method is based on the idea that movements toward the comfortable direction can correct distortions of the mind and body.

Sotai addresses the relationship of the body structure to its overall proper functioning. This is a kind of missing link in the understanding of illness and health. If the structure of the body is out of balance it will affect its proper function, including the organs.

of the lung's elastic tissue to disappear. If the neck is stiff and tense, it can have a direct effect on blood circulation to the brain and the function of the heart since the nerves controlling the heart pass through the muscles of the neck.

Sotai addresses the reality that disease can result from accumulated wrong movement of the body. Sotai corrects distortion in the body structure, particularly by restoring the flexibility of the muscles, which play a major role in body function. Sotai has almost an immediate effect upon the body.

Sotai is very unique. By various movements like stretching, twisting, etc. of the legs, arms, shoulders, neck, waist, etc. in the direction most comfortable, proper function in the

difficult or out-of-balance part can be restored. This movement is integrated with relaxed breathing. While Sotai largely addresses the structure of the body, this same principle also applies to our mental activity. Every emotion has an effect on body structure. When someone is angry, the stomach becomes straightened and tense. This overstimulates the liver. Constant anger can damage the liver in the same way that constant alcohol intake does.

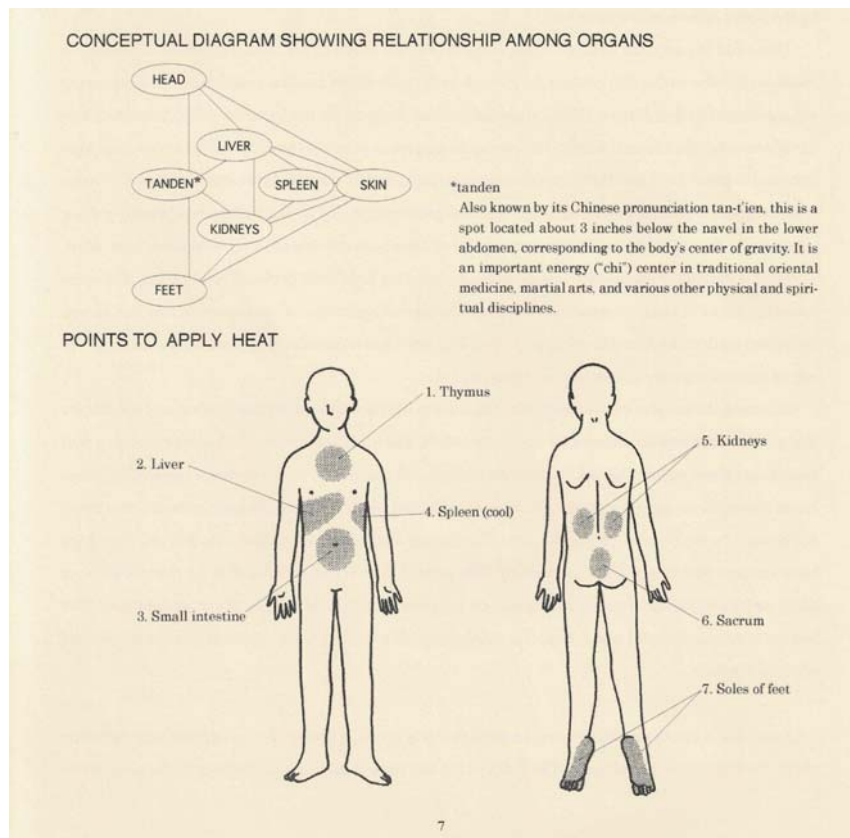
Thinking positive, happy thoughts is a mental activity in the comfortable direction. Positive thinking produces a biochemistry that strengthens the immune function, while stress and depression suppress the immune system.

### HEAT TREATMENT

Kai-igaku has adapted a heat treatment which was developed from Soto Medicine, a Japanese school of holistic healing founded by Dr. Masakazu Tada.

Heat treatment can help restore proper function of the body by applying specific heat to the thymus, liver, spleen and kidneys. These organs are the foundation on which all other body systems and functions depend: the digestive system, blood circulation, immune function and hormone activity.

Use a heating instrument, placing a cloth or light towel over the organ, and apply moderate comfortable heat. Heat from almost any instrument can be used, for instance, hot water bottle, hot towel, etc. Travel irons or small Kimono irons are very convenient.



### LET (LIFE ENERGY TEST)

The Life Energy Test originates in the O-Ring Test, which was developed by Dr. Yoshiaki Omura, Medical Research Director of the Heart Disease Research Foundation in New York, but incorporates several innovations unique to Kai-igaku. This method allows us to tune into the body's basic intelligence to eavesdrop on the body, so to speak. This technique allows us to know what is wrong or down and, most importantly, what things, like food and herbs etc. will help activate the body to restore health.

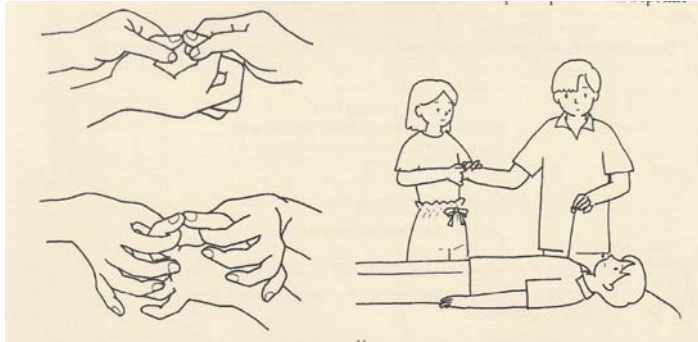
The discovery that all matter is energy is the foundation for understanding the workings of the human body. This profound insight of people like Albert Einstein has not been widely accepted by modern medicine in term of understanding the human body, illness and health.

Every organ has its specific electromagnetic wave. Every malfunction has its specific electromagnetic wave. Every food, herb, every organic matter and inorganic substance had its specific electromagnetic field which radiates a certain electromagnetic wave. An herb or food with the proper frequency can help the body become balanced or put the body back on the proper beat.

With the use of a simple rod placed on various organ points, electromagnetic wave will affect the strength of the



patient's finger as he tries to hold the thumb and some other finger in a circle. If the organ is weak the finger will open easily. When the proper herb or food is held the circle will close firmly. This is the rule with the exception of the thymus which should open when restored.



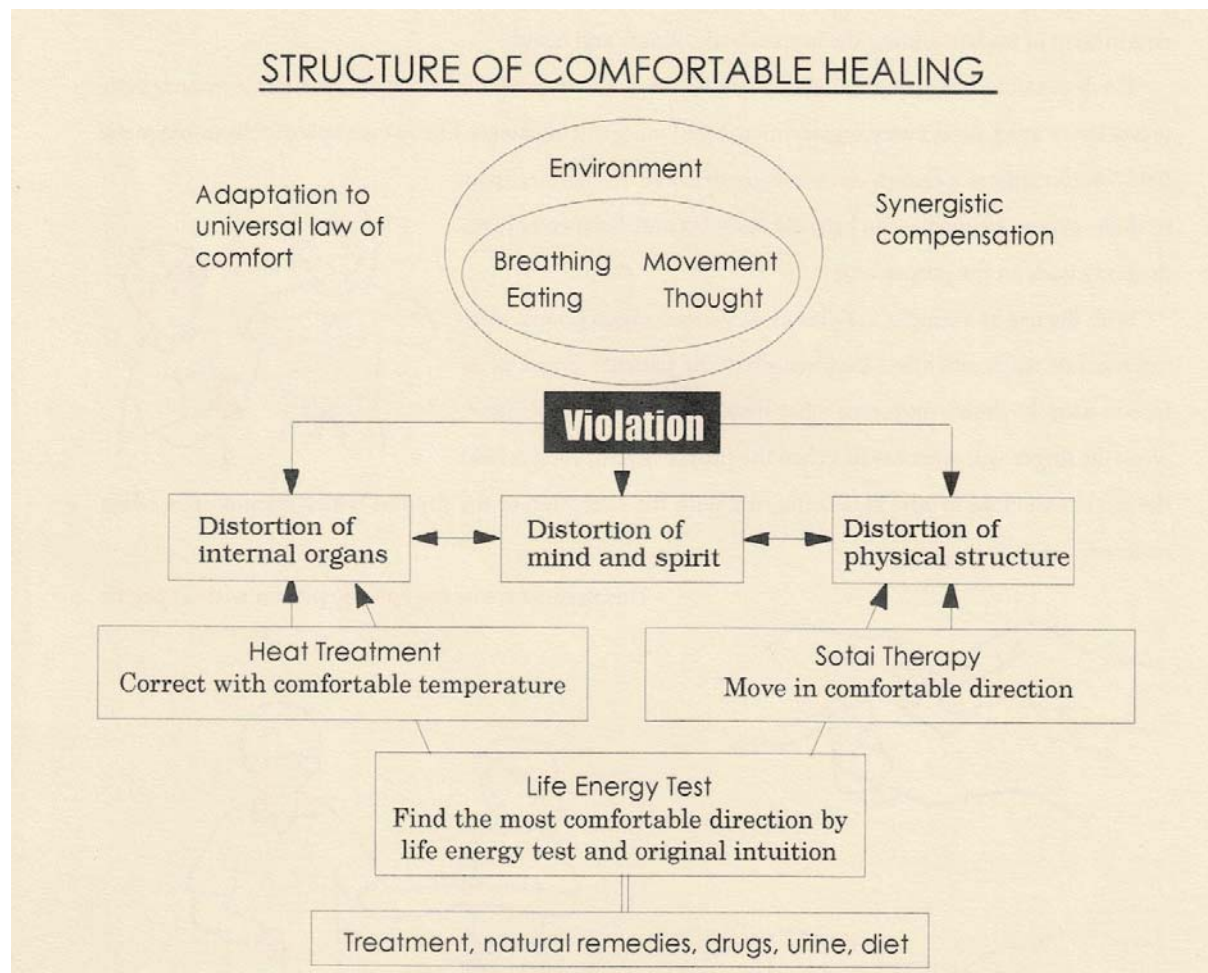
This method treats the specific person with a specific sickness, as opposed to the general-disease, general-prescription approach which doesn't take the individual person being treated into account.

Most of the comfortable healing practices and methods are simple and easy to do. But it happens in the complicated world of high technology that we lose sight that the real awareness are often simple.

Kai-Igaku is not reducible to this or that technique; it is much more. The heart or essence of Kai-Igaku is to teach, to point the way, that each person through doing these simple treatments can activate the real healer within themselves, the body's own natural response.

For more information on LET please watch this video on YouTube:

<https://youtu.be/RbSsOEgamI8?si=aCiKGCLyKQQIzjAf>



# Total Quality Management (TQM)

## 'A game changer Management Principal'



**Mr. Naveen Prakash Adhikari**  
Executive Member  
Nepal AOTS Alumni Society

**D**uring the global recession of the late '70s and early '80s, the United States and the rest of the world has faced stiff competition from Japan. The Japanese had captured the world automotive and electronics markets because they found a way to produce high-quality goods at lower prices. And as a result, corporations in the U.S. looked more closely at the quality of Japanese goods and services, trying to find ways to improve production and recapture market share. The U.S. business professionals and management experts closely observed and did researches over Japanese management system and found their solution was 'Total Quality Management (TQM)'

TQM is a management philosophy that fosters a culture of excellence, emphasizing continual improvement, customer satisfaction, and active employee involvement. TQM places a strong emphasis on understanding and meeting the needs and expectations of customers through effective communication and feedback mechanisms. By integrating quality principles into the very fabric of an organization, TQM seeks to optimize processes, enhance products and services, and drive overall customer satisfaction. A key component of TQM is the unwavering commitment to ongoing improvement, where all employees are encouraged to identify areas for enhancement, eliminate waste, and work collaboratively toward achieving incremental gains. Moreover, TQM recognizes the invaluable contribution of employees and empowers them to actively participate, make decisions, and take ownership of quality initiatives.

If your organization interested to incorporate TQM, or if wants to see whether this process improvement

methodology this article can help to improve productivity and quality. This article will cover Total Quality Management principles and techniques.

### WHAT IS TOTAL QUALITY MANAGEMENT ?

According to the definitive text, *Total Quality: A User's Guide for Implementation*, Total Quality Management (TQM) is a management technique based on the idea that all "employees continuously improve their ability to provide on-demand products and services that customers will find of particular value."

The concept of Total Quality Management can be found right in its name: The word "total" implies that all employees in the organization, from development to production to fulfillment, are obligated to improve operations. And "management" insinuates that this methodology should be a focused effort. Leadership should provide funding, training, staffing, and clearly defined goals to actively manage product and service quality on an ongoing basis.

More specifically, TQM highlights the processes that organizations use to produce their products, and it calls for organizations to define those processes, continuously monitor and measure their performance, and use that performance data to drive improvements. In addition, it requires all employees and organizational departments to be part of this process. The eight guiding principles that TQM uses to improve quality.

### 8 PRINCIPLES OF TOTAL QUALITY MANAGEMENT

As with most management methods and techniques, implementation and success will vary from one company to another. While there is not a single agreed upon



approach. TQM prescribes a series of ways for organizations to accomplish this, with the pathway to successful continuous improvement centered on the use of strategy, data and effective communication to instill a discipline of quality into the organization's culture and processes. The most common TQM definition includes the following eight principles.

## 1. CUSTOMER FOCUS

The first of the Total Quality Management principles puts the focus back on the people buying your product or service. Your customers determine the quality of your product. If your product fulfills a need and lasts as long or longer than expected, customers know that they have spent their money on a quality product.

When you understand what your customer wants or needs, you have a better chance of figuring out how to get the right materials, people, and processes in place to meet and exceed their expectations.

To implement this TQM principle:

- Research and understand your customers' needs and expectations.
- Align your organization's objectives with customer needs.
- Communicate with customers, measure satisfaction, and use the results to find ways to improve processes.
- Manage customer relationships.
- Find a balance for satisfying customers and other interested parties (such as owners, employees, suppliers, and investors).

The benefits of being customer-focused include:

- More sales, increased revenue, market share, and mindshare.
- Strong customer loyalty leading to repeat business
- Increased possibility that satisfied customers will tell others about your products and services



## 2. TOTAL EMPLOYEE COMMITMENT

You can't increase productivity, processes, or sales without the total commitment of all employees. They need to understand the vision and goals that have been communicated. They must be sufficiently trained and given the proper resources to complete tasks in order to be committed to reaching goals on time.

To implement this TQM principle:

- Clearly communicate and acknowledge the importance of each individual contribution to the completed product.
- Stress that each team or individual accepts ownership and give them the responsibility and opportunity to solve problems when they arise.
- Encourage employees to self-evaluate performance against personal goals and objectives, and make modifications as necessary to improve workflow.
- Acknowledge successes and optimized performance to build confidence in your employees and your stakeholders.
- Make responsibilities clear, provide adequate training, and make sure your resources are used as efficiently as possible.
- Encourage people to continually seek opportunities to learn and move into other roles to increase their knowledge, competence, and experience.
- Create an environment where employees can openly discuss problems and suggest ways to solve them.

The key benefits of total employee commitment include:

- Increased employee retention because employees are motivated, committed, and actively involved in working toward customer satisfaction
- Individual and team innovation and creativity in problem-solving and process improvement
- Employees who take pride and accountability for their own work
- Enthusiasm for active participation and contribution to continual improvement

### 3. PROCESS APPROACH

Adhering to processes is critical in quality management. Processes ensure that the proper steps are taken at the right time to ensure consistency and speed up production.

To implement this TQM principle:

- Use Total Quality Management tools such as process flowcharts to define and delineate clear roles and responsibilities so everybody knows who does what at certain times.
- Create a visual action plan so everybody can easily see the specific activities that need to be completed to achieve the desired result.
- Analyze and measure current activities to see where improvements can be made or where steps in the process are creating bottlenecks.
- Evaluate the impact your processes and activities may have on your customers, suppliers, and all stakeholders.

Benefits of a process approach include:

- Faster development and production cycles, lower costs, and increased revenue
- More consistency and predictable outcomes
- Focus on continued improvements and success

### 4. INTEGRATED SYSTEM

Normally, a business has many different departments, each with their own specific functions and purposes. These departments and functions should be

interconnected with horizontal processes that should be the focus of Total Quality Management.

In an integrated system, everybody in every department should have a thorough understanding of policies, standards, objectives, and processes. Integrated systems help the company to look for continual improvement in order to achieve an edge over the competition.

To implement this TQM principle:

- Promote a work culture focused on quality.
- Use flowcharts and other visual aids to help employees understand how their functions fit in with the rest of the company.
- Use as-is process analysis to see where improvements can be made.
- Make training available for employees who need to learn new processes and who want to explore opportunities for advancement.

Benefits include:

- Focus on quality that will help your business achieve excellence and meet or exceed customer expectations

### 5. STRATEGIC AND SYSTEMATIC APPROACH

Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives. Multiple processes within a development or production cycle are managed as a system of processes in an effort to increase efficiency.

To implement this TQM principle:

- Provide your people with the proper training and resources that will help them complete their individual steps in the process.
- Continually improve processes and products, and upgrade equipment as necessary to reach goals.
- Make continual improvement a measurable objective for all employees.
- Recognize, acknowledge, and reward innovations and process improvements.



Benefits include:

- An ability to quickly identify, react, and fix process bottlenecks or breakdowns
- Overall improved organizational capabilities and improved performance

## 6. CONTINUAL IMPROVEMENT

Optimal efficiency and complete customer satisfaction doesn't happen in a day—your business should continually find ways to improve processes and adapt your products and services as customer needs shift. As previously stated, the other Total Quality Management principles should help your business keep an eye toward continual improvement.

To implement this TQM principle:

- Implement policies to establish product, process, and system improvements as measurable goals for individuals, teams, and departments.
- Recognize, acknowledge, and encourage innovation to improve processes and development.
- Encourage employees to participate in available training sessions to learn and take on new and additional roles.

Benefits include:

- Improved knowledge and capabilities to increase performance
- Improvement goals strategically aligned with organizational capabilities and goals
- Quick reaction times to recognize and fix bottlenecks and broken processes

## 7. FACT-BASED DECISION-MAKING

Analysis and data gathering lead to better decisions based on the available information. Making informed decisions leads to a better understanding of customers and your market.

To implement this TQM principle:

- Analyze and check data to ensure that it is reliable and accurate.

- Make relevant data available to stakeholders.
- Use valid methods to gather and analyze data.
- Make decisions based on the facts learned from the data in addition to your experience and intuition.

Benefits include:

- Ability to make informed decisions
- Ability to analyze and defend past decisions by referencing factual records
- Ability to change past decisions based on data review

## 8. COMMUNICATIONS

Everybody in your organization needs to be aware of plans, strategies, and methods that will be used to achieve goals. There is a greater risk of failure if you don't have a good communication plan.

To implement this TQM principle:

- Establish an official line of communication so that all employees know about updates, policy changes, and new processes.
- Where possible, involve employees in decision-making.
- Make sure everybody in every department understands their roles and how they fit in with the rest of the company.

Benefits include:

- Boost in morale and motivation when employees understand how their contributions help the company achieve its goals
- Interdepartmental coordination and cooperation
- Ability to more accurately measure the effectiveness of current policies and procedures
- Higher motivation from employees to achieve goals because they are part of the decision-making process.



सूर्य नेपाल मेन्चर्स प्रा. लि.



# मंगलदीप

पूजा अगरबत्ती



सयपत्रीको सुवास, भक्तिको आभाष



# The Minimalization Philosophy

*Learning from Japanese people for economy and literature*



**Godhooli Dinesh Chapagain**

Advisor and Past President  
Nepal AOTS Alumni Society

## BACKGROUND

I am Dinesh Chapagain renamed 'Godhooli' Dinesh after partial retirement from regular work. I am educated as Industrial Engineer and developed productivity and quality management skills from various training at Japan, particularly at the AOTS. My last work was professor and dean of Kathmandu University, Nepal. However, I also worked in different industries in Nepal. I gave numerous trainings on Japanese style management, 5 S, Kaizen, Quality control circles, Productivity and quality management tools at different parts of the country and in neighboring South Asian countries. All these years, I learned the foundation stone of Japanese management tools and the minimalization philosophy of Japanese people. I am going to share this philosophy a little bit through this **TALIM** to our alumni members.

## JAPANESE PHILOSOPHY OF MINIMALIZATION

**People:** Majority of Japanese people believe on minimalization theory. Japanese people love to stay in small houses with small rooms. This gives a pleasure of seeing and meeting regularly all family most of the time. It is easier to clean spaces, costs less in purchasing and spending but develops harmony between family members. They eat very little amount of different hygienic food items each time they eat. You may hardly find Japanese people with big belly in office or in the street. However, they live longer life than most of the people worldwide. The working spaces at Japan does not have the partitions and physical barriers. No extra cost are added and it gives opportunity for socialization at workplace and easy to monitor juniors and peers.

**Work place:** Japanese prefer to keep minimum or no inventory at their workplace and practice Just-In-Time (JIT) production system. At Japanese houses as well as at work places, people use the house keeping practices (5 S) and save spaces and costs, improving their productivity. They prefer to work with Kaizen philosophy which is a continual step-by-step improvement rather than a frog jump improvement philosophy at work. These are few of the Japanese practices at workplaces derived from the Japanese philosophy of life. These are all based on the minimalization theory. Deriving maximum output working with minimum. This is the fundamental essence of productivity.

**Culture:** Ikebana or a special flower arrangement practice of Japanese people is another example of minimalization theory. Only with few flowers, stems and leaves Ikebana art shows harmony, peace and beauty. It brings the cut flower a life. Bonsai is another minimalization art that Japanese people love to practice as a regular art technique. It is the art of growing dwarf trees on a pot where you can find the beauty of a big tree. Japanese way of enjoying art in minimal space with minimum materials is one great example of minimalization philosophy of these people.

**Literature:** The haikai literature is very famous among Japanese people. A short little time consuming but literally having great fun are haikai literatures. Haiku poetry is one of the most liked haikai literature in Japan. Haiku poems also adopt minimalization theory. There are many other culture and arts that Japanese people has been practicing since centuries and now are appreciated and also adapted by many people around the world. Main philosophy of

Japanese people whether in work front or in cultural front, they adopt the minimalization theory. Or in other words, the Japanese people are practicing the minimalization philosophy of life. The philosophy emphasizes mostly on silence and provably influenced by Buddhism- the science of Dhyana in Nepal and Zen in Japan. Next, I am going to share you some idea on this haikai literature, especially haiga that I am enjoying in creating the Nepalese version and sharing these with others, these days.

## JAPANESE HAIKAI LITERARY ARTS

**Haiga arts:** One of the most famous examples of literary arts among Japanese people are haiga arts. It is also based on minimalization philosophy of Japanese people. Haiga in Japanese is combination of two words- *Hai* (brief comical note) and *Ga* (visual picture). Haiga arts are generally viewed as an art with a brief poem written on it. And, the poem written on the art is Haiku which is the cutest funniest poem of the world. Haiku poem consists minimum words with total seventeen sounds. And, haiga is generally painted with special black ink called Sumi-e. Moreover, the painting only paints the soul of the object and not the detail outlines, forms and perspective. Thus, Japanese literary artists use minimum resources like the words in poem and colours in the paint but delivers the aesthetic literary beauty to audiences. It reflects the minimalization philosophy of Japanese people.

**Haiku poems:** Haiku poem that is calligraphed on the haiga art does not directly tell the feelings or emotions created by the object to the poet. Haiga art is not a subjective art but an objective one. It only tells what the poet/artist has seen, heard, touched, tasted or observed at any particular moment which exist in the nature. The poet/artist writes in few words and paints with few colours how human and natural objects regularly interact in different seasons. The phenomena are regularly happening in nature and society. However, general people can't observe the happening. They consider the phenomena usual and forget it and usually don't repeat it to others. Moreover, after reading the haiku poetry and looking at the haiga art emotion is created to the viewer. Sometimes, Haiga art is also defined as a canvas created for interaction of the poet/artist and the individual viewer. Whole things with feelings and emotions happen only after the interaction between the creator and the audience. Audience reads and looks at the art. Then, different emotions and feelings are created with minimal

efforts of words and colours. Haiga art is thus one very good example of Japanese minimalization philosophy of life in literary front. It creates maximum benefit (feelings/emotions) with minimum resources (words and colours). Next, I like to share some of my personal experience to adapt haikai literature in Nepalese platform.

## MY HAIGA ART JOURNEY

**Learning and sharing haikai arts:** I started reading, learning, writing, painting and sharing Haiga art in Nepal as well as in international forums since last two decades. I started this journey because I am totally soaked on the minimalization philosophy of Japanese people. The theory of creating maximum emotional benefits from minimum resources. Here, I want to share with all my AOTS alumni society colleagues that I am using my personal Facebook page (**Godhooli Dinesh**) where I am regularly post my Nepali Haiga each Wednesday of the week since last ten years.

**Haiga book publications:** I have published a book with my seventy five Haiga titled '... ../ on a pond mound/the old frog with' in the year 2018, The book was launched by His excellency Masamichi Saigo, then ambassador of Japan to Nepal at Bonen-Kai ceremony at Kathmandu. Besides, few of my Haiga arts with haiku poems written in Nepali scripts are translated in Japanese, French, Portuguese and English languages as well as printed them online and offline, too.

**Essay on Nepalese Haiku:** On February 2024 February, my essay '**Nepali Haiku literature: A Landscape**' is published by one of the famous international publishers, the Haiku Association of America (HAS) on issue no. 47.1 (pp148-166) of their internationally famous journal **Frogpond**. Those interested alumni colleagues may download this journal to find the history and current status of Haiku poetry and Haiku poets in Nepal. You can find four inspiring poets as well as four motivating and promoting poets with their exemplary haiku on this essay. I have exemplified one story writer and one artist with their respective haibun and haiga on the essay. Besides, I have also outlined twelve different characters and topics with the examples of Nepalese haiku.

**Haiga Art Exhibition:** Recently a three-day solo Haiga art exhibition with my experience on Haiga art with different topics on Haiga art '**Spark**' was held from 5<sup>th</sup> to




6<sup>th</sup> April 2024 at Nepal Art Council. This type of Haiga art exhibition with minimalization theory was introduced first time in Nepal. About two hundred visitors observed this exhibition including famous artists and poets of Nepal. I am grateful to some of our AOTS alumni colleagues also visited my exhibition, which has inspired me to work further in this triangular (poetry, painting and calligraphy) literary art with Japanese philosophy of minimalization.

## FINAL REFLECTION

Long before in 1974 when I was studying in Britain, I got chance to read one of the best seller's books of that time '**Small is Beautiful**' by E. F. Schumacher. I was impressed very much with a philosophy of smaller products, using simpler tools and developing small units to work for sustainability. I am following this philosophy throughout my life. In 1984 when I went AOTS Japan for training I found the similarity of Japanese philosophy with this philosophy explained in this book by a British economist. Japanese people love simple, minimal, silence and working collaboratively with culture and technology. This is a lesson I learned- the minimalization philosophy of life. Moreover, I like to share my experience with AOTS alumni members through this Talim magazine.






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# Sustainability Practices in Japan: Lessons and Implications for Nepal



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## INTRODUCTION:

**S**ustainable practices refer to meeting the needs of present without compromising the ability of future generations to meet their own needs. It has become a global concern as nations across the world are facing climate change, environmental degradation, and resource scarcity. Japan's innovative technologies and efficient resource management has established as an inspiration for sustainable practices. This article explores few of Japan's sustainable initiatives and their potential implications for Nepal.

## JAPAN'S SUSTAINABILITY PRACTICES:

Japan's approach to sustainability reflects its innovative approach and deep respect for nature involving government policies, technological innovations, and community-driven initiatives. Following are few of the Japan's sustainable practices:

### 1. RENEWABLE ENERGY:

Japan, being a global leader in technological innovation has made significant investments in renewable energy, particularly solar, wind, and geothermal power. Large-scale solar farms, rooftop solar installations, and implementation of feed-in-tariffs (FITs) have made investments in the solar power more attractive.

Despite difficult terrains for wind energy, Japan has successfully harnessed strong ocean winds to generate electricity. The country has also leveraged geothermal energy due its favorable geographical position. The Renewable Energy Act and various subsidy programs have supported the development and deployment of renewable energy.

### 2. WASTE MANAGEMENT/ RECYCLING:

Japan's waste management is renowned for its efficiency and effectiveness which is characterized by strict regulations, advanced technologies, and strong community participation. Frequent waste management campaigns/events and school programs are conducted here. The concept of **"Mottainai"** in Japanese culture conveys a sense of regret over waste, and encourages mindfulness in consumption reinforcing sustainable behaviors.

The people are required to segregate their waste at source into categories such as burnable, non-burnable, recyclable, hazardous waste etc., which facilitates efficient recycling and disposal process. Japan prioritizes recycling over disposal and has one of the highest recycling rate in the world. The government has enforced Extended Producer Responsibility (ERP) policies mandating manufacturers reclaim and recycle their products. It has also invested in waste-to-energy technology which converts non-recyclable waste into electricity and heat.

### 3. SUSTAINABLE URBAN DEVELOPMENT:

Urban development in Japan emphasizes sustainability through compact city designs, efficient public transportation, and green infrastructures. The residential, commercial, and recreational facilities are in proximity in a compact city design such as Tokyo and Kyoto, reducing the need for extensive transportation networks and lowering carbon emissions.

Japan's public transportation system is among the most efficient and reliable in the world as the well-coordinated vehicle services, real-time tracking and electronic ticketing



reduces traffic congestion and lowers greenhouse gas emissions.

Similarly, the country has developed its own green building standards which prioritize eco-friendly materials. The green roofs and walls of buildings reduce energy consumption by providing insulation and cooling effects. Its strategically placed rain gardens and permeable pavement help to capture the stormwater and reduce burden on sewer system and prevent urban flooding.

#### 4. SUSTAINABLE TOURISM:

Japan's approach to sustainable tourism involves a comprehensive strategy that integrates environmental protection, community involvement, and cultural heritage preservation. The Japan Eco-Tourism Promotion Council has encouraged responsible travel practices that minimize environmental impact and support conservation efforts. The country's community-based tourism approach involve local communities in tourism planning and development, ensuring that tourism benefits are equitable distributed. For controlling rural-out migration and boost tourism in rural areas, the central government encouraged rural villages to recreate 'Furusato'- native place evoking as sense of nostalgia and belonging. This encouraged tourists to reconnect with their past by visiting such places.

Cultural heritage is a key component of Japan's tourism and agencies such as "Japan Heritage" strategically promote it domestically and internationally. Despite facing similar natural disasters as Nepal which damages cultural resources, Japan has developed specialized post-disaster response and quick recovery systems minimizing the impact of such events. For instance, after the March 2011 earthquake in East Japan that damaged over 700 national landmarks and other various traditional structures, local authorities took prompt recovery actions by prioritizing the needs of affected sites and communities.

#### IMPLICATIONS FOR NEPAL:

Both Nepal and Japan face significant geographical challenges such as mountainous terrain and vulnerability to natural disasters. They are also rich in diverse ecosystems and a wide range of flora and

fauna. Similarly, both countries are rich in cultural heritage due to which learning from Japan's sustainable practices can offer several benefits to Nepal. Following are the major lessons for Nepal:

#### 1. POTENTIAL FOR DIVERSIFIED RENEWABLE ENERGY:

Despite substantial hydropower potential and on-going hydropower constructions in Nepal, relying solely on hydroelectricity can lead to energy insecurity during dry seasons and other challenging times. Nepal can adopt Japan's diversified approach for more sustainable energy by incorporating solar, wind, geothermal, and more efficient use of biomass energy in which Nepal has promising potential. Learning from Japan's policies and incentives, Nepal can create similar frameworks to encourage comprehensive feasibility studies and investment in diverse renewable projects.

#### 2. IMPROVED WASTE MANAGEMENT:

One of the most burning issues in Nepal is the improper disposal of urban waste. The concept of "Mottainai" can be culturally adapted in Nepal to promote environmental responsibility and reduce waste. Nepal can introduce comprehensive waste segregation system at source similar to Japan's supported by clear guidelines and educational campaigns. By investing in advanced waste management technologies like those of Japan, Nepal can facilitate recycling and even disposal process in a sustainable way. Similarly, the concept of EPR policies can also be implemented to hold the manufacturers accountable for the life-cycle of their products.

#### 3. SUSTAINABLE URBAN PLANNING:

Nepal's haphazard urbanization planning has raised the sustainability issue to a great extent. Japan has become a worldwide inspiration for its compact cities and green infrastructures which can guide Nepal in developing similar environmentally friendly cities and blending modernity with traditions. Proper policies for public transportation can be developed for issues such as reliable and efficient public transit options, poor road infrastructures, and traffic congestion resulting in long commute times, increase fuel/energy consumption, and higher level of carbon emissions.

#### 4. SUSTAINABLE TOURISM IN NEPAL:

Nepal can adopt similar Japanese concept of eco-tourism and community involvement to boost rural tourism and control rural-urban migration. This approach ensures that tourism benefits are distributed locally, motivating communities to conserve their cultural and natural heritage.

Despite the reconstruction of many temples and palaces in Nepal's UNESCO World Heritage Sites following the April 2015 earthquake, a large number of other structures are still being propped up by wooden beams. This situation, coupled with increasing negligence has increased the risks of these sites being listed in UNESCO list of World Heritage in Danger. Japan's quick post-disaster recovery efforts, along with involvement of local advocates and community, offer valuable implications for another heritage rich country like Nepal.

#### CONSIDERATION AND CONCLUSION:

While Japan's sustainable practices offer valuable lesson, Nepal should adapt these strategies to its local context. Challenges such as political instability, financial constraints, and a lack of technical expertise may hinder the adoption of these practices. Hence, international cooperation, capacity building of human resources, and community engagement will be critical for minimizing the hindrances.

Japan's sustainability model offers a framework for Nepal as it is seeking to improve its own sustainability practices. By leveraging Japan's experiences in renewable energy, waste management, sustainable urban development, and sustainable tourism development, Nepal can pave its own way for the sustainable future. As Nepal and Japan share many commonalities, collaboration between the two countries will be of utmost importance in achieving these goals in the long term.

*If a problem can be solved, then it's not worth worrying about.  
If it can't be solved, then it's useless to worry about it.*



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# Artificial Intelligence



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**A**rtificial Intelligence (AI) refers to the simulation of human intelligence processes by machines. In simple terms, AI is a technology enabling computer systems to perform various functions which normally would require human intelligence. AI enables systems to think, learn, plan and execute problems without the need of human assistance with processes including learning (the acquisition of information and rules for using the information), reasoning (using rules to reach approximate or definite conclusions), and self-correction.

AI has been a topic of fascination and research for decades with it encompassing various subfields, such as machine learning, natural language processing, computer vision, robotics, and expert systems. However, there has been a significant advancement in recent years driven by improvements in algorithms, increase in computational power, and the availability of large datasets.

## HISTORY OF ARTIFICIAL INTELLIGENCE

Model of Artificial neurons was first brought forward in 1943 by Warren McCulloch and Walter Pitts. After seven years, in 1950, a research paper related to AI was published by Alan Turing which was titled "Computer Machinery" and Intelligence was first coined in 1965 by John McCarthy, who is known as the father of Artificial Intelligence.

Artificial Intelligence may seem to be a new technology but if we do a bit of research, we will find that it has roots deep in the past. In Greek Mythology, mythical Hephaestus used the concepts of AI and made several self-moving

objects, including a set of automated servants, made of gold.

## TYPES OF ARTIFICIAL INTELLIGENCE

Artificial Intelligence is categorized in two types based on capabilities and functionalities.

- 1) **Artificial Intelligence Type 1**
- 2) **Artificial Intelligence Type 2**

### ARTIFICIAL INTELLIGENCE TYPE 1:

- ♦ **Narrow AI (weak AI):** This is designed to perform a specific task with intelligence. It is termed as weak AI because it cannot perform beyond its limitations and cannot perform tasks outside of its programmed capabilities. Some examples of Narrow AI are speech recognition like Apple's Siri, facial recognition, chatbots, and image recognition.
- ♦ **General AI (Strong AI):** General AI refers to AI systems that have human-level intelligence and can understand, learn and apply knowledge across a wide range of tasks and domains. General AI remains theoretical and has not yet been achieved.
- ♦ **Machine Learning:** Machine Learning (ML) is a subset of AI that focuses on enabling machines to learn from data without being explicitly programmed. ML algorithms can improve their performance over time as they are exposed to more data. Common ML techniques include supervised learning, unsupervised learning, and reinforcement learning.

- ◊ **Deep Learning:** Deep learning is a specialized subset of machine learning that uses neural networks with many layers (deep neural networks) to analyze and learn from large volumes of data. Deep Learning has achieved remarkable success in areas such as image and speech recognition, natural language processing and autonomous driving.
- ◊ **Reinforcement Learning:** Reinforcement Learning is a type of machine learning where an agent learns to make decisions by interacting with an environment. The agent receives feedback in the form of rewards and penalties based on its actions, allowing it to learn the optimal behavior through trial and error.
- ◊ **Symbolic AI:** Symbolic AI, also known as rule-based AI or classical AI, relies on symbolic reasoning and manipulation of symbols to perform tasks. It involves the use of knowledge representation, logic, and algorithms to solve problems. Expert systems are a common application of symbolic AI.
- ◊ **Self-learning AI:** Self-learning AI systems have the ability to improve their performance over time without human intervention. These systems can adapt to new data and changing environments, continually refining their models and algorithms.

### ARTIFICIAL INTELLIGENCE TYPE 2:

- ◊ **Reactive Machine:** These machines are the basic types of AI. Such AI systems focus only on current situations and react as per the best possible action. They do not store memories for future actions. IBM's deep blue system and Google's Alpha go are the examples of reactive machines.
- ◊ **Limited Memory:** These machines can store data or past memories for a short period of time. Examples are self-driving cars. They can store information to navigate the road speed, and distance of nearby cars.
- ◊ **Theory of Mind:** These systems understand emotions, beliefs, and requirements like humans. These kinds of machines are still not invented and it's a long term goal for the researchers to create one.
- ◊ **Self-Awareness:** Self-awareness AI is the future of artificial intelligence. These machines can outsmart the humans. If these machines are invented then it can bring a revolution in human society.

### ARTIFICIAL INTELLIGENCE APPLICATIONS:

AI applications span various fields and industries, showcasing the versatility and potential of artificial technology. Here are some categories of AI applications:

- 1. VIRTUAL ASSISTANTS:** These are AI-Powered applications that assist users with task. One common example includes digital assistants like Apple's Siri.
- 2. RECOMMENDATION SYSTEMS:** AI algorithms analyze user preferences and behavior to recommend products, movies, music, or articles. For example, Netflix's recommendation system personalizes TV shows and movies on the homepage based on the user's viewing habits and similar users' behavior.
- 3. NATURAL LANGUAGE PROCESSING (NLP):** NLP applications process and understand human language. They power chatbots, language translation services, and sentiment analysis tools.
- 4. IMAGE RECOGNITION:** AI-powered image recognition systems identify objects, people, places and actions within images or videos. They are used in facial recognition systems, autonomous vehicles, medical imaging, and security surveillance.
- 5. HEALTHCARE:** AI revolutionizing healthcare with applications like medical imaging analysis personalized treatment recommendation systems, drug discovery, and virtual health assistants.
- 6. FINANCE:** AI is revolutionizing finance including fraud detection, algorithm trading, credit scoring, and customer service chatbots.
- 7. AUTONOMOUS VEHICLES:** AI is essential for self-driving cars and other autonomous vehicles. These systems use sensors, cameras, and AI algorithms to navigate and make decisions on the road.
- 8. GAMING:** AI is also used in video games for various purposes, including character behavior, procedural content generation, and opponent AI.
- 9. ROBOTICS:** AI powers robots in manufacturing, healthcare, agriculture, and logistics. These robots



perform tasks ranging from assembly line work to surgery assistance.

**10. CYBER SECURITY:** AI helps in detecting and preventing cyber security threats by analyzing patterns in network traffic, identifying anomalies, and predicting potential breaches.

These are just a few examples, and the applications of AI continue to expand as the technology evolves. It aims to revolutionize industries and transform how we live and work is profound, but it also raises important ethical and societal considerations regarding privacy, job displacement, bias, and accountability.

## BRANCHES OF ARTIFICIAL INTELLIGENCE

- **Knowledge Engineering**
- **Robotics**
- **Machines Learning**
- **Natural Language Processing**

An AI tool uses artificial intelligence algorithms to perform tasks, solve problems, and improve decision-making across various industries.

## CURRENT TRENDS AND INNOVATIONS IN AI

Artificial Intelligence is rapidly evolving, with significant advancements across various sectors. One major trend is natural language processing (NLP), with models like GPT-4 enabling more natural human-computer interactions. In healthcare, AI is revolutionizing diagnostics and personalized medicine by analyzing medical data to detect

diseases early and recommend treatments. Autonomous systems, such as self-driving cars from Tesla and Waymo, use AI to navigate complex environments with minimal human intervention. AI is also playing a crucial role in climate change by predicting weather patterns, optimizing energy usage, and supporting sustainable solutions. These trends highlight AI's transformative potential and its impact on the future

## SOME OF AI TOOLS ARE:

**ChatGPT:** The OG large language model (LLM)

**Midjourney:** Text-to-image tool built in discord

**Runway:** Text-to-video in real time

**Perplexity:** LLM for research

**BabyAGI:** Open source AI-powered task manager

**Claude:** AI-assistant for tasks

**Zapier:** Automate your work without code

**Writesonic:** Create SEO-friendly content

**Bard:** your creativity and helpful collaborator

## CONCLUSION

Artificial Intelligence will bring a huge revolution in the history of mankind. Human civilization will flourish by amplifying human intelligence with artificial intelligence, as long as we manage to keep technology beneficial. We can say that Artificial Intelligence will be the future of the world. As per the experts, we won't be able to separate ourselves from this technology as it would become an integral part of our lives shortly. AI would change the way we live in this world. This technology would prove to be revolutionary because it will change our lives for good.



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# Hoping for Economic Development Supported by People's Ties



**Dr. Kurose Naohiro**

President

International Cooperation Organization for SMEs in Asia (ICOSA)

昨年のネパール訪問で印象に残ったことを述べさせていただきます。

## 生業的企業が多い中小企業

訪問した MoICS でいただいた資料やネパールの研究者の文献によると、ネパールの中小企業の多くは、自分たちの生活を維持することが経営の目的で、市場競争に打ち勝ち、経営を拡大するという志向を持つ企業は多数とは言えないようです。また、生活維持という目的に関しても、経済的剰余を生み出す力が弱いため、困窮に陥っている企業も多いようです。

パンチカル市 (Panchkhal Municipality) で行われていた、Micro 企業の振興策 (MEDPA) が貧困の緩和 poverty alleviation を目的に掲げていたのもその反映だと思えます。Micro 企業とは経営者を含め従業員 9 人以下の企業のことで、家族みんなで働いている企業が多いでしょう。

この振興策では、竹細工 (Bamboo Handicraft)、人形作り (Doll Making Training)、乳製品 (Dairy Product)、畜産 (Animal Husbandry Training) など各種技能のトレーニングが行われていました。参加者に女性が多いことから見て Micro 企業の主たる担い手は女性だと推測しました。Micro 企業の振興策は女性の地位向上という意味も持つのでしょうか。

私はたとえ収入が少なくても、人々が雇用されることなく自分たちの土地や設備を使って自立的に労働するというありかたは大変大事だと思います。そのために、技能教育は重要ですが、経営教育はどうなっているのかが気になりました。というのは、小さな企業であっても市場競争に巻き込まれざるを得ませんから、その日の糧の獲得で

I would like to talk about some of the things that impressed me during my visit to Nepal last year.

## Many of SMEs in Nepal aim for maintaining their livelihood.

According to the materials I received at MoICS and literature from Nepalese researchers, many of the small and medium-sized enterprises (SMEs) in Nepal have the objective of maintaining their own livelihood, and it seems that not many of them have the intention of overcoming market competition and expanding their businesses. Even with respect to the objective of maintaining their livelihood, many of them seem to have fallen into poverty due to their weak ability to generate economic surplus.

I think this is reflected in the fact that Panchkhal Municipality has set the goal of poverty alleviation as part of its Micro Enterprise Promotion Program (MEDPA). Micro enterprises are businesses with nine or fewer employees, including the owner, and many of them are businesses where the whole family works.

This promotion program included training in various skills such as bamboo handicraft, doll making training, dairy products, and animal husbandry training. Judging from the fact that there were many women among the participants, I guessed that women are the main drivers of micro enterprises. The promotion program for micro enterprises may also serve to improve the status of women.

I think it is very important for people to work independently, even if their income is low, using their own land and facilities without being employed. To achieve this, while technical education is important, I wondered about business management education. This is because even small businesses are inevitably caught up in market competition, so they should not only be satisfied with their daily bread, but also invest the economic surplus generated by skill improvement in equipment and

満足するだけでなく、技能の向上で得た経済剰余を設備や技術に投資し、それによって生まれた剰余をまた投資に振り向ける——というように市場志向的に経営しないと目的とする生活の向上も望めないからです。このためには経営を数値によって管理する能力が必要であり、そのため Micro 企業にも経営教育が必要と思われるからです。

#### 中小企業から成長した大企業も存在：

##### Deurali-Janta Pharmaceutical Pvt. Ltd

ネパールの中小企業は生業的経営が多いとはいえ、オーナーはマネジメントに専念し、雇用者を増やしながらか成長をしている企業も存在していることは、MoICS の資料からも十分推測できます。そして、そのような中小企業の中から大企業も現れています。その例が、私たちが訪問した Deurali-Janta Pharmaceutical Pvt. Ltd.です。

同社はネパールの医療自立を使命に掲げ、1989 年に設立(1991 年操業開始)された、ネパールで 3 番目の製薬会社です。創設時は従業員 20 人、現在は 310 人、関連会社を含めると 500 人になりますから、日本基準でも大企業に達しています。創業者の Hari Bhakta Sharma 氏がスタンフォード大からの研究者と出会い、両者の間で、ネパールはこれからは技術で発展をしなくてはならない、薬品も技術で発展できる分野というような話をしたことが創業のきっかけのようです。また、ネパールは近代的な薬品の入手をすべて輸入に頼っていたため、ネパールの医療自立のために薬を国産化することは社会の強いニーズでした。現在では、薬品の国産化率はほぼ半分となっていますが、元中小企業の同社は、薬品の国産化を進めたパイオニアであり、中小企業が新産業開発の担い手になっている例として注目されます。

technology, and allocate the surplus generated by such investment back into further investment. In this way, without a market-oriented approach to management, the desired improvement in people's lives cannot be expected. To achieve this, they need the ability to manage business operations using numbers, which is why it seems that even micro businesses need management education.

#### Some large companies have grown from SMEs: Deurali-Janta Pharmaceutical Pvt. Ltd.

Although many of Nepal's SMEs are run for maintaining their livelihood, it can be inferred from the MoICS data that there are also companies whose owners have devoted themselves to management and have grown businesses while increasing the number of employees. And from among such SMEs, some large companies are emerging. An example is Deurali-Janta Pharmaceutical Pvt.

The company was established in 1989 (started operations in 1991) and is the third pharmaceutical company in Nepal, with the mission of making Nepal self-reliant in terms of healthcare. The company had 20 employees when it was founded, and now has 310, or 500 including affiliated companies, making it a large company even by Japanese standards. The founder, Hari Bhakta Sharma, met a researcher from Stanford University, and the two discussed the need for Nepal to develop through technology, and that medicine is a field that can be developed through technology. In addition, since Nepal relied entirely on imports to obtain modern medicines, there was a strong need in society to domestically produce medicines for Nepal's medical independence. Today, the rate of domestic production of medicines is almost half. The company, a former SME, is a pioneer in the domestic production of medicines and is a notable example of a SME becoming a leader in the development of a new industry.



同社副社長は、大阪で学んでおり、またマネジャーの 60%は日本留学経験者とのことです。日本的経営管理の知識が同社発展に寄与しているようで、日本人としてはうれしいことです。

#### NPO による社会問題の取り組み

今回のネパール訪問で大変印象に残ったのが NPO による社会的課題への取り組みでした。Deurali-Janta 製薬の創設の背後にはネパールの医療が自立化していないという社会的課題がありました。同社は株式会社ですがその事業は社会的課題への取り組みという意義を持つものです。Deurali-Janta の創設者は、営利組織を立ち上げましたが、NPO によって社会的課題に取りくむ人たちもいました。

#### Tilganga Institute of Ophthalmology (TIO)

TIO は事業型の NPO で、現在 6 部門あります。近代化された眼科施設を持つティルガング眼科病院、フェローシップ、学術プログラム、研修を行う学術・研修部門、ネパールおよび国外のいくつかの国で白内障検査 (cataract screening) や手術キャンプ (surgical camps)を行う部門、臨床および手術の改善に重点を置く研究部門、角膜失明症に取り組むために角膜を提供する献眼プログラムを運営するネパール・アイバンク、そして、世界クラスの眼内レンズを手頃な価格で製造する The Fred Hollows Intraocular Lens Laboratory (FHIL) です。

The company's vice president studied in Osaka, and 60% of the managers have studied in Japan. As a Japanese, I am happy to see that knowledge of Japanese business management is contributing to the company's development.

#### Tackling social issues through NPOs

What made a big impression on me during this visit to Nepal was the efforts being made by NPOs to tackle social issues. The founding of Deurali-Janta Pharmaceuticals was based on the social issue of Nepal's lack of self-reliance in medical care. The company is a joint-stock company, but its business is significant in that it tackles social issues. The founders of Deurali-Janta launched a for-profit organization, but some of them tackled social issues through NPOs.

#### Tilganga Institute of Ophthalmology (TIO)

TIO is a business-based non-profit organization and currently has six divisions. Tilganga Eye Hospital with modernized ophthalmology facilities; an academic and training division that offers fellowships, academic programs, and training; a division that conducts cataract screening and surgical camps in Nepal and several other countries; a research division focused on improving clinical and surgical care; the Nepal Eye Bank, which operates an eye donation program to provide corneas to address corneal blindness; and The Fred Hollows Intraocular Lens Laboratory (FHIL), which manufactures world-class intraocular lenses at affordable prices.

TIO の創設者で executive director のサンドウク・ルイト ( Sanduk Ruit) 博士は、眼内レンズ移植による白内障手術を行った最初のネパール人医師で、オーストラリア人フレデリック・ホロー (Fredrick Hollow) 教授と特別な友情で結ばれていました。ホロー教授は発展途上国の眼科医療施設の開発に携わってきた人で、1985 年に世界保健機関 (WHO) のコンサルタントとしてネパールを訪問し、ネパールの眼科医療の必要性を認識しました。両氏は力を合わせ、盲目の患者をなくすため、カトマンズに最先端の研究所を建設することを目指すことにしました。

ホロー教授は必要な資金を集めるために活動し、1992 年 9 月 3 日 (教授が亡くなるわずか 5 ヶ月前) にオーストラリアのシドニーで、フレッド・ホローズ財団を非営利、コミュニティベース、非政府の開発援助組織として発足させました。ルイト博士は 92 年カトマンズに TIO を設立、その際、個人、企業、財団、ネパール政府、世界保健機関 (WHO)、国際失明予防機関 (IAPB) など様々な資金源から資金提供を受けました。FHIL についてはフレッド・ホローズ財団から資金が提供されています。TIO は初期のころフレッド・ホローズ財団と協力し、発展途上国における白内障手術推進のために重要な役割を果たしました。WHO は 2019 年、TIO を WHO 協力眼科センターとして認定しました。ネパールでは、この指定を受けた 2 番目の研究所であり、眼科分野では初の研究所です。

Dr. Sanduk Ruit, founder and executive director of TIO, was the first Nepalese doctor to perform cataract surgery with an intraocular lens implant and had a special friendship with Australian Professor Fredrick Hollow. Professor Hollow, who had been involved in the development of eye care facilities in developing countries, visited Nepal in 1985 as a consultant for the World Health Organization (WHO) and recognized the need for eye care in Nepal. They decided to join forces to build a state-of-the-art institute in Kathmandu to eliminate blindness.

Professor Hollow worked to raise the necessary funds, and on September 3, 1992 (just five months before his death), the Fred Hollows Foundation was launched in Sydney, Australia, as a non-profit, community-based, non-governmental development assistance organization. Dr. Ruit established TIO in Kathmandu in 1992, which received funding from a variety of sources, including individuals, corporations, foundations, the Nepalese government, the World Health Organization (WHO), and the International Agency for the Prevention of Blindness (IAPB). For FHIL, funding came from the Fred Hollows Foundation. TIO worked with the Fred Hollows Foundation in its early years and played a key role in promoting cataract surgery in developing countries. WHO recognized TIO as a WHO Collaborating Ophthalmic Center in 2019. It is the second institute in Nepal to receive this designation and the first in the field of ophthalmology.



私たちが訪問した FHIL の従業員数は 160 人、ネパール唯一の白内障用の眼内レンズの製造施設で、94 年に設立、95 年に商業生産を始めました。競争者はインド、アメリカからの輸入品ですが、品質では勝っているとの自信を持ち、国内シェア 35% を獲得しています。製品の 60% を輸出し、世界の 70 か国で売られ、今まで 560 万人が使っており、国際的に認知された眼内レンズの製造機関です。

FHIL の責任者 (Head) は、従業員の給料はネパールの平均水準だが、自分たちの組織は NPO であり、利益をみんなのために使うことが仕事へのモチベーションになっていると言います。輸出から利益をあげ、国内向けには価格を安くしているとのことですが、ここにも NPO としての理念が反映されているように思われます。

TIO は、多角的に事業を展開し、生産施設も持つ大規模な事業型 NPO で、「利益をみんなのために使う」NPO が大きな力を持っていることに、大きな感銘を受けました。

#### Love Green Nepal (LGN)

アミーラ・ダリ (Amira Dali) さんが設立した Love Green Nepal (LGN) は支援型の NPO で、その目的は「自主自立した女性の力を核に、環境にやさしいグリーン経済を広め、持続可能な生計の実現を目指す」ことです。そのためにやっているのが、緑化事業、サステイナブルな農業の推進、女性を中心とする教育事業です。

アミーラさんが留学先の日本から帰国して気づいたのは、日本は緑が多く、水も豊富なのに、ネパールでは燃料用に木を伐採したため森が消え、地下水も枯れるという問題が起きていることでした。

FHIL, which we visited, has 160 employees and is Nepal's only manufacturing facility for intraocular lenses for cataract. It was established in 1994 and began commercial production in 1995. Competitors are imported products from India and the U.S., but they are confident of being ahead in quality and have a 35% share of the domestic market. They export 60% of their products, which is sold in 70 countries around the world, and has been used by 5.6 million people to date, making it an internationally recognized intraocular lens manufacturing institution.

The head of FHIL said that although the salaries of the employees are at the average level in Nepal, their organization is a non-profit organization and the motivation for their work is to use the profits for the benefit of all. They make profits from exports and lower prices for the domestic market, which seems to reflect their philosophy as a non-profit organization.

TIO is a large business-type NPO with diversified operations and production facilities, and I was greatly impressed by the great power of an NPO that "uses its profits for the benefit of all".

#### Love Green Nepal (LGN)

Love Green Nepal (LGN), founded by Amira Dali, is a supportive type non-profit organization whose purpose is "to promote an environmentally friendly green economy and sustainable livelihoods based on the power of independent women". To this end, they are engaged in greening projects, promotion of sustainable agriculture, and educational projects mainly for women.

After returning from her study abroad in Japan, Amira realized that while Japan has a lot of greenery and abundant water, Nepal's forests were disappearing and groundwater was drying up due to the cutting down of trees for fuel.

地域のコミュニティ自身がこの問題に取り組まなくてはならないと思い、ネパールに着任していたJICA専門家に相談し、ネパールの都市近在村の緑化事業を始めました。活動は拡大し、病害虫の天敵の導入、作物の植え合わせの工夫など、農薬だけに頼らないサステイナブルな農法の導入を農家に薦める活動も始めました。

LGNが行っている緑化事業、サステイナブルな農業の推進は、今日では全地球的な意義を持っています。人間は自然に働きかけて自分に必要なものを創り出しています。いわば自然の形を意識的に変えて自分に役立てています。ところが同時に、人は意図しない自然の変容も引き起こしました。耕作や生活上の必要のために森林を伐採し、気候変動を起こし、豊かだった大地を不毛の地に変えてきました。気候変動は今に始まったことではなく、かつて古代文明が栄えた地がいまでは荒れ果てた土地になっているのは、森林伐採による局地的な気候変動のためです。LGNの事業の意義は、ネパールにとどまるものではなく、人類の負の歴史に対する反省、人と自然とのよき関係の再構築という意味を持ちます。

自然の収奪は必ず人に対する収奪も引き起こします。なぜなら、自然を収奪するには、過酷な労働が必要で、それは弱い人々に押し付けられるからです。ネパールではかつて女性の方が男性より平均年齢が短い時期があったと聞いています。女性は労働力としてしかみなされず、教育を受けることもできず、厳しい労働を課せられたからだと思います。自然と人間との関係を再構築しようとしているLGNが女性を中心とする教育事業を行い、女性の地位を高めようとしているのは、私には必然的なことに思えます。

Realizing that local communities themselves had to tackle this problem, she consulted with a JICA expert who had arrived in Nepal and started a greening project in villages near an urban area in Nepal. The project expanded and began to encourage farmers to introduce sustainable farming methods that do not rely solely on pesticides, such as the use of natural enemies of pests, and the planting of crops in different combinations.

LGN's greening projects and promotion of sustainable agriculture have global significance today. Humans work on nature to create what they need. In a manner of speaking, we consciously change the form of nature to benefit ourselves. At the same time, however, man has also caused unintended transformations of nature. We have cut down forests for the sake of cultivation and subsistence needs, causing climate change and turning once rich land into barren land. Climate change is not a new phenomenon. The lands where ancient civilizations once flourished have now become desolate because of local climate change caused by deforestation.

Deprivation of nature always leads to deprivation of people. This is because the deprivation of nature requires hard labor, which is imposed on the weak. In Nepal, I have heard that there was a time when the average age of women was shorter than that of men. I believe this is because women were only considered as labor force, could not receive education, and were subjected to hard labor. It seems inevitable to me that LGN, which is trying to rebuild the relationship between nature and man, is trying to raise the status of women through educational projects focused on women.



### 人々の絆に支えられた経済発展を

短期間のネパール訪問でしたが、ネパールは人同士の絆が強い社会との印象を持ちました。道路ですれ違う人同士が、知り合いであるかのように話を始める姿をよく見かけました。カトマンズの空港では、大勢の見送りの人がおり、泣いている人が多いのに驚きました。カトマンズの郊外の町で私たちが乗った車が近付いても寝そべったままの犬が何匹いました。犬は野良犬ですが地域の人たちが世話をしているようです。犬も人間を信頼しているのだと思いました。

私にはうまく説明できませんが、人同士の強い絆が、以上の2つのNPOやネパールの医療自立という社会的課題を使命とするDeurali-Jantaのような企業を生んでいる気がしました。私は、ネパール経済の発展を心から願っていますが、市場経済の発展は以前存在していた人同士のつながりを断ち切り、コミュニティを崩壊させながら進むという現実があります。経済は発展しても幸せが発展するわけではありません。私は、冒頭でネパールの中小企業も市場競争に打ち勝ち、経営を拡大するという志向を持たなくてはならないというようなことを示唆しました。これは間違っていないかもしれませんが、副作用も生み出します。困難な課題ですが、ネパールでは人々の絆によって包み込まれた経済を構築できないでしょうか。日本は経済も社会も行き詰まりを見せており、日本もこういう方向に向かうべきと考えていますが、その可能性はネパールの方が大きいと思います。

### Economic Development Supported by People's Ties

Although my visit to Nepal was short, I got the impression that Nepal is a society where people have strong bonds with each other. I often saw people who passed each other on the street starting talking as if they were acquaintances. At the airport in Kathmandu, there were many people seeing people off and I was surprised to see many people crying. In a town outside of Kathmandu, there were several dogs that remained lying down when our car approached. The dogs were stray dogs, but they seemed to be cared for by local people. I thought that the dogs also trust people.

I cannot explain it well, but I felt that the strong bonds between people have given birth to the above two NPOs and companies like Deurali-Janta, which declares its mission to address the social issue of Nepal's medical independence. I sincerely hope for the development of Nepal's economy, but the reality is that the development of a market economy will sever the connections between people that existed before, and will proceed with the disintegration of communities. Economic development does not mean the development of happiness. In my opening remarks, I suggested that SMEs in Nepal must also have an orientation to overcome market competition and expand their operations. This is not wrong, but it also creates side effects. It is a difficult task, but can you build an economy in Nepal that is encompassed by the bonds of people? Japan's economy and society are at a standstill, and I believe that Japan also should move in this direction, but I believe that the potential is greater in Nepal.



मोबाइल बैंकिंग एपबाट पैसा पठाउने वा पाउने  
छिटो, सहज र सुरक्षित माध्यम



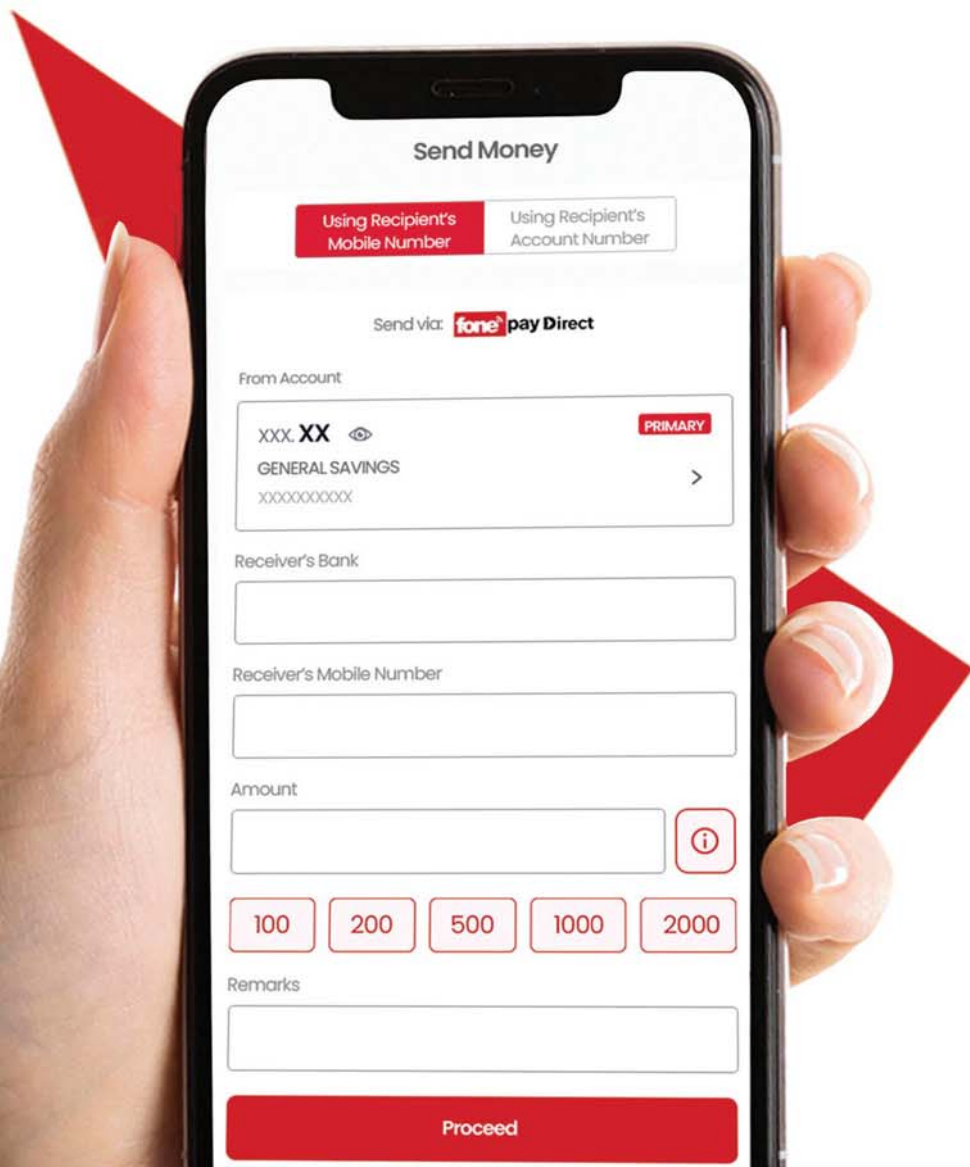
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# Quality Control and Logistic Management



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**Q**uality control in logistics management refers to the systematic processes and procedures implemented to maintain or improve the quality of goods and services throughout the supply chain. It involves monitoring and evaluating various aspects of production, transportation, storage, and distribution to ensure that products meet predefined quality standards.

## IMPORTANCE OF QUALITY CONTROL IN LOGISTIC MANAGEMENT

### 1. ENSURING PRODUCT INTEGRITY AND SAFETY

One of the primary objectives of quality control in logistics is to ensure the integrity and safety of products throughout the supply chain. By implementing rigorous quality control measures, logistics managers can identify and mitigate potential risks such as contamination, damage, or tampering during transportation and storage. For example, in the food and pharmaceutical industries, strict quality control processes are essential to prevent contamination and ensure that products meet regulatory requirements for safety and efficacy.

### 2. MINIMIZING PRODUCT LOSSES AND WASTE

Effective quality control practices help minimize product losses and waste, thereby optimizing inventory management and reducing costs. By monitoring factors such as packaging integrity, temperature control, and handling procedures, logistics managers can identify and address issues that may lead to product spoilage or damage. This not only improves the overall efficiency of the supply chain but also minimizes the environmental impact associated with waste disposal.

### 3. ENHANCING CUSTOMER SATISFACTION

Quality control plays a crucial role in meeting customer expectations and enhancing satisfaction. By consistently delivering high-quality products and services, logistics companies can build trust and loyalty among customers. For example, timely delivery, accurate order fulfillment, and product reliability are key factors that contribute to customer satisfaction. Through quality control measures, logistics managers can identify areas for improvement and implement strategies to meet or exceed customer expectations.

### 4. IMPROVING OPERATIONAL EFFICIENCY

Quality control contributes to the overall efficiency of logistics operations by identifying bottlenecks, reducing errors, and optimizing processes. Through the use of quality management tools such as Six Sigma or Total Quality Management (TQM), logistics managers can analyze data, identify root causes of problems, and implement corrective actions to improve performance. These results in streamlined operations, reduced lead times, and increased productivity throughout the supply chain.

### 5. COMPLIANCE WITH REGULATORY STANDARDS

In many industries, compliance with regulatory standards and quality certifications is essential for market access and customer trust. Quality control processes help ensure that products meet regulatory requirements for safety, quality, and performance. By maintaining compliance with standards such as ISO 9001 or Good Manufacturing

Practice (GMP), logistics companies demonstrate their commitment to quality and reliability, enhancing their reputation in the marketplace.

## ROLE OF QUALITY CONTROL IN DIFFERENT STAGES OF LOGISTIC MANAGEMENT

### 1. SUPPLIER QUALITY MANAGEMENT

Quality control begins with supplier quality management, where logistics managers assess the quality of raw materials and components procured from suppliers. By establishing clear quality criteria and conducting supplier audits, companies can ensure that incoming materials meet specifications and standards. This helps prevent defects and disruptions in the production process, ultimately leading to higher product quality and reliability.

### 2. PRODUCTION AND MANUFACTURING

In the production and manufacturing stage, quality control involves monitoring and controlling various processes to ensure consistency and reliability. This may include inspecting products at different stages of production, conducting quality tests, and implementing corrective actions to address any deviations from standards. By maintaining tight control over production processes, companies can minimize defects and ensure that products meet customer requirements.

### 3. TRANSPORTATION AND DISTRIBUTION

During transportation and distribution, quality control focuses on ensuring that products are handled, stored, and transported under optimal conditions to prevent damage or deterioration. This may involve using specialized packaging, implementing temperature-controlled systems, and providing adequate security measures to protect against theft or tampering. By closely monitoring transportation and distribution activities, logistics managers can minimize risks and maintain product integrity until delivery to the customer.

### 4. CUSTOMER SERVICE AND FEEDBACK

Quality control extends beyond the physical aspects of product quality to encompass customer service and feedback. By soliciting customer feedback and monitoring satisfaction levels, companies can identify areas for improvement and implement corrective actions as needed. This proactive approach not only helps address customer concerns but also enhances the overall quality of service and strengthens customer relationships.

## QUALITY CONTROL TOOLS IN SUPPLY CHAIN MANAGEMENT

Quality control tools play a crucial role in identifying and addressing issues within the supply chain, ultimately improving efficiency, reducing costs, and enhancing customer satisfaction. Here are some commonly used quality control tools in supply chain management and how they can be applied:

**STATISTICAL PROCESS CONTROL (SPC):** Statistical Process Control (SPC) is a method used to monitor and control processes through statistical analysis. It involves collecting and analyzing data to understand process variability and identify trends or patterns that may indicate potential problems. SPC tools, such as control charts and histograms, are used to visualize data and monitor process performance over time.

**SIX SIGMA:** Six Sigma is a data-driven methodology focused on improving process quality by reducing defects and variations. It involves defining, measuring, analyzing, improving, and controlling processes to achieve the desired level of quality. Six Sigma tools, such as DMAIC (Define, Measure, Analyze, Improve, Control) and FMEA (Failure Mode and Effects Analysis), are used to identify root causes of defects and implement solutions to improve process performance.

**QUALITY MANAGEMENT SYSTEMS (QMS):** Quality Management Systems (QMS) are frameworks used to manage and improve quality throughout the organization. QMS tools, such as ISO 9001 standards and quality audits, help ensure that processes are documented, standardized, and continuously monitored for compliance with quality requirements.

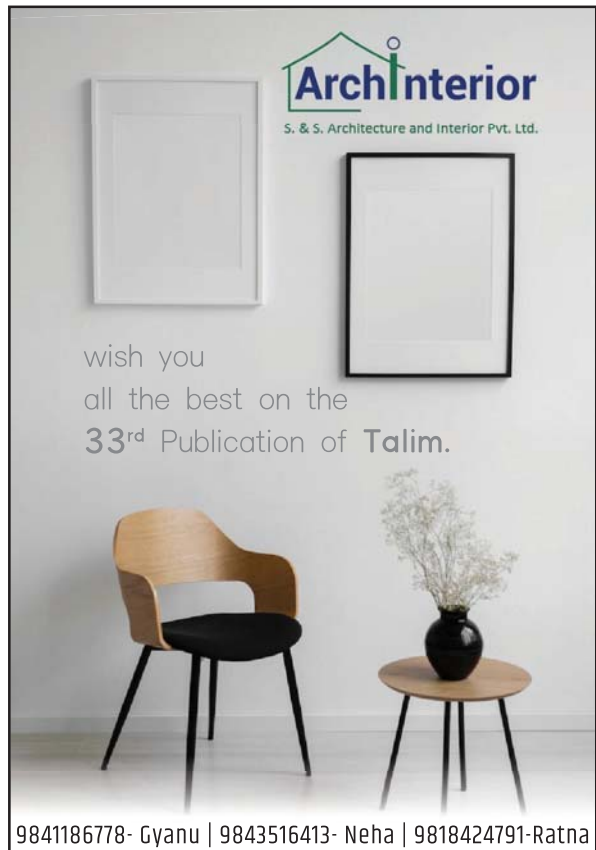
**PARETO ANALYSIS:** Pareto Analysis is a technique used to prioritize issues or problems based on their impact on overall performance. It involves identifying the most significant factors contributing to quality problems and focusing resources on addressing them first. Pareto charts are used to visually represent the frequency or impact of different issues.

**SUPPLIER QUALITY MANAGEMENT (SQM):** Supplier Quality Management involves assessing and monitoring the quality of products and services provided by suppliers.

SQM tools, such as supplier audits and performance scorecards, are used to evaluate supplier capabilities, track performance metrics, and identify areas for improvement.

In conclusion, quality control plays a critical role in logistics management, ensuring that products and services meet the desired standards and expectations throughout the supply chain. By implementing rigorous quality control measures, companies can enhance product integrity, minimize waste, improve customer satisfaction, and optimize operational efficiency. From supplier quality management to customer service and feedback, quality control processes are essential for maintaining competitiveness and meeting regulatory requirements in today's dynamic marketplace. With the help of Quality control tools, organizations can proactively identify and address quality issues within the supply chain, leading to improved process efficiency, reduced costs, and enhanced customer satisfaction.

Overall, a strategic approach to quality control not only mitigates risks and reduces costs but also fosters a culture of continuous improvement and innovation within the organization, driving long-term success and sustainability in logistics management.



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# Management of SMEs and Human Resource

## Management of SMEs in Thailand



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Vice President  
Nepal AOTS Alumni Society

*Sharing the learnings of ICOSA-Japan (International Cooperation Organization for Small & Medium Enterprises in Asia) hosted webinar dated 04th February, 2023:*

*Based on presentation by the Executive Director - Thailand Productivity Institute Mr Suwanchai Lohawatanakul.*

### BACKGROUND:

First of all, I would like to thank ICOSA (International Cooperation Organization for Small & Medium Enterprises in Asia) and its executive team members for allowing Nepal AOTS members to periodically participate in such knowledge imparting programs.

The learnings of this program is very much useful in the context of Nepal as well. It is so important to note that how the Thai government is nurturing, supporting and promoting the MSMEs (Micro, small & medium enterprises) of their country prioritizing the importance of MSMEs as the back bone of the national economy and it is so impressive to note that the Thai government very well values and recognizes MSMEs economic & social contribution also being the job creator for the nation.

MSMEs in Thailand broadly encompasses the manufacturing, services, trading and agro sector of the economy. It is worthy to know that **Thai government sets on time strategies and prepares plans and procedures to timely assist, nurture & promote MSME sector of the economy. Such practice should be the eye opener model for the Nepalese policy makers**

**and bureaucrats as well in order to promote and build competitiveness of the Nepalese MSMEs as well. Let me try to highlight and share the gist of important learnings of the program.**

**Thailand Productivity Institute (TPI)** is the organization under the Ministry of Industry of Thailand.

TPI, functions to help and assist to increase the competitiveness of the MSMEs in Thai industry and service sectors utilizing the skills & knowledge of experienced workforce.

TPI provides wide range of services such as Consultation, Training, Research & Cooperation including academic exchange with international networks including schemes to promote quality & productivity enhancement in every aspect of the nation's society. TPI believes that empowerment of skills, knowledge, innovation and quality performance with productivity enhancement in MSMEs leads to the nation's competitiveness and sustainable development.

TPI concerns about building the national competitiveness of MSMEs through the following **five Missions**.

1. Build MSMEs capabilities
2. Raise Business Productivity
3. Strengthen Innovation
4. Build Trust in Thailand's Products & Services Through Quality
5. Contribute to the sustainable Socio Economic Development of the Nation through Productivity Enhancement

**TPI** has broadly Identified the following **manpower related problems for MSMEs in Thailand** (Rank wise order) and that affects MSMEs competitiveness.

- High turnover rate of employees
- Demand for higher wages
- Shortage of skilled workers
- Integrity
- Shortage of migrant workers
- Shortage of local workers

MSMEs entrepreneurs in Thailand are mulling over for the facilitative support role of government **on the followings**

: Facilitate the procedures of import of migrant workers

: Supportive Funding's on wages

: Delay of increasing minimum wage policy

: Skills training and development of workers

: Provide matching center for employer and workers

: Set up quality assurance unit to check the qualification of the workers before starting employment

: Supportive policies on benefit and welfare to reduce the labor cost

## CURRENT HUMAN RESOURCE CHALLENGES IN THAI SMES –DIVERSE WORKFORCE:

- **Diverted interest of Workers**- Currently- the choice and preference of many young workers is to work in digital environment, as the young generation are digital savvy.
- **Rising wages and fair pay** demand of workers
  - : employers are under pressure to demonstrate that they are paying fairly
  - : On the contrary, Employees are demanding more transparency and investors want more reassurance
- **Job Security**-Fresh graduates feel difficulty in finding secured jobs -reduced earnings due to cut in working hours and pay cuts imposed by employer which they insist as guided by business volume and that also affects the daily life of the human resource due to mismatch in cost of living

- **Job hopping & high turnover** -Shortage of talent/skills due to Job hopping and high turnover rate

-HR management to plan the followings

: Retention of talent

: Make sure that employees value proposition matches their needs and requirements

- upskilling of HR

: **Shortage of talent-difficulty in recruiting**

- identifying their future opportunities beforehand is the priority for HR management

- Management is required to plan for new class of employees who are available for them in the concerned time and how to maximize the value they can provide

**Capability building:** Management need to be agile and make it easy for employees to find capability building resource in their moment of need, and to reimagine how learnings get implemented and shared in the organization

## Environmental challenges:

: ASEAN Economic community- transnational challenges

: Multi polar world economy-changes in global rules & regulations

: Moving towards aging society

: Effect of Global climate change

: Food & energy under threat

: Changing the way people connect

## THAI SMES OWNERS FOCUS ON THE FOLLOWING WORK STRATEGY TO MAKE EMPLOYEES WORK WELL AND IMPROVE THE WORK PRODUCTIVITY

: Increased participation and collaboration in work

: Pay for performance

: Develop idea sharing culture -without prejudice

- Reward & recognition for positive constructive feedback

: Formation of a productive work culture

: Promotion of information sharing machine- disclosure of financial information as well



- : Adopt right technology in right place at right time with right awareness
- : Capability building of Human Resource by upskilling and reskilling
- : Promotion of work life balance
- : Improved employee engagement and experience

**Some of the genuine needs of SMEs for their growth during the Business Lifecycle:**

- : Business foundation development- Business concept-model -business plan
- : Business competitiveness development
- setting a firm management system-solving day to day operation problem
- Improving quality standards of service & products
- : Value creation & Design
  - Niche innovation & networking

**It is indeed important to note the supportive role of Thai government as follows- address the aforementioned needs of SMEs during their business cycle-protection-promotion and development of MSMEs in Thailand.**

- a. Furthermore, to strengthen-promote and support the MSMEs, the **Office of Small & Medium enterprises Promotion (OSMEP)** is the organization which is directly under the office of the Prime Minister of Thailand.

**OSMEP** always believes that the MSMEs are the backbone of Thai economy. It is the leading organization that formulates policies and strategies for MSMEs promotion. It is also the focal body to coordinate the network system of public and private sector in order to drive the growth of MSMEs with strength of quality, productivity and competitiveness for sustainability.

It also carries training and development course and programs and TOT programs for program instructors for the capability building of MSMEs.

- b. **National Board of MSMEs promotion** that carries the responsible role to supervise and navigate the direction of MSMEs for their development process through on time policy and plan formulation.

Giving importance for such crucial role, the Prime Minister oneself is the chairperson of the National Board of SME promotion.

- c. **Institute for Small & Medium Enterprises Development (ISMED)** is the body that connects the government policy for the success and sustainable growth of SMEs-that guides and advises SMEs to determine the resources available for their business development and build alliances.

ISMED also acts as the service provider for SMEs on business information, professional management development and on networking activities -supply chain-product development -market intelligence -business matching etc. activities for building their strength and sustainable growth.

No wonder such facilitation service of Thai government is commendable effort to nurture, promote and growth of Thai MSMEs, which in turn supports the government to strengthen the national economy.

**Part II. The flip side (context of Nepal) - Salient problem and challenges of Nepalese SMEs and government support:**

**Information gathered** -Based on interview programs of entrepreneurs, telecasted in the national TV programs, personal interactions with the entrepreneurs' and reference of various articles published in Nepalese newspapers and last but not the least backed by own exposure and experience of various industries.

This note is based on conceptual generalized view of the writer without any access to the Research based documents, hence unable to present the analytical and comparative report guided by facts and figures. I have mainly touched the industries under the manufacturing sector due to my own work exposure as the management practitioner in various manufacturing industries.

**We feel that Nepal government too need to install various professional supporting bodies like in Thailand to support, assist and mentor Nepalese MSMEs and also to navigate the domestic MSMEs towards the right direction.**

Beside the fact that SMEs are the growth engine of the national economy, the general scenario of Nepalese SMEs (including some large industries) are as follows:

1. Most of the manufacturing SMEs fall under Agro and livestock based, forest and mining based and craftsmanship based (handicraft) area of operation -good prospect for such SMEs to capitalize both competitive and comparative advantage backed by abundancy of indigenous materials and local skills that leverage the cost of production. Furthermore, current scenario of energy availability in abundance (unlike yesteryears heavy dependency on self-generated power through generators sets) also supported by good network of motor able roads are the positive infrastructure resource contributed by Nepal government for the business of SMEs.
2. Strategic geo economic location of our country in between two powerful and leading global economies is yet to be capitalized by the government as the catalytic force for competitive trade opportunities (import of ancillary materials for local manufacture and export of finished goods) with two large economies having large and affluent population
3. In spite of above mentioned #1 and # 2 strengths -Most of the SMEs in the country are under the grip of Traditional management and un nurtured entrepreneurial culture that hinders their growth
  - : Most of the SMEs Plant having Outdated production technology
  - : Inadequate knowledge on management skills - operation, finance, HR and marketing -mostly biased and mismatched also influenced by owner driven decisions
  - : Inadequately trained workforce
4. Most of the SMEs are Unable to increase Quality and Productivity standards that diminishes their competitiveness
5. High trend of foreign employment opportunities available for the local manpower resulting to skill retention difficulties in SMEs
6. Due to job hopping tendency amongst youngster workforce, no wonder the entrepreneurs feel that training of workforce is loss making expense.
7. Low capital base- poor access to technology
8. Poor access to finance- high interest rate (double digit) on borrowings
  - : No concessional loan for SMEs
  - : large collateral requirements on borrowings specially to acquire land, plant & equipment
  - : Short duration of repayment period to banks
  - : Delay and difficulties in credit realization from market-threat of bad debt
9. Most of the SMEs rely on push sales for revenue, consequently succumbs to credit sales and such cash blockage in market affects their working capital requirement needs
10. Of late, trend of Government's delayed payment to contractors is also one of the responsible element to result domino effect especially in construction industry, the conceptual **generalized view** seems as follows-
  - : In construction material industries (mostly large industries -mainly cement, steel and bricks) Cash blocked by large buyers (contractors) as they are not paid by government on time has caused working capital constrain to industries which supplied their finished goods to the contractors for government's infrastructure related big projects during their business cycle.
  - : This has affected the construction material industries to operate on under capacity

operation. (chain effect of cash crunch affecting the raw material purchase to operating expenses and debt servicing to payment to creditors).

11. High cost of required materials, cost of logistics, inventory and trade facilitation cost has also affected the supply chain economy due to lower scale of operation- caused weaker competitive advantage to leverage the cost of production and service. That feature has weakened the competitiveness in the domestic market so as in export as well
12. Lower FDI in Nepalese SMEs. - due to obscure legislation-on taxation and repatriation of profit matters and on matters related to pull back of investments in case to fold the business
13. **Lack of government's support** to assist SMEs for building their competitiveness - to enhance Quality and productivity

: No Facilitation from the government to SMEs-Design the business concept model and plan for Competitive business model-align their activities to link with value chain

: Absence of government support- undue Demand of trade unions \* (reduced to some extent now) and mitigating the Industrial Relation problems

: Nil Assistance in Sourcing of skills

: Absence of Supportive Training programs for MSMEs competency building

: Need for Network support to strengthen the SMEs for value creation and niche innovation

: Need support of government for business collaboration

: Least support of government to SMEs towards granting incentives and concessional loans

**Undesirable effect of aforementioned challenges' and suggestions calls for required mentoring & supportive role from the government to facilitate at least on the following fields:**

a. Most of the SMEs- Not able to reach the organized external market

: Limited production capacity-unable to execute large orders based on rigid schedule and quality requirements of buyers

: High cost of production and transaction cost

: poor quality products and improper packaging\* lack of cold storage infrastructure to increase the shelf life (especially applicable for fruits and vegetables)

- Inconsistency in meeting technical specifications

b. Majority of the Nepalese SMEs Lack the requirements -technical assistance and business support services from the government including facilitation to acquire concessional loans.

: Lack of Market information dissemination service-domestic as well as export market

: Lack of Skill sourcing and upgradation service matters

: Need for hassle free facilitation service from the government agencies to SMEs in various area of concerns.

- Lacks Network arrangements between producer and exporters to help in

Enhancing their operational capabilities

c. Need for Timely amend/change in statutory rules & regulations to promote SME sector for creating positive effect in the economy



# Achieving excellence in organization through TQM



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**T**he concept of quality has been emerging. Earlier quality referred to the products that meet the requirement of the customers, products functional and psychological properties, reliability, safety etc. Currently along with these properties, there is also a need to take into consideration the product's impacts on society as well as the environment along with the impact on future generations. There is a common perception among us that an organization must make huge financial investment to achieve quality. Obviously, some of the tangible costs include expenses for better raw materials, equipment, and training for making the employees competent. However, the cost of losses are much more than the investment e.g. loss of opportunities due to inadequate quality products/services, damage to reputation, customer dissatisfaction and potential legal liabilities. However, it is also crucial to recognize that investing in quality can lead to long-term benefits such as increased customer satisfaction, loyalty, and positive brand reputation, which can outweigh the initial costs. So, while quality does come with costs, it is often considered an investment rather than just an expense. One of the systems that an organization can implement for achieving quality is Total Quality Management.

Total Quality Management is one of the management methodologies that puts the value on quality to bring people and the organization's capability to the maximum. It is centred on quality, based on the participation of all its members and aiming at long-

term success through customer satisfaction and benefits to all members of the organization and to the society. To implement TQM leaders of the organization, need to make a commitment for quality. As the leaders are the one who set the mission and vision and equip the employee with resources, TQM implementation is not possible until and unless leader take initiation towards quality. Effective communication is a critical component for TQM and is essential to enable employees to work towards the same goal.

Communication can also be considered as a backbone that connects with the customers. For an organization to run smoothly there should be a clear communication within and outside the organization. Since the meaning of what we communicate is decided by how the receiver understand it so while communicating we should focus on clarity and brevity and consider the level of understanding of the receiver. An organization can set a communication matrix including the subjects to be communicated, authorize person to communicate it and when to communicate and the mode of communication.

Teamwork is another thing needed for TQM implementation and achieving the organization's goal. Leader should encourage employees to participate in problem solving activities. Employees should also be empowered to make decision. Management should make the employees responsibilities and authorities clear which makes it easy for them to carry on their activities. Customer orientation is also needed to be think of if you wish to implement TQM. Your

customers are the ones who define whether your products or services meet the quality requirements. To provide a quality output, customers input needs to be considered.

Another aspect of TQM is continual improvement. Among the most widely used tool for the continual improvement is the Plan-Do-Check-Act (PDCA cycle) also known as Deming Cycle after W. Edwards Deming, who introduced the concept. For implementing PDCA organization has to first identify the opportunities and generate plans for gaining it, the next step is implementation of the plan and next is to analyse whether if the plan worked well or not what are the improvements that are to be made and finally in act phase you have to implement the solution. Since the PDCA is a loop and not an end, the organization can then continuously seek for new plans of improvement.

As per the structure of TQM activities, an organization first needs to work on policy management. Organization shall make policies for achieving midterm and long-term business goals. Organization shall also focus on daily management by improving the existing

quality by means of standardizing the processes and monitoring the process. Once the standard is established, identify problems and deviation against the standard and resolve the problem. A problem is the gap between the existing situation and the ideal situation or objective. Key performance indicators could be set and monitored at various levels of the processes. Corporate culture should also be fostered amongst the employees. Corporate culture stands for the shared values, principle, traditions, and ways of doing things that influence the way members in an organization act. Employees can be involved through small group activities like group discussion and QC circle activities.

Total Quality Management application can help an organization to provide better service and product, as they would be focusing on customer. Customer satisfaction would be increased. Participation of the employees strengthen the employee morale and teamwork. Implementation of TQM takes time, resources, and commitment. The recognition received after the implementation is worth of all the difficulties faced thorough the TQM journey.

*Having taken the time to think,  
venture to act. Once you've done so,  
stop thinking.*



# How Serious Are You About Continuous Improvement ?



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Nepal AOTS Alumni Society

**N**obody will deny that quality is a key competitive factor in any organization, and that it is, as should be, the top agenda of any organization. However, it would not be an overstatement that many organizations are simply professing quality improvement in their operations through lip services and tick marks in their compliance checklists while ignoring the imperatives to make quality an integral part of the corporate culture. To rapidly improve their company's quality context, both organizational leaders and employees must adopt quality-driven mindsets and behavior, and not relegate their quality drives to mere compliance exercise. Despite lot of investments made in quality improvement, the corporate world, including the Nepalese scene, has witnessed the consequences of half-baked efforts commonly in the forms of recalls of products, customer complaints, warranty claims, lawsuits etc. due to quality deficiencies. Quality management will continue to suffer without a transformation within an organization's culture.

This transformation within the organization culture is best effected by creating a sustaining culture of continuous improvement, popularly known as Kaizen. Kaizen is ultimately about a culture where continuous improvement becomes second nature for all employees, so it is a natural fit. Having shared values, and beliefs matter a lot to drive organizations forward, but what really contributes to their success is a healthy organizational culture - particularly, a continuous improvement culture. Research has shown that a continuous improvement approach manifests the following benefits:

- contributes to operational excellence
- companies are more innovative
- positive impact on employee motivation
- greater customer loyalty
- sustainable business growth and competitive advantage
- adapt to changes in the business environment

## CHALLENGES IN IMPLEMENTING A CULTURE OF CONTINUOUS IMPROVEMENT

These, compounded with numerous other benefits, make continuous improvement approach very attractive. But the question is - are you serious about continuous improvement? Developing a continuous improvement culture enables companies to drive organizational success, but many face challenges and fail to achieve expected outcomes. The reasons for this could include lack of top management commitment, a limited view of continuous improvement, a lack of leadership knowledge and development, and a lack of commitment from the organization as a whole.

This culture focuses on ongoing, incremental improvements rather than sporadic and major changes. Implementation of such a culture effectively calls for certain mind-set and behavioral changes across all levels of the organization. It's all about persistence, commitment, trust, experimentation and continuous learning, and adopting it as a way of life.



## KEY BEHAVIORAL CHANGES

For successful implementation of continuous improvement culture, leaders must be willing to seriously consider the following key behavioral changes.

### 1. LEADERSHIP COMMITMENT AND MODELING

Leaders must embody the principles of continuous improvement demonstrating evident commitment through their actions, communication, and decision-making processes. When leaders prioritize and engage in these efforts, it sets a powerful example for the rest of the organization. Leaders should:

- **Demonstrate continuous learning:** Leaders should engage in professional development and actively seek feedback.
- **Promote open communication:** Encourage a culture where employees feel safe to express ideas, concerns, and suggestions for improvement.
- **Recognize and reward improvement efforts:** Recognize and reward individuals and teams who achieve significant improvements. Celebrate small wins publicly to reinforce the value placed on continuous improvement.

### 2. EMPOWERMENT AND TRUST

For a culture of continuous improvement to thrive, employees at all levels need to feel empowered to take initiative. This involves:

- **Decentralizing decision making:** Allow employees to make decisions within their areas of expertise without excessive bureaucratic oversight.
- **Fostering ownership and accountability:** Encourage employees to take ownership of their work and be accountable for their results.
- **Building trust:** Establish a trust-based environment where employees are confident their efforts will be supported and appreciated.

### 3. EMPHASIS ON COLLABORATION

Collaboration should be prioritized over competition within the organization. This means:

- **Cross-functional teams:** Encourage teams from different departments to work together on projects and problem-solving. Form cross-functional teams to foster collaboration and break down silos. This encourages a more holistic approach to problem-solving and improvement.
- **Shared goals:** Align individual and team goals with the organization's overarching objectives to ensure everyone is working towards the same outcomes.
- **Knowledge sharing:** Promote the sharing of information, best practices, and lessons learned across the organization.

### 4. FOCUS ON DATA-DRIVEN DECISION MAKING

Decisions should be based on data and objective analysis rather than intuition or hierarchy. This requires:

- **Collecting relevant data:** Implement systems to collect and analyze data pertinent to the organization's operations and improvement efforts. Use data to track performance and identify areas for further improvement.
- **Training in data literacy:** Ensure employees have the skills to understand and utilize data in their roles.
- **Continuous monitoring and feedback:** Establish mechanisms for ongoing monitoring and feedback to track progress and identify areas for improvement. Implement regular review meetings to discuss continuous improvement progress.

### 5. ADOPTING A GROWTH MINDSET

Cultivating a growth mindset across the organization means encouraging the belief that abilities and intelligence can be developed with effort and perseverance. This involves:

- **Encouraging experimentation:** Allow room for experimentation and view failures as opportunities for learning.
- **Promoting resilience:** Teach employees to bounce back from setbacks and view challenges as opportunities for growth.
- **Continuous learning:** Provide opportunities for ongoing training and development. Create a learning environment in the organization.

## 6. STANDARDIZATION AND FLEXIBILITY

Balance standardization with the flexibility to innovate. This requires:

- **Developing Standard Operating Procedures (SOPs):** Create SOPs to ensure consistency and reliability in processes.
- **Encouraging innovation within standards:** Allow employees to suggest improvements to SOPs and innovate within the framework of these standards.
- **Adapting to change:** Be willing to revise and update standards as new information and technologies emerge.

## 7. CUSTOMER-CENTRIC FOCUS

A continuous improvement culture should always keep the customer at the center of all decision making, designing and planning activities. This means:

- **Gathering customer feedback:** Regularly collect and analyze customer feedback to understand their needs and expectations.
- **Prioritizing customer satisfaction:** Ensure that improvement efforts are aligned with enhancing customer satisfaction and value.
- **Engaging with customers:** Involve customers in the improvement process where feasible, such as through co-creation or pilot programs.

Implementing a sustaining continuous improvement culture requires intentional and strategic behavioral changes throughout the organization. By embedding these

behaviors into the fabric of the organization, continuous improvement can become a natural and ongoing process, driving the organization towards sustained success and innovation.

## ASSUMPTIONS AND FALLACIES THAT IMPEDE CONTINUOUS IMPROVEMENT

Promoting a culture of continuous improvement in an organization can be challenging, particularly when certain assumptions and fallacies hinder progress. Understanding and addressing these misconceptions is crucial for fostering an environment where continuous improvement can thrive. Some common assumptions and fallacies that impede the promotion of continuous improvement are as follows:

### 1. "WE ARE ALREADY EFFICIENT ENOUGH"

**Assumption:** The belief that current processes are optimized and do not require further improvement.

**Fallacy:** No process is ever perfect; there is always room for improvement. This dangerous mindset can lead to complacency and stagnation.

**Impact:** It discourages proactive problem-solving and innovation, causing the organization to fall behind competitors who are continuously improving.

### 2. "CHANGE EQUALS COST"

**Assumption:** Any change, especially continuous improvement, is too costly and disruptive.

**Fallacy:** While some changes may involve initial costs, continuous improvement often leads to long-term savings, increased efficiency, and better quality.

**Impact:** This fallacy prevents investment in improvement initiatives, resulting in missed opportunities for cost reduction and efficiency gains.

### 3. "CONTINUOUS IMPROVEMENT IS ONLY FOR MANUFACTURING"

**Assumption:** The belief that continuous improvement methodologies like Lean or TQM approaches are only applicable to manufacturing environments.

**Fallacy:** Continuous improvement principles can be applied to any industry or department, including services, healthcare, finance, and more.

**Impact:** Limiting continuous improvement to manufacturing prevents other parts of the organization from benefiting from systematic improvements.

#### 4. "IMPROVEMENT IS THE MANAGEMENT'S JOB"

**Assumption:** The notion that only managers and leaders are responsible for driving improvement in the organization.

**Fallacy:** Continuous improvement requires the involvement and input of all employees, as they often have the best insights into their own work processes.

**Impact:** It leads to a lack of engagement and ownership among employees, reducing the effectiveness and sustainability of improvement efforts.

#### 5. "WE DON'T HAVE TIME FOR CONTINUOUS IMPROVEMENT"

**Assumption:** The belief that employees are too busy with their daily tasks to focus on improvement activities.

**Fallacy:** Allocating time for continuous improvement can lead to more efficient processes, ultimately saving time and reducing workload.

**Impact:** Ignoring continuous improvement due to time constraints perpetuates inefficiencies and prevents the organization from evolving.

#### 6. "ONE-TIME PROJECTS ARE ENOUGH"

**Assumption:** The idea that occasional large-scale improvement projects are sufficient to drive progress.

**Fallacy:** Continuous improvement is an ongoing process that requires regular, incremental changes rather than sporadic, large-scale initiatives.

**Impact:** Relying on infrequent projects can result in temporary gains without sustainable long-term benefits.

#### 7. "EMPLOYEES WILL NATURALLY RESIST CHANGE"

**Assumption:** The belief that employees are inherently resistant to change and will not support continuous improvement initiatives.

**Fallacy:** While resistance to change can occur, it is often due to poor communication, lack of involvement, or insufficient training. When employees understand the benefits and are involved in the process, they are more likely to support it.

**Impact:** This assumption can lead to a self-fulfilling prophecy where leaders do not engage employees effectively, resulting in genuine resistance and undermining improvement efforts.

#### 8. "WE NEED PERFECT SOLUTIONS"

**Assumption:** The expectation that any improvement initiative must provide a perfect solution to be worthwhile.

**Fallacy:** Continuous improvement is about making incremental changes and learning from each step. Waiting for perfect solutions can cause paralysis by analysis.

**Impact:** This mindset delays action and prevents the organization from benefiting from small, meaningful improvements.

#### 9. "CONTINUOUS IMPROVEMENT IS JUST A TREND"

**Assumption:** The belief that continuous improvement is a passing fad rather than a long-term strategic approach.

**Fallacy:** Continuous improvement is a proven methodology that has been successfully implemented across various industries and organizations for decades.

**Impact:** Dismissing continuous improvement as a trend prevents the organization from committing to long-term improvement strategies and reaping their benefits.



## 10. "TECHNOLOGY ALONE WILL DRIVE IMPROVEMENT"

**Assumption:** The notion that investing in new technologies will automatically lead to continuous improvement.

**Fallacy:** While technology can enable improvement, it is not a substitute for a culture that encourages and supports continuous improvement practices.

**Impact:** Over-reliance on technology without addressing underlying processes and behaviors can result in wasted investments and missed opportunities for genuine improvement.

Addressing these common assumptions and fallacies is crucial for fostering a culture of continuous improvement. By recognizing and challenging these misconceptions, organizations can create an environment where continuous improvement is not only

encouraged but also embedded in the daily operations and mindset of all employees. This leads to sustained success, adaptability, and a competitive edge in the market.

### CONCLUSION

To stop improving, means to stop evolving. In today's highly competitive markets no one can afford to fall behind. Establishing a continuous improvement culture in the organization can be a tremendously difficult task, but one worth working for. Few organizations and leaders seriously commit to it, but those who do it and do it well, can see the results of their work. It is important to remember that while this is a conscious effort from top management, it is a human centered approach that touches on intrinsic motivation and behaviour change. The competitive advantage starts growing when employees understand and are directly involved in the effort needed to constantly develop.

So, how serious are you about continuous improvement?

**ASK A QUESTION AND YOU FEEL SHAME FOR A MOMENT.  
NOT ASKING AND NOT KNOWING MEANS YOU WILL FEEL SHAME  
FOR YOUR WHOLE LIFE.**



# Seven Quality Control Tools and its implementation in Handicraft Industry



**Mr. Narayan Krishna Kharel**  
Asterisk International Services Pvt Ltd.

**Q**uality control is vital part of handicraft export company. It is responsibility of producer and exporter to provide quality product to the customer as agreed as sample produced and written on purchase order. In handicraft companies we usually work on make to order basis, as contract manufacturing, Original design Manufacturing.

Most of time the designs are sent by customer and we make sample based on those designs or drawings. The quality process is there in every steps of business either it is communication or production or logistics or customer service etc.

The rejection of products by customer and provide them replacement units will cost huge effort, hassle and moreover loosening the believe in company's operational performance and ethical practices.

To overcome different quality issues during the process of manufacturing 7 types of Quality Control tools can be used.

The 7 QC tools were introduced by Kaoru Ishikawa, a Japanese professor, in his book *Guide to Quality Control* (1976). According to Dr. Ishikawa, these simple

tools can solve 90% of quality problems in a company.

The 7QC Tools, also known as the Seven Basic Quality Tools, are graphical techniques tailored for data visualization and problem-solving. They are foundational to several process improvement methodologies, including Total Quality Management (TQM) and Six Sigma.

Implementing the seven Quality Control (QC) tools in a Handicraft export company can significantly improve operational efficiency, product quality, and customer satisfaction. These tools, originally curated by Japanese quality management experts, serve as a structured approach to problem-solving and decision-making. Let's delve into each tool and how they can be applied in the context of a Handicraft export company:

**1. Check Sheets:** Check sheets help in collecting and organizing data for analysis. In a Handicraft export company, check sheets can be used to record defects in products, identify common issues, and track quality trends over time. By implementing check sheets, the company can pinpoint areas of improvement and take corrective actions.

A manufacturing company produces Christmas toys and is currently facing concerns about defects occurring during the assembly process. To address this issue, the administration decides to use a check sheet to track defects and identify areas for improvement.



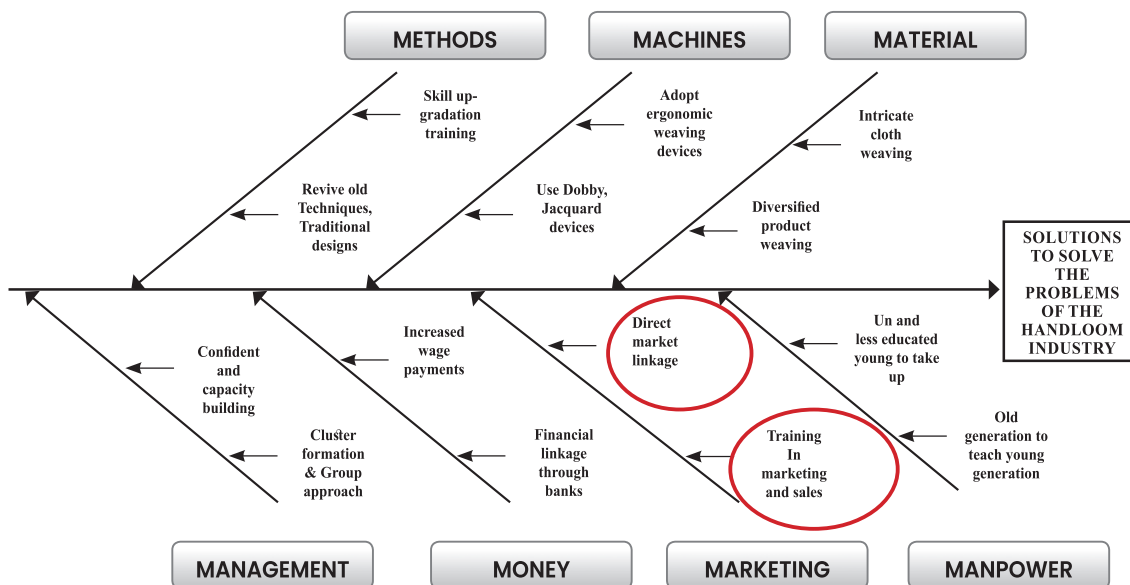
**2. Pareto Chart:** A Pareto chart prioritizes problems based on their frequency or impact. In this company, a Pareto chart can highlight the most common defects or issues in the handicraft products. By focusing on resolving the vital few issues that contribute to the majority of problems, the company can allocate resources effectively for quality improvement.

**3. Cause-and-Effect Diagram (Ishikawa or Fishbone Diagram):** This tool helps in identifying the root causes of a problem. In the context of a Handicraft export company, a cause-and-effect diagram can be utilized to uncover reasons behind defects, such as material quality, craftsmanship, design flaws, or production processes. By addressing these root causes, the company can prevent recurring issues and enhance product quality. Fishbone diagram is embedded in Japanese workers' mind. In Nepal, growing of buddha's teaching people will also think like Japanese.

**4. Histogram:** A histogram displays the distribution of a process characteristic. By using histograms, the Handicraft export company can visualize variations in product dimensions, color consistency, or other quality parameters. This tool aids in understanding the quality standards and setting targets for improvement.

**5. Scatter Diagram:** Scatter diagrams help in analyzing the relationship between two variables. In the company's context, a scatter diagram can be employed to assess the correlation between production time and product quality, supplier performance and defect rates, or similar factors. By identifying these relationships, the company can make informed decisions to optimize processes.

**6. Control Charts:** Control charts monitor process performance over time. By implementing control charts in production processes, the Handicraft export company can detect variations, defects, or abnormalities promptly. This tool enables proactive quality management and facilitates continuous process improvement.



**7. Flowcharts:** Flowcharts illustrate the steps in a process visually. In a Handicraft export company, flowcharts can streamline production workflows, quality inspection procedures, or order fulfillment processes. By mapping out these processes, the company can identify bottlenecks, eliminate inefficiencies, and enhance overall operational efficiency.

In conclusion, integrating the seven QC tools into the operations of a Handicraft export company can foster a culture of quality consciousness, facilitate problem-solving, and drive sustainable business growth. By leveraging these tools effectively, the company can elevate product quality standards, meet customer expectations, and gain a competitive edge in the global handicraft market.



# Japanese Management



**Mr. Rajendra Chapagain**  
Executive Member  
Nepal AOTS Alumni Society

**J**apanese management, also known as “Japanese-style management” or “Japanese management practices,” encompasses a set of principles and methods traditionally linked to Japanese firms. These practices gained worldwide recognition due to the post-World War II success of several Japanese companies. Key features include continuous improvement, effective teamwork, and respect for hierarchy. These techniques have propelled Japanese businesses to excel in industries such as steel, electronics, and automobiles.

Japan’s rapid economic growth has transformed it into a global industrial powerhouse, sparking interest from both developed and developing nations. The unique Japanese management system is often credited for this success, leading to extensive discussion and literature on its applicability in various socio-economic contexts.

## KEY CHARACTERISTICS OF JAPANESE MANAGEMENT

### NENKO (LIFETIME EMPLOYMENT):

Under this system, graduates from top schools are hired with the expectation of lifelong employment, retiring typically between ages 55 and 60. This minimizes hiring costs and turnover, fosters loyalty, and discourages job-hopping, which is socially frowned upon in Japan.

### RINGI (CONSENSUS DECISION-MAKING):

Decisions are made through consensus at various management levels. Proposals, often initiated by junior managers, move up the hierarchy for approval, involving extensive consultation. This process, while lengthy, ensures broad input, promotes harmony, and strengthens commitment to decisions.

### JOB ROTATION:

Employees frequently change positions to gain experience across various fields, leading to a broad understanding of the company. While this limits specialization, it enhances coordination, interpersonal relationships, and staff adaptability.

### SLOW EVALUATION AND SENIORITY-BASED PROMOTION:

Performance appraisals and promotions are based on long-term contributions and seniority, with initial evaluations occurring after about ten years. This system promotes stability, minimizes unhealthy competition, and encourages a cooperative work environment.

### OMIKOSHI (COLLECTIVE GROUP RESPONSIBILITY):

Employees work as teams, reducing unnecessary practices and allowing individual initiative. This group-oriented approach fosters collaboration and aligns with the traditional Shinto practice of carrying the portable shrine (Omikoshi).

### PATERNALISTIC HUMAN CONCERN:

Companies show a fatherly concern for employees both on and off the job, offering housing, family allowances, and social support. This fosters employee dedication and morale, creating a familial work environment.

### PROFIT-BASED COMPENSATION:

Employee compensation is linked to corporate performance, with significant bonuses paid every six months. Group performance, rather than individual performance, determines pay, fostering a sense of belonging and shared business risk.

### QUALITY CONTROL CIRCLES (QCC):

Quality is a top priority, with workgroups dedicated to improving productivity and quality. These circles, led by supervisors, meet regularly to develop and implement improvement ideas, contributing to the success of Japanese companies in global markets.

### EGALITARIANISM:

The workplace culture is democratic and minimizes rank differences. Uniform attire, shared cafeterias, open workspaces, and punctuality exemplify this equality, promoting a sense of unity and fairness.

### STRONG EMPHASIS ON TRAINING:

Employee selection prioritizes character and family background over experience and talent. Extensive training programs ensure employees align with company ideology and functional requirements.

### ETHICAL CONDUCT:

Japanese businesses acknowledge their social responsibilities, striving for goals beyond profit maximization. The DOYUKAI philosophy emphasizes the broader role of management in society.

### SYMBOLIC INTER-ORGANIZATIONAL NETWORKS:

Large corporations often supervise a network of subsidiaries, providing business, technical, financial, and managerial support. These relationships, based on regular business interactions, strengthen the parent company's influence.

### IN-PROCESS INVENTORY MANAGEMENT:

The KANBAN system effectively controls in-process inventory, crucial for Japanese companies that import raw materials and export finished products.



### FOCUS ON SELF-DISCIPLINE AND HARMONY:

Japanese management discourages internal competition, emphasizing harmony and collaboration. Self-discipline, ingrained from an early age, fosters obedience, dedication, and patience.

### COMPANY UNIONS:

Unlike Western unions, Japanese unions are often company-based, promoting a cooperative labor-management relationship and a shared sense of purpose.

### LONG-TERM CORPORATE STRATEGY:

Japanese managers focus on long-term goals like new product development, market share, and growth. Seniority-based promotions drive this emphasis, with opportunities for advancement linked to the company's success. Retired executives often join smaller satellite companies, further encouraging a long-term strategic outlook.

# The Influence of Japanese Management Techniques on Small and Medium Enterprises (SMEs)



**Er. Shiv Bhushan Lal**  
Treasurer  
Nepal AOTS Alumni Society

In the realm of business management, the Japanese have long been revered for their innovative and highly effective techniques. The principles of Japanese management have permeated various industries worldwide. Medium and small-scale enterprises (SMEs) are no exception, as they often seek to adopt these strategies to enhance efficiency, productivity, and overall success.

Over the past few decades, Japanese management techniques have infused industries worldwide, leaving a profound impact on organizational structures, operational strategies, and workplace cultures. From the principles of Kaizen to the Toyota Production System (TPS), Japan's approach to management has garnered international recognition for its efficiency, innovation, and focus on continuous improvement. Through this article, I aim to explore the far-reaching influence of Japanese management techniques in shaping small and medium enterprises (SMEs).

At the heart of Japanese management philosophy lies the concept of "Kaizen," which translates to continuous improvement. It lays emphasis on the incremental enhancement of processes, products, and services over time. SMEs benefit significantly from embracing Kaizen, as it allows them to adapt to changing market demands swiftly in order to maintain a competitive edge.

By fostering this culture, SMEs can encourage employees at all levels to identify areas for improvement and implement changes proactively. It leads to higher-quality outputs and promotes

employee engagement and satisfaction leading to long-term growth.

Another notable technique popularized by companies like Toyota, is the implementation of Just-In-Time (JIT) inventory management systems. SMEs can leverage JIT principles to optimize their supply chains, minimize waste, and reduce carrying costs associated with excess inventory. Therefore, operating more efficiently, improving cash flow, and responding more effectively to fluctuations in customer preferences. It can additionally enhance flexibility and agility, enabling SMEs to adapt quickly to market dynamics and grasp opportunities for growth.

Total Quality Management (TQM) is another hallmark that has left a lasting impact on SMEs worldwide. It emphasizes the relentless pursuit of quality in all aspects of business operations, from product design and manufacturing to customer service and support. By embracing this, it would mean inculcating a pledge to excellence throughout the organization and empowering employees to take ownership of quality control processes.

By prioritizing quality assurance and customer satisfaction, SMEs can build strong reputes, foster customer loyalty, and distinguish themselves from competitors in crowded marketplaces. Every employee is involved in the quest of quality excellence, from design and production to customer service.

The principles of lean manufacturing have revolutionized the way SMEs approach production



and operations. By eliminating waste, streamlining processes, and optimizing resource utilization, SMEs can enhance efficiency, reduce costs, and improve overall profitability.

It comprises of value stream mapping, 5S methodology, and Kanban systems, offer practical frameworks for SMEs to identify inefficiencies and implement targeted improvements. By doing so, SMEs can enhance productivity, maximize output, and remain competitive in dynamic business environments. It is also referred to as Toyota Production System (TPS). Developed by Toyota in the 20th century, it transformed manufacturing processes by minimizing waste and maximizing efficiency. It has become a cornerstone of modern manufacturing.

Central to Japanese management philosophy is the principle of "respect for people," which emphasizes the value of employees as the driving force behind organizational success. Japanese companies prioritize employee development, empowerment, and engagement, fostering a culture of teamwork, trust, and mutual respect. This approach has proven instrumental in promoting innovation, fostering loyalty, and enhancing organizational resilience in an ever-changing business environment.

The influence of Japanese management techniques extends far beyond Japan's borders, as companies around the world embrace and adapt these principles to suit their unique contexts. From Silicon Valley startups to European automakers, organizations are integrating elements of Kaizen, TPS, and TQM into

their management. Moreover, the spread of Japanese management techniques has facilitated cross-cultural exchange and collaboration, enriching global business practices with diverse perspectives and insights.

While Japanese management techniques have garnered widespread acclaim, they are not without challenges. Cultural differences, resistance to change, and evolving market dynamics pose hurdles to the effective implementation of these techniques in diverse organizational settings. Moreover, as the global business landscape continues to evolve, new trends such as digitalization, sustainability, and remote work are reshaping the way organizations operate and manage their resources.

In conclusion, Japanese management techniques have exerted a profound influence on small and medium-scale enterprises, empowering them to achieve greater efficiency, productivity, and competitiveness. Small and medium-scale enterprises can learn several valuable lessons from Japan, a country known for its strong culture of entrepreneurship and innovation. By embracing principles such as Kaizen, JIT inventory management, TQM, and lean manufacturing, SMEs can unlock new opportunities for growth and success in today's rapidly evolving business landscape. As they continue to adapt and innovate, SMEs will undoubtedly benefit from the enduring legacy of Japanese management philosophy.

“努力は裏切らない” (Doryoku wa uragiranai)

*"Effort never betrays you."*

- Naruto



It is effort that makes  
the impossible possible.

## Past Executive Committees

### 1991

S.N.	Name	Designation
1	Mr. Purushottam Manandhar	President
2	Mr. Bishnu Sharma	Vice - President
3	Mr. Ramesh P. Nepal	General Secretary
4	Mrs. Amira Dali	Treasurer
5	Mr. Parmananda Vaidya	Executive Member
6	Mr. Kedar Lal Shrestha	Executive Member
7	Mr. Ashok M.S. Baniya	Executive Member
8	Mr. Madhu Sudan Bhattarai	Executive Member
9	Mr. Mukunda R. Bhandari	Executive Member
10	Mr. Bhawani B. Joshi	Executive Member

### 1992

S.N.	Name	Designation
1	Mr. Purushottam Manandhar	President
2	Mr. Madhusudan Bhattarai	Vice President (Act.)
3	Ms. Amira Dali	General Secretary (Act.)
4	Mr. Asoka M. S. Bania	Treasurer (Act.)
5	Mr. Parmananda Vaidya	Executive Member
6	Mr. Mukunda R. Bhandary	Executive Member
7	Mr. Bhawani B. Joshi	Executive Member

### 1993-1994

S.N.	Name	Designation
1	Mr. Purushottam Manandhar	President
2	Mr. Madhusudhan Bhattarai	Vice - President
3	Ms. Amira Dali	General Secretary
4	Mr. Asoka M. S. Bania	Treasurer
5	Mr. Kiran N. Shakya	Executive Member
6	Mr. Binay Giri	Executive Member
7	Mr. Dinesh Chapagain	Executive Member
8	Mr. Mahesh Kumar Nakarmi	Executive Member
9	Mr. Bidur K. Khanal	Executive Member
10	Mr. Kishore R. Bhandary	Executive Member
11	Mr. Asta B. Shakya	Executive Member

### 1994-1996

S.N.	Name	Designation
1	Mr. Purushottam Manandhar	President
2	Mr. Madhusudhan Bhattarai	Vice - President
3	Mrs. Amira Dali	General Secretary
4	Mr. Ashok Aryal	Treasurer
5	Mr. Pradeep K. Bista	Executive Member
6	Mr. Sharad C. Upadhyaya	Executive Member
7	Mr. Ramesh P. Nepal	Executive Member
8	Mr. Prakash Suwal	Executive Member
9	Mr. Kishore R. Bhandary	Executive Member
10	Mr. Asta B. Shakya	Executive Member
11	Mr. Bhawani B. Joshi	Executive Member

### 1996-1998

S.N.	Name	Designation
1	Mr. Madhusudan Bhattarai	President
2	Mr. Dinesh P. Chapagain	Vice - President
3	Mr. Ramesh P. Nepal	Vice - President
4	Ms. Amira Dali	General Secretary
5	Mr. Ashok K. Aryal	Treasurer
6	Mr. Asta B. Shakya	Joint Secretary
7	Mr. Kumar Khanal	Joint Treasurer
8	Mr. Prakash Suwal	Executive Member
9	Mr. Shanta B. Malla	Executive Member
10	Mr. Bhawani B. Joshi	Executive Member
11	Mrs. Ram Badan Bania	Executive Member
12	Mr. Mahesh Kumar Nakarmi	Executive Member
13	Mr. Ballav Pradhananga	Executive Member
14	Mr. Kiran Shakya	Executive Member
15	Mr. Pradeep Bista	Executive Member

### 1998-1999

S.N.	Name	Designation
1	Mr. Dinesh P. Chapagain	President
2	Ms. Amira Dali	Vice - President
3	Mr. Pradeep Bista	Vice - President
4	Mr. Prakash R. S. Suwal	General Secretary
5	Mr. Kumal P. Khanal	Treasurer
6	Mr. Asta B. Shakya	Joint Secretary
7	Mr. Mahesh Kumar Nakarmi	Joint Treasurer
8	Mr. Kiran N. Shakya	Executive Member
9	Mr. Bhawani B. Joshi	Executive Member
10	Mr. Ramesh P. Nepal	Executive Member
11	Mr. Binod M. Raibhandari	Executive Member
12	Mr. Prakash R. Shrestha	Executive Member
13	Mr. Ramesh M. Singh	Executive Member
14	Mr. Ballav B. Pradhanang	Executive Member
15	Mr. Shanta B. Malla	Executive Member

### 1999-2000

S.N.	Name	Designation
1	Mr. Dinesh P. Chapagain	President
2	Ms. Amira Dali	Vice - President
3	Mr. Ramesh P. Nepal	Vice - President
4	Mr. Prakash R. S. Suwal	General Secretary
5	Mr. Kumal P. Khanal	Treasurer
6	Mr. Asta B. Shakya	Joint Secretary
7	Mr. Mahesh Kumar Nakarmi	Joint Treasurer
8	Mr. Kiran N. Shakya	Executive Member
9	Mr. Bhawani B. Joshi	Executive Member
10	Mr. Brajesh Vaidya	Executive Member
11	Mr. Binod Raibhandari	Executive Member
12	Mr. Prakash R. Shrestha	Executive Member
13	Mr. Ramesh M. Singh	Executive Member
14	Mr. Ballav B. Pradhanang	Executive Member
15	Mr. Shanta B. Malla	Executive Member

## Past Executive Committees

### 2000-2002

S.N.	Name	Designation
1	Mr. Ramesh P. Nepal	President
2	Ms. Amira Dali	Vice - President
3	Mr. Prakash R. S. Suwal	Vice - President
4	Mr. Kumal P. Khanal	General Secretary
5	Mr. Ramesh M. Singh	Treasurer
6	Mr. Binod Raibhandari	Joint Secretary
7	Mr. Mahesh Kumar Nakarmi	Joint Treasurer
8	Mr. Shanta B. Malla	Executive Member
9	Mr. Prakash R. Shrestha	Executive Member
10	Mr. Bhawani B. Joshi	Executive Member
11	Mr. Prabendra L. Singh	Executive Member
12	Mr. Pradeep Manandhar	Executive Member
13	Mr. Ashok K. Aryal	Executive Member
14	Mr. Brajesh Vaidya	Executive Member
15	Mr. Ballav B. Pradhanang	Executive Member

### 2006-2008

S.N.	Name	Designation
1	Mr. Prakash R.S. Suwal	President
2	Mr. Kumar Pd. Khanal	First Vice - President
3	Mr. Ramesh M. Singh	Second Vice - President
4	Mr. Binod Man Rajbhandari	General Secretary
5	Mr. Pradeep Manandhar	Treasurer
6	Mr. Mahesh Kumar Nakarmi	Joint Secretary
7	Mr. Ashok K. Aryal	Internal Auditor
8	Mr. Maheswor Maharjan	Executive Member
9	Mr. Prashant Lal Shrestha	Executive Member
10	Ms. Aju Giri	Executive Member
11	Mr. Ashok Manandhar	Executive Member
12	Mr. Kishor B. Mathema	Executive Member
13	Mr. Prakash R. Shrestha	Executive Member
14	Mr. Mukunda Joshi	Executive Member
15	Mr. Bishnu D. Dangol	Executive Member

### 2002-2004

S.N.	Name	Designation
1	Ms. Amira Dali	President
2	Mr. Prakash R. S. Suwal	First Vice - President
3	Mr. Kumar Pd. Khanal	Second Vice - President
4	Mr. Ramesh M. Singh	General Secretary
5	Mr. Binod M. Raibhandari	Treasurer
6	Mr. Mahesh Kumar Nakarmi	Joint Secretary
7	Mr. Pradeep Manandhar	Internal Auditor
8	Mr. Brajesh Vaidya	Executive Member
9	Mr. Ashok K. Aryal	Executive Member
10	Mr. Kiran N. Shakya	Executive Member
11	Mr. Bhawani B. Joshi	Executive Member
12	Mr. Jyoti Tandukar	Executive Member
13	Mr. Shanta B. Malla	Executive Member
14	Mr. Prakash R. Shrestha	Executive Member
15	Mr. Ballav B. Pradhanang	Executive Member

### 2008-2010

S.N.	Name	Designation
1	Mr. Prakash R.S. Suwal	President
2	Mr. Kumar Pd. Khanal	First Vice - President
3	Mr. Ramesh M. Singh	Second Vice - President
4	Mr. Binod Man Rajbhandari	General Secretary
5	Mr. Pradeep Manandhar	Treasurer
6	Mr. Mahesh Kumar Nakarmi	Joint Secretary
7	Mr. Ashok K. Aryal	Internal Auditor
8	Ms. Aju Giri	Executive Member
9	Mr. Kishor B. Mathema	Executive Member
10	Mr. Prashant Lal Shrestha	Executive Member
11	Mr. Maheswor Maharjan	Executive Member
12	Mr. Mukunda Joshi	Executive Member
13	Mr. Prajwal Shrestha	Executive Member
14	Mr. Ram Kumar Singh	Executive Member

### 2004-2006

S.N.	Name	Designation
1	Ms. Amira Dali	President
2	Mr. Prakash R.S. Suwal	First Vice - President
3	Mr. Kumar Pd. Khanal	Second Vice - President
4	Mr. Ramesh M. Singh	General Secretary
5	Mr. Binod M. Rajbhandari	Treasurer
6	Mr. Mahesh Kumar Nakarmi	Joint Secretary
7	Mr. Pradeep Manandhar	Internal Auditor
8	Mr. Prakash R. Shrestha	Executive Member
9	Mr. Brajesh Vaidya	Executive Member
10	Mr. Ashok K. Aryal	Executive Member
11	Mr. Rajiv Pradhan	Executive Member
12	Mr. Ashok Manandhar	Executive Member
13	Mr. Madhur K. Shrestha	Executive Member
14	Mr. Kishor B. Mathema	Executive Member
15	Mr. Jyoti Tandukar	Executive Member

### 2010-2012

S.N.	Name	Designation
1	Mr. Ramesh Man Singh	President
2	Mr. Binod Man Rajbhandari	First Vice - President
3	Mr. Mahesh Kumar Nakarmi	Second Vice - President
4	Mr. Prashant Lal Shrestha	General Secretary
5	Mr. Ashok Kumar Aryal	Treasurer
6	Mr. Pradeep Manandhar	Joint Secretary
7	Ms. Aju Giri	Internal Auditor
8	Mr. Kumar Prasad Khanal	Executive Member
9	Mr. Mahesh Kumar Gorkhali	Executive Member
10	Mr. Surya Prakash Hada	Executive Member
11	Ms. Bindu Shakya	Executive Member
12	Mr. Suresh Shrestha	Executive Member
13	Mr. Ram Kumar Singh	Executive Member
14	Mr. Mukunda Prasad Joshi	Executive Member
15	Mr. Kishor Bhakta Mathema	Executive Member



## Past Executive Committees

### 2012-2014

S.N.	Name	Designation
1	Mr. Ramesh Man Singh	President
2	Mr. Binod Man Rajbhandari	First Vice - President
3	Mr. Mahesh Kumar Nakarmi	Second Vice - President
4	Mr. Prashant Lal Shrestha	General Secretary
5	Mr. Ashok Kumar Aryal	Treasurer
6	Mr. Pradeep Manandhar	Joint Secretary
7	Ms. Aju Giri	Internal Auditor
8	Ms. Shanti Laxmi Shakya	Executive Member
9	Mr. Shiva Kumar Shrestha	Executive Member
10	Mr. Mahesh Kumar Gorkhali	Executive Member
11	Ms. Bindu Shakya	Executive Member
12	Mr. Surya Prakash Hada	Executive Member
13	Mr. Ram Kumar Singh	Executive Member
14	Mr. Kishor Bhakta Mathema	Executive Member
15	Mr. Kumar Prasad Khanal	Executive Member

### 2016-2018

S.N.	Name	Designation
1	Mr. Mahesh Kumar Nakarmi	President
2	Mr. Prashant Lal Shrestha	First Vice - President
3	Mr. Ashok Aryal	Second Vice - President
4	Mr. Prajwal Shrestha	General Secretary
5	Mr. Shiva Kumar Shrestha	Treasurer
6	Mr. Narayan Bahadur Thapa	Joint Secretary
7	Ms. Aju Giri	Internal Auditor
8	Mr. Kishor Bhakta Mathema	Executive Member
9	Mr. Mahesh Kumar Gorkhali	Executive Member
10	Ms. Bindu Shakya	Executive Member
11	Ms. Shanti Laxmi Shakya	Executive Member
12	Ms. Shanta Baskota Koirala	Executive Member
13	Ms. Nishma Bajracharya	Executive Member
14	Mr. Shrawan Bajaj	Executive Member
15	Mr. Shiv Bhushan Lal	Executive Member

### 2014-2016

S.N.	Name	Designation
1	Mr. Binod Man Rajbhandari	President
2	Mr. Mahesh Kumar Nakarmi	First Vice - President / Acting (2015-2016)
3	Mr. Prashant Lal Shrestha	Second Vice - President
4	Mr. Prajwal Shrestha	General Secretary
5	Mr. Ashok Kumar Aryal	Treasurer
6	Mr. Shiva Kumar Shrestha	Joint Secretary
7	Ms. Aju Giri	Internal Auditor
8	Ms. Shanti Laxmi Shakya	Executive Member
9	Ms. Bindu Shakya	Executive Member
10	Mr. Mahesh Kumar Gorkhali	Executive Member
11	Mr. Kishor Bhakta Mathema	Executive Member
12	Mr. Suresh Shrestha	Executive Member
13	Mr. Narayan Bahadur Thapa	Executive Member
14	Ms. Shanta B. Koirala	Executive Member
15	Ms. Nishma Bajracharya	Executive Member

### 2018-2020

S.N.	Name	Designation
1	Mr. Mahesh Kumar Nakarmi	President
2	Mr. Prashant Lal Shrestha	First Vice - President
3	Mr. Ashok Aryal	Second Vice - President
4	Mr. Prajwal Shrestha	General Secretary
5	Mr. Shiva Kumar Shrestha	Treasurer
6	Mr. Narayan Bahadur Thapa	Joint Secretary
7	Mr. Kishor Bhakta Mathema	Internal Auditor
8	Ms. Aju Giri	Executive Member
9	Mr. Mahesh Kumar Gokhale	Executive Member
10	Mr. Mahesh Swar	Executive Member
11	Mr. Mukunda Joshi	Executive Member
12	Ms. Nishma Bajracharya	Executive Member
13	Mr. Saroj Shrestha	Executive Member
14	Ms. Shanta Baskota Koirala	Executive Member
15	Mr. Shiv Bhushan Lal	Executive Member

### 2020-2022

S.N.	Name	Designation
1	Mr. Prashant Lal Shrestha	President
2	Mr. Kishor Bhakta Mathema	First Vice - President
3	Mr. Prajwal Shrestha	Second Vice - President
4	Mr. Narayan Bahadur Thapa	General Secretary
5	Mr. Shiva Kumar Shrestha	Treasurer
6	Mr. Shiv Bhushan Lal	Joint Secretary
7	Ms. Aju Giri	Internal Auditor
8	Mr. Mahesh Swar	Executive Member
9	Mr. Mukunda Joshi	Executive Member
10	Ms. Nishma Bajracharya	Executive Member
11	Ms. Shanta Baskota Koirala	Executive Member
12	Ms. Shanti Laxmi Shakya	Executive Member
13	Mr. Raj Kumar Gupta	Executive Member
14	Mr. Manish Kumar Agrawal	Executive Member
15	Mr. Naveen Prakash Adhikari	Executive Member

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