

Talim

July 2025 | Volume 34



2025



Nepal AOTS
Alumni Society

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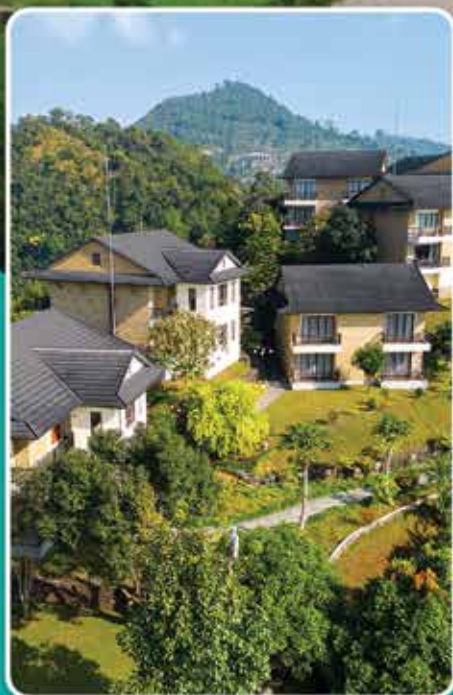
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Knowledge has always been one of the main drivers of development. Knowledge leads to innovation, productivity, development, economy and competitiveness. The environment in which an organization operates today is changing rapidly, imposing on organization the need for flexibility, the ability to respond to changing environment and to proactively look for potential innovations. Currently, trends such globalization process, internationalization of political, economic and social ties, development of technology, rising environmental awareness are constantly imposing the need to adapt to a rapidly changing environment. It is important to develop and acquire new knowledge, expertise, skill and abilities, which are crucial in all areas. In such conditions, permanent acquisition of new knowledge and skills with the application and development of the latest technologies, is a necessary basis for the development and survival of industry, business and organization as well the society. Training and career development are very important for every organization. Employee training refers to the process of acquiring the essential skills that a particular job requires and accomplish their task in productive and efficient way. The aim is achieving specific goals, career development, and understanding of system places emphasis on general skill as well as

expertise. There is a positive correlation between the competencies of each individual employee and the long-term growth and productivity of organizations. Well-designed and executed training program for learning and development can be a powerful recruitment and retention tool because investment in developing employees demonstrates the organization values its people.

Nepal AOTS Alumni Society is dedicated to develop and empower Nepalese human resources through technical and management training in Japan as well as in Nepal. We support to enhance knowledge, skill and expertise for productivity, lean manufacturing, quality improvement, waste control and management systems. Nepal AOTS is associated with its parent organization the Association for Overseas Technical Co-operation and Sustainable Partnership (AOTS) / HIDA, Japan since 1991. Nepal AOTS assists the private sector corporate groups, financial institutions, NGOs of the nation through human resource development activities and facilitates their business promotion. So far, more than 800 Nepalese have already received training through HIDA / AOTS in Japan and more than 3000 in Nepal itself. Nepal AOTS has been satisfactorily pursuing the objective of connecting Nepalese entrepreneurs with various AOTS alumni societies in different parts of the world through the World Network Fund network of AOTS Japan. Nepal AOTS has been making significant contribution in developing human resources of Nepal.

During the F.Y. 2024/-25, a total of 10 trainees from Nepal received training from AOTS Japan. Such training programs are helping Nepalese entrepreneurs to understand Japanese quality management system to increase productivity, better management system and better quality system. The ex-trainees of AOTS, Japan have been implementing their learning and knowledge from the training in their respective organizations. During the year, Nepal AOTS conducted 'Strategic Leadership Training' under WNF program with the participation of 23 trainees.

Nepal AOTS is conducting its 35th Annual General Meeting on 25th July 2025. This 35th edition of TALIM is published on this occasion. We express our gratitude to His Excellency Ambassador of Japan to Nepal Mr. Maeda Toru, President of AOTS Japan Mr. Yashida Yasuhiko and General Manager of AOTS New Delhi office, Ms. Rika Iyadomi for contributing their impressive messages in the annual magazine. We are also thankful to all the authors who have provided very informative and interesting articles. We also express our sincere thanks to the organizations that have supported us by providing various advertisements.

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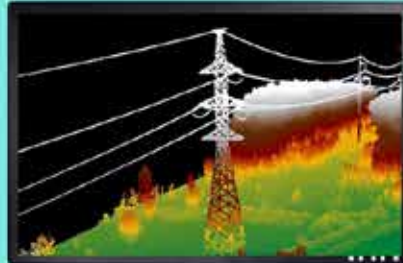
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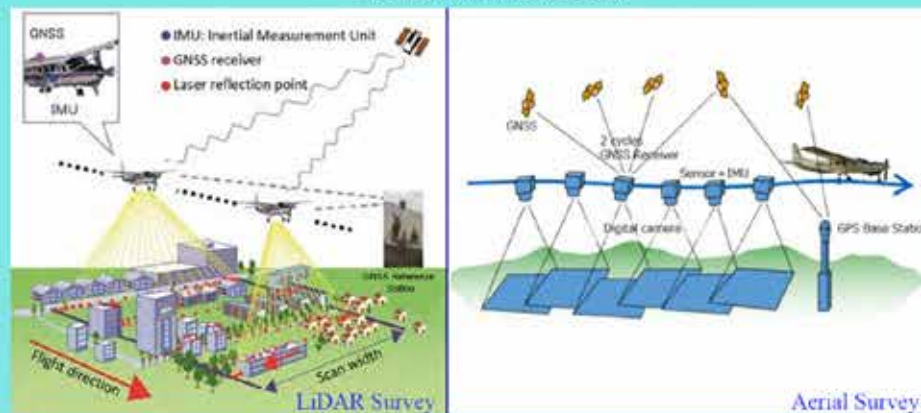
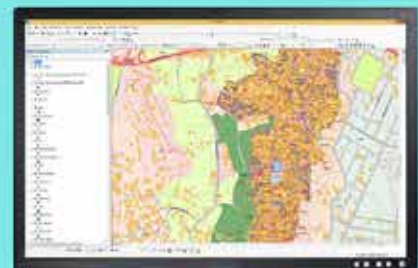
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Message

From The Ambassador Of
Japan To Nepal, MAEDA Toru

AMBASSADOR OF JAPAN
PANIPOKHARI
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जापानी राजदूतको कार्यालय
पानीपोखरी
काठमाडौं

I congratulate all the members of Nepal AOTS (The Association for Overseas Technical Cooperation and Sustainable Partnerships) Alumni Society, on the occasion of the 34th issue of TALIM Magazine.

I would like to take this opportunity to express my appreciation to Nepal AOTS Alumni Society and its members for their roles. Nepal AOTS was officially established in 1991 with the objective of developing human resources in management and technical fields in Nepal through various activities. By the end of 2024, more than 1,200 Nepali people have already been trained by AOTS in Japan and more than 4,000 in Nepal.

In 2026, Japan and Nepal will celebrate the 70th anniversary of the establishment of diplomatic relations. I will work wholeheartedly to further strengthen the friendship between Japan and Nepal in all fields including the economic field. In this regard, AOTS Nepal plays a valuable role in providing skill development opportunities to businessmen. I believe that AOTS initiatives will further promote the friendship between the two countries.

I would like to wish you all continued success and prosperity in the coming year and beyond.

MAEDA Toru

Ambassador of Japan to Nepal

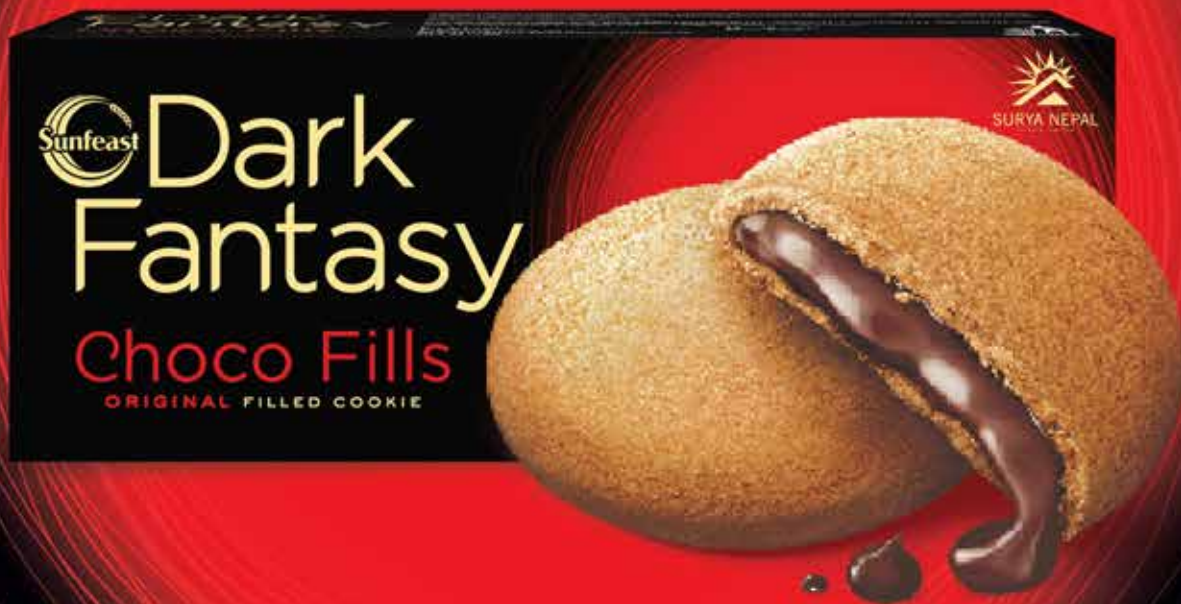


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Message

From The **President**
AOTS, Japan, Yoshida Yasuhiko



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AOTS 25-06- 94

1 July 2025

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 on organizing the 35th Annual General body Meeting of Nepal AOTS Alumni Society (NAAS) and publishing the 34th issue of the TALIM magazine.

Next year, Japan and Nepal will celebrate the 70th anniversary of their establishment of diplomatic relation. Over the years, mutual visits of dignitaries as well as people-to-people exchanges between the two countries has been made. Japan has also consistently continued to cooperate for Nepal's social and economic development, and today, Japan is the fourth largest Official Development Assistance donor to Nepal. Japan's cooperation with Nepal is focused not only on infrastructure development, but also on human resource development that will contribute to revitalizing the private sector and strengthening the economy and industry.

Under this background, AOTS has been cooperating with Nepal especially in the field of human resources development, mainly under subsidized and commissioned programs by the Japanese Ministry of Economy, Trade and Industry (METI). AOTS has the privilege of inviting a cumulative total of nearly 1,300 trainees from Nepal to Japan, also has welcomed a cumulative total of over 2,200 participants to overseas training programs. In addition, AOTS has dispatched a total of 17 experts and interns to Nepal. We well acknowledge NAAS has been cooperating in carrying out AOTS's activities for Nepal, especially through proposing needs on AOTS Management Training Programs and recommending participants.

We also know that the NAAS's activities extend beyond its own country. NAAS has been actively involved in regional cooperation with the South Asia Federation of AOTS Alumni Societies (SAFAAS), and NAAS hosts the SAFAAS conferences in rotation with the other SAFAAS member Alumni Societies. Remarkably, under the World Friendship Network (WNF) framework, which is based on the principles of equal partnership and self-reliance for human resource development in developing countries, NAAS has hosted various WNF programs and invited a multitude of trainees from other AOTS Alumni Societies. NAAS has also dispatched experts and participants to programs organized by other Alumni Societies.

In tandem with the above, NAAS, as one of the leading local pro-Japanese organizations, has promoted economic and cultural exchange between Japan and Nepal. NAAS has done so through their close relationships with the Japanese Embassy, other Japanese-affiliated organizations and Japanese nationals living in Nepal. We respect NAAS's long-standing efforts in a wide range of fields, which are based on their extensive network in wide fields in Nepal.

We at AOTS are always pleased to work closely with NAAS to support its continued and steady contributions to the development of Nepal.

Sincerely,

YOSHIDA Yasuhiko
President

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



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Message

From The **General Manager,
AOTS New Delhi Office
Rika Iyadomi**

It is my distinct honor and pleasure to extend my heartfelt congratulations on the occasion of the 35th Annual General Body Meeting (AGM) of the Nepal AOTS Alumni Society (NAAS), to be held on 25th July, as well as the publication of the 34th issue of TALIM magazine.

This July, I was newly appointed as General Manager of the AOTS New Delhi Office. Since joining AOTS, I have continuously been inspired by the unwavering passion and commitment of AOTS alumni members, who devote themselves to sharing the knowledge and expertise acquired in Japan for the betterment of their home societies. Their dedication stands as a powerful reminder of the profound value of human resource development as a cornerstone for building a more just and prosperous world.

Among the many vibrant AOTS Alumni Societies, NAAS has played an especially pivotal role in the development of human resources in Nepal. Through its enduring collaboration with the Embassy of Japan and other Japan-affiliated organizations, NAAS has actively promoted not only economic advancement but also cultural understanding between our two nations. These accomplishments are a testament to the relentless effort of NAAS. Moreover, NAAS's dynamic participation in SAFAAS activities and its engagement in the WNF programs have significantly contributed to regional collaboration. These initiatives offer meaningful opportunities for mutual learning and exchange among alumni societies across the region. I firmly believe that such cooperation will serve as a powerful engine for regional development and unity.

Next year, Nepal and Japan will mark the 70th anniversary of the establishment of diplomatic relations. Our two nations have enjoyed a long-standing friendship rooted in mutual respect and shared values. As we approach this significant milestone, I sincerely hope that the strong ties between NAAS and AOTS will not only be sustained but further deepened, in alignment with our common value: "*Live in Harmony Together, Grow Together.*"

In conclusion, I wish NAAS a most successful and fruitful Annual General Meeting, and continued prosperity for all NAAS members in their endeavors to shape a better future through human resource development.

With warmest regards,

Rika Iyadomi
General Manager
AOTS New Delhi Office



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Message

From The **Former General
Manager, AOTS New Delhi Office**
Eiji Teshima

Dear NAAS Members and Friends,

Warm greetings from Tokyo.

Having recently completed my three-year assignment in India, I have now returned to Tokyo. I would like to take this opportunity to express my heartfelt gratitude to all NAAS members for your generous support and collaboration throughout my tenure. It was truly a pleasure to work in close connection with such a dedicated alumni association that plays a vital role in enhancing the relationship between AOTS and Nepal.

During my time in India, I was frequently inspired by the activities of NAAS and the many achievements of its members in promoting human resource development and mutual understanding. I had been looking forward to visiting Nepal and meeting many of you in person, but unfortunately, I was not able to make that trip. It is one of my regrets that I could not experience your beautiful country firsthand.

Now that I am back in Tokyo, I have handed over my responsibilities to Ms. Rika Iyadomi, the new General Manager. She will be in charge of communication with Nepal from now on. I am confident that under her capable leadership, the ties between AOTS and NAAS will continue to deepen.

I kindly ask for your continued support for AOTS programs and hope you will remain actively involved in our shared mission. Your engagement is essential in building stronger ties between Japan and Nepal.

Thank you once again for your warm friendship and encouragement during my time in India. I wish NAAS all the best in its future endeavors and hope our paths will cross again.

With warmest regards,

A handwritten signature in black ink, which appears to read '手島栄慈' (Teshima Eiji).

Eiji Teshima

Former General Manager

AOTS New Delhi Office



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Message

From The Adviser

Dr. Akm Moazzem Hussain

It is my great pleasure to write this short message for the 34th issue of the TALIM to be published on 25th July, 2025 at the 35th AGM of NAAS. The most beautiful activity of NAAS is the publication of the TALIM every year without fail since the inception of NAAS for which the credit goes to the successive Executive Committees of NAAS and continuous integrity & cooperation of its members. To the best of my knowledge, no other alumni society in the network of AOTS could set such a glorious example.

Apart from TALIM, NAAS has also many other activities which are appreciated by all. One of those was successfully hosting the 14th SAFAAS Convention in Kathmandu on 4-5 April 2025 in spite of unfavorable situation existing at that time. NAAS proved again that such a mega-event can be implemented even without any assistance from AOTS HQ. According to my personal assessment, NAAS is now totally self-reliant which was expected by Late Mr. Nagaaki Yamamoto 35 years ago.

Under the leadership of President Kishore Mathema, the damage of YTG, caused by the flood in 2024, has been completely restored and activities of NAAS such as bi-monthly meeting, study session, etc. have started by this time. Hopefully, seminars on Japanese-style Management on regular basis will also be re-started very soon for contributing to the further development of Nepal. I sincerely wish the continual success of NAAS and its activities including the publication of the TALIM!

(Prof. Dr. AKM Moazzem Hussain)

Adviser of BAAS, CAAS & NAAS and

Honorary Adviser to AOTS Activities in Bangladesh



Our heartfelt thanks to ICOSA (International Cooperation Organisation for Small and Medium Enterprises in Asia), Japan

We, at **Nepal AOTS Alumni Society** extend our heartfelt gratitude to **ICOSA (International Cooperation Organization for SMEs in Asia), Japan** for your generous support in the renovation of our secretariat building “Yamamoto Talim Ghar”, which was partially damaged during last year’s devastating flood.

Thanks to ICOSA for your timely assistance, the secretariat now is fully restored for our activities and collaborative engagements. The renovated building now stands not only as a symbol of resilience but also as a testament to the enduring friendship and cooperation between Nepal and Japan.

We are proud to share this moment of gratitude with our members and well-wishers through this page of TALIM.

Thank you ICOSA, for standing with us.





Message

From The **President Nepal
Aots, Kishore Bhakta Mathema**

The saying “time goes so fast” is very much relevant in Nepal AOTS’s case as well. It appeared that in the blink of an eye, we have proudly completed 34 years of our establishment. On this joyous occasion of reaching the 35th year of our establishment on the July of 2025, it is my honor and pride to extend my heartfelt congratulations and gratitude to all our esteemed members, special advisor, advisors, our well-wishers and AOTS-Japan, AOTS -New Delhi office and Embassy of Japan for their unwavering support and dedication over the years.

Since the period of inception TALIM magazine continues to serve as a valuable platform for sharing knowledge, insights and experience that reflect our commitment to human resource development and international friendship.

Since the period of its establishment, Nepal AOTS Alumni Society has been a bridge between Nepal and Japan, fostering the learning through training and development activities for the precious human resource of Nepalese private sector for their professional growth, and promoting enduring friendship and goodwill between our two countries.

The knowledge and experiences gained through AOTS training programs have empowered above 1000 Nepalese professionals contributing significantly to Nepal’s industrial and economic development.

As we move forward in an era of rapid technological advancement and complex global challenges, our mission remains clear: to foster capacity building, strengthen people to people ties between Nepal and Japan and promote the values of diligence, perseverance, self –discipline, creativity and innovation that **form the core of Japanese style management**. Our collaborative programs, and training initiatives- both in Nepal and Japan have played a significant role in shaping capable, ethical and forward thinking professionals.

This year has been particularly rewarding as we have expanded our engagements and deepened our cooperation and understanding with regional AOTS Alumni Societies. Our participation in SAFAAS activities and our own national programs reflect our continued enthusiasm to learn, grow and contribute meaningfully to society.

Let me quickly reflect on the major activities during the 34th year of our newly formed committee’s tenure and that marked with the meaningful introduction and knowledge sharing interaction during the March, 2025 with the (new) envoy of the embassy of Japan, H.E Maeda Toru with the executive committee members including some active members of Nepal AOTS Alumni Society, who represent as the leader of prominent industries and this interactive program renewed the good gesture of patronage and goodwill of the Embassy of Japan towards Nepal AOTS.

The 34th year also observed the successful conclusion of 14th SAFAAS (South Asian Federation of AOTS Alumni Societies) convention. This gathering of SAFAAS members has marked a significant milestone in the collective journey of AOTS Alumni toward fostering regional cooperation, exchange of knowledge & experience and strong bond of enduring friendship and collaboration between Alumni in South Asia. The

14th SAFAAS convention was held in Kathmandu and proudly hosted by Nepal AOTS during April, 2025.

SAFAAS has served as a powerful platform for strengthening professional and cultural ties among AOTS Alumni Societies in South Asia. 14th SAFAAS convention theme “Collaborative growth, sustainable development: Our shared Future” resonate deeply with our shared vision of leveraging human resource development, transfer of technology and mutual collaboration to drive sustainable growth in our region.

Through the support of our well-wishers, stake holders, advertisers and committed members we succeeded in launching special issue of TALIM exclusively featuring the SAFAAS activities, on the opening ceremony of 14th SAFAAS convention on April, 2025.

Based on our commitment to knowledge sharing and skill development programs, we have recently resumed the bi-monthly meeting of Nepal AOTS in presence of representative of Embassy of Japan, that is followed by knowledge sharing “Benkyokai” session participated and presented by our members. It is also clubbed with feedback session of new members who are recently back after their training in AOTS-Japan.

We also take the opportunity for organizing special Benkyokai event to request and invite the important Japanese experts for the knowledge imparting talk program coinciding their Nepal visit.

It was our esteemed happiness to launch one day’s training program on “Introduction of 5S for workplace Productivity for the staffs of Salt Trading Corporation on May, 2025. We are very much encouraged by the positive feedback from the participants and the company officials.

It is our pleasure and pride to send our executive committee member Mr Bidur Khanal to BAAS-Dhaka – as the resource person for the WNF-training program on 5S & Kaizen during February, 2025.

Through the joint support of our advisor and executive committee members Nepal AOTS, during the March, 2025, we fostered the beginning of new relationship with JETRO officials from Bangladesh and took them for courtesy visit with the Honorable Minister, Ministry of Labor, Employment, Social Security. We also introduced them with our executive committee members in our secretariat office –YTG and also rendered our commitment to support for sourcing Nepali SSW manpower for Japan. We also expressed our desire to support JETRO as bridge for building business rapport and support the Japanese companies in Nepal and vice versa.

Nepal AOTS also welcomed the representative of METI (Ministry of economy, Trade and Industry) of Japan and representative of AOTS-Japan in Nepal AOTS during January, 2025.

We are extremely grateful to ICOSA –Japan (International cooperation organization for SMEs in Asia) including president Prof. Dr. Kurose and their board members especially

the general secretary Mr. Sato Masafumi who courteously supported the maintenance and renovation activities of our precious “Yamamoto Talim Ghar” the secretariat building of Nepal AOTS that was badly affected during the last year’s flood in Kathmandu.

Our treasurer Mr Rajendra Chapagain took the lead in selecting the right contractor and supervised the renovation works to complete at the stipulated time by March end and within the budget limitation.

We are pleased to acclaim that under the leadership of our executive member Mr Bidur Khanal we have practically applied 3S tool of Japanese management in our secretariat building post renovation and applied the art of disposing the destroyed and unwanted materials and maintained documentation and placement of required materials and files that can be tracked easily and instantly at the time of requirement.

As we celebrate this milestone, let us continue our journey with renewed energy and dedication and commitment to skill development and knowledge sharing, and strengthen our bond with AOTS-Japan.

We remain committed to the AOTS philosophy of Monozukuri, Kaizen and lifelong learning, those values continue to guide us. The journey ahead holds immense potential and together we can continue to make a meaningful impact in our respective fields to strengthen our society, community and nation.

I sincerely appreciate the efforts of our past leaders, advisors, executive members and all the general members who have contributed to the growth of Nepal AOTS.

I urge all our valued members, let us continue to grow together through the interconnected cycle for our empowerment- learning, leadership and friendship with the spirit of unity, dedication and service.

Learning improves leadership, leadership strengthens friendship and friendship enhances learning.

When learning, leadership and friendship align, that create the synergy for growth, success and accomplishment contributing to our self-development process which impacts positively in our personal life as well.

Nepal AOTS can be the right platform for integrating those values into our day to day affairs as a guiding philosophy to demonstrate responsible citizenship.

Kishore Bhakta Mathema
From The President Nepal AOTS

ADVISORS



Dr. AKM Moazzem Hussain
Honorary Advisor



Pro. Dinesh Prasad Chapagain
Past President (1998-2000)



Mr. Ramesh Prasad Nepal
Past President (2000-2002)



Ms. Amira Dali
Past President (2002-2006)



Mr. Prakash Raj Singh Suwal
Past President (2006-2010)



Mr. Ramesh Man Singh
Past President (2010-2014)



Mr. Mahesh Kumar Nakarmi
Past President (2016-2020)



Mr. Prashant Lal Shrestha
Immediate Past President (2020-2024)

EXECUTIVE COMMITTEE 2024-2026



Mr. Kishore Bhakta Mathema
(President)



Mr. Prajwal Shrestha
(Vice President)



Mr. Narayan Thapa
(Vice President)



Er. Shiv Bhushan Lal
(General Secretary)



Mr. Rajendra Chapagain
(Treasurer)



Mr. Manish Kumar Agrawal
(Joint Secretary)



Ms. Aju Giri
(Internal Auditor)



Mr. Shiva Kumar Shrestha
(Executive Member)



Ms. Shanta Baskota Koirala
(Executive Member)



Mr. Mukunda Joshi
(Executive Member)



Ms. Nishma Bajarcharya
(Executive Member)



Mr. Naveen Prakash Adhikari
(Executive Member)



Mr. Raj Kumar Gupta
(Executive Member)



Mr. Bijendra Shrestha
(Executive Member)



Mr. Bidur Kumar Khanal
(Executive Member)



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Er. Shiv Bhushan Lal
General Secretary
Nepal AOTS Alumni Society

Activity Report of the General Secretary of Nepal AOTS Alumni Society

35th Annual General Meeting (AGM), Nepal AOTS Alumni Society, July 25, 2025

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 its 35th Annual General Meeting (AGM) - 2025. This report covers the period from July 26, 2024 (Shrawan 11, 2081) till date and provides a comprehensive overview of all the significant activities during this timeframe.

Throughout this period, Nepal AOTS placed a strong emphasis on Human Resource Development through various training programs. Additionally, Nepal AOTS 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 18, 2025. 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 2024/25.

Major activities of Nepal AOTS from 26 July 2024 to till date are as follow:

1. 34th Annual General Body Meeting (AGM)

On 26th July 2024, Nepal AOTS conducted its 34th Annual General Body Meeting (AGM) under the chairmanship of Mr. Prashant Lal Shrestha, Immediate Past President of Nepal AOTS, at this Hotel Crowne Imperial, Kathmandu. In second closed session, the election was held and its result was announced by Chief Election commissioner Mr. Ramesh Prasad Nepal, a New Executive Committee under President Elect Mr. Kishore Bhakta Mathema was constituted.



During the first session, the General Secretary's Annual Activity Report of FY 2023-2024 and tentative programs for the coming FY 2024-2025 was presented by then General Secretary Mr. Narayan Thapa. The Treasurer's Financial Report that included the Financial Report of FY 2023-2024, and Budget for FY 2024-2024, were presented by then Treasurer Er. Shiv Bhusan Lal. As appointment of the Auditor for FY 2023-2024 was approved by previous year AGM, his final auditor's reports were presented. The AGM unanimously endorsed the reports after a constructive floor discussion and tentative budget for FY 2024/25 was approved. 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.

At the AGM, the 33rd 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.

A total number of members - 72 were present at the Annual General Meeting.

In the presence of advisors, executive members, an oath ceremony was carried by Chief Election commissioner Mr. Ramesh Prasad Nepal. And a Handover-takeover meeting was completed on 29th July, 2024 in YTG office building.

2. 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
- **Website:** <https://nepalaots.org.np>
- **Facebook Page:** <https://www.facebook.com/nepal.aots>
- **LinkedIn Page:** <https://www.linkedin.com/company/nepal-aots-alumni-society/>

Moreover, Nepal AOTS continues eSewa enabling 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.

3. Meetings and Other Business

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

Special Meeting	2
Executive Committee Meetings	12
Post Holders Meeting	7
Bimonthly Meeting	2
Training Development & Other Meeting	10
14th SAFAAS Convention Meeting	15

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 five major committees and three sub-committees, 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 were chaired by the coordinator of respective committee/sub-committee.

4. Nominated candidates from Nepal AOTS Participated in Trainings Under AOTS Japan 2024-2025

S.No.	Name of the Program	Dution	Place of Training	No. of Participants	Remarks
1.	The Program on Business Innovation and Organization Development [BIOD]	24 July – 6 August 2024	Osaka	1	
2.	The Executive Program on Corporate Management [EPCM]	24 July – 6 August 2024	Tokyo	2	
3.	The Program on Information and Communication Technology [PICT]	4 – 17 September 2024	Tokyo	1	
4.	The Training Program on Program & Project Management [PPTP]	28 October to 8 November 2024	Tokyo	1	
5.	The Program on Business Innovation and Organization Development [BIOD]2	22 January – 4 February 2025	Osaka	1	
6.	The Program on Corporate Management [PJCM]	February 12 - 27, 2025	Osaka	2	
7.	The Program on New Business Creation for South Asia [SABC]	12 to 26 February, 2025	Tokyo	2	
		Total		10	
8.	The Executive Program on Corporate Management [EPCM]	3 September – 16 September 2025	Tokyo	1	Just selected by AOTS, Japan

5. Nepal AOTS Delegates Participated in Online SAFAAS Convention, Japan

On October 9, 2024, Nepal AOTS's 9 delegates actively participated in the Online SAFAAS Convention/ General Meeting, Japan.

Nepal AOTS's Immediate Past President Mr. Prashant Lal Shrestha (SAFAAS President), Vice President (VP) Mr. Prajwal Shrestha, VP Mr. Narayan Thapa, General Secretary Er. Shiv Bhushan Lal, Treasurer Mr. Rajendra Chapagain, Internal Auditor Ms. Aju Giri and Executive Committee Members - Mr. Shiva Kumar Shrestha, Ms. Nishma Bajracharya and Mr. Bidur Khanal were among online participants.

Additionally, it was re-confirmed that the SAFAAS Convention would take place in Nepal early 2025.

6. Nepal AOTS's Meetings

Nepal AOTS held every month Executive Committee meeting in YTG, special Meeting on 29 July 2024 (Hand-over Take-over) after oath ceremony, SAFAAS'S preparation meetings and several other meetings, after new executive committee took over.

7. Institutional Visits:

The Nepal AOTS's President Mr. Kishore Bhakta Mathema visited Japanese Universities Alumni Association, Nepal (JUAAN) at their annual program on November 23, 2024.

A detailed meeting was carried out in Salt Trading Corporation (STC) CEO Ms. Urmila Shrestha's office on 17th February 2025. It was decided that Nepal AOTS will carry a 5S training program for front line staffs of STC. All cost and venue charges will be borne by STC itself. IPP Mr. Prashant Lal Shrestha, Mr. Kishore Bhakta Mathema, Mr. Prajwal Shrestha, Mr. Narayan Thapa, Er. Shiv Bhushan Lal, Mr. Rajendra Chapagain, Mr. Bidur Khanal were in the meeting with CEO of STC and other senior officials.



A warehouse's visit was carried out by Nepal AOTS executive members.

Mr. Kishore Bhakta Mathema, Mr. Prajwal Shrestha, Mr. Narayan Thapa, Er. Shiv Bhushan Lal, Mr. Rajendra Chapagain, Mr. Bidur Khanal visited Vishal Group, in presence of Mr. Deepak Agrawal, CEO of Vishal Group, Thapathali Kathmandu on 22nd January 2025



8. 51st Annual General Meeting of JICA Alumni Association of Nepal (JAAN)

President Mr. Kishore Bhakt Mathema, Vice President Mr. Narayan Thapa, General Secretary Er. Shiv Bhushan Lal & Treasurer Mr. Rajendra Chapagain participated in 51st Annual Function of JICA Alumni Association of Nepal (JAAN) on 1st March 2025 in Hotel Malla.

9. Meeting with the representatives of Ministry of Economy, Trade & Industry (METI) of Japan

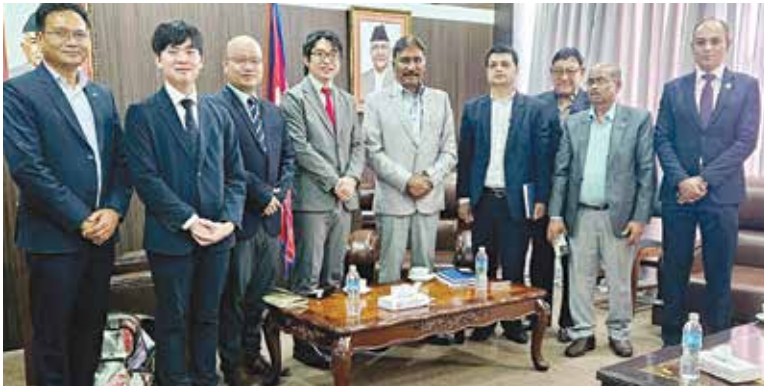


On 17th January 2025, two delegates, one from METI Mr. Taku Tanaka and one from AOTS from Japan Ms. Haruna Ishizawa, visited YTG and Executives members were present during their visit and they discussed about the present and future activities of METI. They gave emphasis on future activities & trainings on Environment & Nature which will be focused by METI and AOTS, Japan. Before this meeting, Nepal AOTS's Advisors and Executive Members helped the team to visit other offices as per their needs.

10. Nepal AOTS's Vice President Visit to "Celebrate the Spirit of Japan" in Kathmandu

Vice President, Mr. Prajwal Shrestha participated in the "Celebrate the Spirit of Japan" hosted by ACE Hotels on 21 Feb 2025, held in the Hotel Ambassador.

11. JETRO (Dhaka Office) representatives visit to Ministry of Labour and Nepal AOTS office YTG.



As a visit was requested by Japan External Trade Organization (JETRO) Dhaka for a Team to visit the Ministry of Labour, Employment & Social Welfare and Nepal AOTS Secretariat to research about HR potentiality and skills in Nepal. A team of executive members with coordination by GS, a meeting was organized on 26th March 2025, in Ministry of Labour, Employment & Social Welfare with Joint Secretary Mr. Jiblal Bhusal and Minister Mr. Sarad Singh Bhandari.

A four member's team including Mr. Yuji Ando, Country Representative, JETRO Dhaka; Mr. Tomotaka Minoura, Representative, JETRO Dhaka; Mr. Okabayshi Kuniaki, Chairman, KOKORAZASHI & Kazuko Center and Mr. Sheikh Mohammed Shariful Alam, Senior Director, JETRO Dhaka were present in the above meeting. Mr. Kishore B. Mathema, Prajwal Shrestha & Er. Shiv Bhushan Lal were representing Nepal AOTS.



In the evening JETRO team visited Nepal AOTS's office, YTG at Koteswar, Kathmandu. A presentation about Nepal AOTS & fruitful discussion was carried out. Nepal AOTS facilitated the JETRO team members at YTG.

12. Nepal AOTS's President Visit to Golden Jubilee Celebration of ABK-AOTS DOSOKAI

Mr. Kishore Bhakta Mathema, Nepal AOTS's President was invited in the Golden Jubilee Celebration of ABK-AOTS DOSOKAI Tamilnadu Centre – Saturday on 8th March 2025 at The Pullman Chennai Anna Salai. Mr. Kishore Bhakta Mathema participated in the event.

13. Welcome Dinner of H.E. Ambassador of Japan Mr. Maeda Toru

Nepal AOTS's Advisor Ms. Amira Dali, President Mr. Kishore Bhakta Mathema, VP Mr. Prajwal Shrestha, VP Mr. Narayan Thapa and General Secretary Er. Shiv Bhushan Lal participated in a courtesy visit in the Embassy of Japan, Kathmandu.



Nepal AOTS organized a welcome dinner in honor to Ambassador of Japan in Nepal H.E. Mr. Maeda Toru in the Hotel Square, Pulchowk,

Lalitpur. President Mr. Kishore B. Mathema briefed about Nepal AOTS's activities and HE Mr. Toru explained about the activities of the Embassy and confirmed that Embassy will stand with Nepal AOTS. Advisors and executive members participated in the welcome dinner.

14. WNF Workshop Training



Nepal AOTS organized a two days WNF Workshop on "Strategic Leadership" (26-27 January, 2025) in close cooperation of Nepal Pharmaceuticals Laboratory Pvt. Ltd (NPL). All expenses were beared by NPL. An expert, Mr. Mostafa Kamal was invited from Bangladesh. A highly positive response was given by the participants (23 numbers) of NPL. Ms. Nishma Bajracharya was coordinator of this WNF program and Nepal AOTS executives also actively participated in the event.

15. Farewell Dinner



A closing dinner was arranged in honor of Trainer Mr. Mostafa Kamal from Bangladesh on 27th January 2025 in Capital Grill Restaurant.

Nepal AOTS organized a farewell dinner for Ms. Sayuri Naito on completion of her tenure in the Embassy of Japan in Nepal on 10th February 2025 in Capital Grill Restaurant. Ms. Sayuri Naito was a perfect coordinator for Nepal AOTS for all jobs related to Japanese Embassy.



16. Maintenance & Renovation of YTG - Supported by ICOSA, Japan.

It was decided in executive meeting of Nepal AOTS that YTG building needs to be renovated at the earliest as the building was damaged due to floods. Responsibility was given to Treasure Mr. Rajendra Chapagain and Executive Member Mr. Bidur Kumar Khanal for above job. Under their supervision, the maintenance and renovation work was completed smoothly with the help of office staffs (Mr. Rajan Rajbhandari & Mr. Arjun Chaudhari), executive members, workers and painters. Now, YTG has a new look.

This program was financially supported by ICOSA, Japan.



17. BoNenKai Party

A BoNenKai (contributory) party was organized by Nepal AOTS on 20 December 2024, in the Crown Imperial Hotel. Total no. of participants was 89.



18. Bi-Monthly meeting & BenKyoKai

As it was decided in the Nepal Executive Meeting on February 21, 2025, to restart Bi-monthly meeting with BenKyoKai from May, 2025; two Bi-monthly meeting were held on May 6th and July 20th 2025.



Benkyokai Session was started after one and half years on 6th May 2025, Tuesday by Executive Member Mr. Bidur Khanal on the topic - "Working in Multicultural Environment", Presentation was well appreciated by all the members presented in the Benkyokai. Nepal AOTS's advisors, executive members and new members were present in this event.

Second Benkyokai was presented on July 20, 2025 where two prominent speakers from Japan, Dr. Yuki Ito and Ms. Masako Akanuma made presentations on the topics of "Current



Situation of Working Nepalese in Japan" and "Experiences on Recruiting, Training Nepalese for Japan" were made respectively. A huge number of AOTS members were present in the event. Mr. Bidur Khanal was Master of Ceremony of this program and Ms. Amira Dali, Past President and Advisor facilitated both the respected speakers.

19. 14th Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS Convention 2025)

The convention was held every two years in the past. Then it was withheld due to COVID – 19. The past SAFAAS Convention was held in Colombo, Sri Lanka (2017) and in Tokyo (2019) on 1-2 August 2019 as 13th SAFFAS Convention during the 10th World Convention of AOTS Alumni Societies and AOTS's 60th Anniversary. Nepal had earlier hosted the 4th SAFAAS Convention in Kathmandu in 1995 and the 9th SAFAAS Convention in Kathmandu in 2011.

Nepal AOTS Alumni Society hosted the 14th Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS) and General Body meeting of SAFFAS at square Hotel in Kathmandu, Nepal on April 4 and 5, 2025 with motive **"Collaborative Growth for Sustainable Development: Our Shared Future"**. The Convention was inaugurated by Honorable Minister Mr. Sharat Singh Bhandari, Ministry of Labour, Employment and Social Security, Government of Nepal, as a Chief Guest. Guest of Honour was H.E. Mr. MAEDA Toru, Ambassador Extraordinary and Plenipotentiary, Embassy of Japan in Nepal, Mr. YOSHIDA Yasuhiko.



President of Nepal AOTS Mr. Kishore Bhakta Mathema was coordinator for the convention, and IPP of Nepal AOTS Mr. Prashant Lal Shrestha chaired the convention's sessions. General Secretary Er. Shiv Bhushan Lal presented "A Major Activity Report" of Nepal AOTS from 1st September 2023 (SAFAAS General Meeting at Dhaka) to 4th April 2025 (SAFAAS Convention & General Meeting at Kathmandu).

On Second day, 5th April, 2025, a General Body Meeting was held and in close session, a new executive committee was formed under President Mr. Rajapaksha Minimuthu Pathirannahalage Saddhamangala Samarajeewa from Sri Lanka. Representatives from Bangladesh was elected as a Senior Vice President of SAFAAS, Mr. Narayan Thapa, VP of Nepal AOTS was elected as a Joint Treasurer of SAFAAS. Unanimously, a resolution was adopted and circulated to SAFAAS's members and to the concerned entities. It was announced that next Convention will be held in Sri Lanka.



The Convention also expresses its grateful thanks to the Chief Guest Honorable Minister Mr. Sharat Singh Bhandari, Ministry of Labour, Employment and Social Security, Government of Nepal, Guest of Honour H.E. Mr. MAEDA Toru, Ambassador Extraordinary and Plenipotentiary, Embassy of Japan in Nepal, Mr. YOSHIDA Yasuhiko, President, Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan and Mr. Deepak Shrestha, Vice President, Nepal Chamber of Commerce for their messages of goodwill at the inaugural ceremony of the Convention.

Details of participants is given in Table below:-

14 th SAFAAS Attendees Record						
S. No.	Type of Participants	Nepal	Bangladesh	India	Sri Lanka	Total Attndees
1.	Observer		2	1	2	5
2.	Delegate	18	6	2	7	33
3.	Representative	1	5	2	1	9
4.	Key Note Speaker	1	2		1	4
5.	Guest	11				11
6.	Nepal AOTS Members	20				20
Sub Total/Grand Total		51	15	5	11	82

20. Interview, Orientation and Feedback Sessions

There was interview sessions before recommendation for all training at Japan AOTS. Similarly, after the confirmation from AOTS Japan for candidate, orientation programs were conducted for each candidate.

After the completion of the training, concerned candidate presented feedback session at Nepal AOTS's hall of YTG. For this, a Bi-monthly meeting started from May, 2025, where participants get chance to present their training's feedback and opinion in these meetings.

21. The Fiscal Year 2025/26 Programs

It was decided in the executive committee meeting on 18th July, 2025, following programs will be carried out:

- More WNF trainings as approved by AOTS, Japan.
 - Objective Key Result Areas (OKR) Training
 - Strategic Planning
- Local trainings on the base of Japanese Management Systems for different organizations/entities.
- Focus on Japanese AOTS Trainings in Japan.
- NGC training program in Japan.
- Others

Thank you !

...

**Prajwal Shrestha**

Vice President

Nepal AOTS Alumni Society

Report on the Convention of the 14th South Asian Federation of AOTS Alumni Societies (SAFAAS) 2025

Executive Summary

The 14th Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS) was successfully hosted by Nepal AOTS Alumni Society (Nepal AOTS) on 4-5 April, 2025, at Hotel Square, Lalitpur. This significant event brought together over 58 representatives, delegates, and observers from eight AOTS Alumni Societies (AASs) across the SAFAAS region, alongside distinguished guests from Nepal and Japan. With the theme 'Collaborative Growth for Sustainable Development: Our Shared Future', the convention served as a dynamic platform for dialogue, knowledge sharing, and strategic planning among the AOTS alumni network, reaffirming its commitment to fostering technical cooperation and sustainable partnerships in the region.

Background and Preparations

Nepal AOTS Alumni Society hosted the SAFAAS convention for the third time in the history of SAFAAS. The 4th SAFAAS Convention and the 9th SAFAAS Convention were hosted by Nepal AOTS in Kathmandu in 1995 and 2011 respectively.

The decision to host the 14th SAFAAS Convention in Nepal was taken during the SAFAAS Annual General Meeting (AGM) on September 1, 2023, in Dhaka, Bangladesh. Initially scheduled for early 2024, the event was later rescheduled to October 2024, and it was further postponed for April 2025 owing to the unavoidable circumstances.

In August 2024, the newly formed Executive Committee of Nepal AOTS Alumni Society formed under the President-elect of the society, Mr. Kishore Bhakta Mathema prioritized on convening of the SAFAAS Convention on 25-26 October as already decided by the previous Executive Body of Nepal AOTS. The steering committee was reorganized in August 2024 under the chairmanship of the incumbent President of SAFAAS, Mr. Prashant Lal Shrestha to align with the new leadership while ensuring continuity in planning and implementation.



The Nepal AOTS Alumni Society's new executive body dedicated substantial resources and efforts to organize the 14th SAFAAS Convention on its originally scheduled dates of October 25-26, 2024. Despite meticulous planning and preparations, an unprecedented flood event struck Kathmandu in September, causing extensive damage to infrastructure and properties across the valley's low-lying areas. The Secretariat of Nepal AOTS

was severely affected, with its ground-floor facilities and vital office documents sustaining considerable damage. Consequently, the convention was prudently rescheduled to April 4-5, 2025. Nepal AOTS is deeply appreciative of the unwavering support and understanding shown by the AASs of the SAFAAS region, AOTS, Japan, ICOSA, Japan and well wishers during this challenging time.

Upon the successful completion of thorough maintenance and renovation at the Nepal AOTS Secretariat, also known as Yamamoto Talim Ghar (YTG), the full-fledged activities for hosting the 14th SAFAAS Convention recommenced, ensuring a conducive environment for all associated proceedings.

Composition of the Steering Committee

- | | |
|---------------------------------|-------------------|
| 1. Mr. Prashant Lal Shrestha | Coordinator |
| 2. Mr. Kishore Bhakta Mathema | Dpty. Coordinator |
| 3. Mr. Prajwal Shrestha | Member |
| 4. Mr. Narayan Bahadur Thapa | Member |
| 5. Er. Shiv Bhushan Lal | Member |
| 6. Mr. Rajendra Chapagain | Member |
| 7. Prof. Dinesh Chapagain | Advisor |
| 8. Mr. Ramesh Nepal | Advisor |
| 9. Ms. Amira Dali | Advisor |
| 10. Mr. Prakash Raj Singh Suwal | Advisor |
| 11. Mr. Ramesh Man Singh | Advisor |
| 12. Mr. Mahesh Nakarmi | Advisor |

The Convention's theme, "Collaborative Growth for Sustainable Development: Our Shared Future," was carefully selected to reflect the collective aspirations and strategic direction of the SAFAAS community.

To manage the diverse aspects of the Convention, and to deliver seamless and impactful results, several specialized committees were formed. Each committee played a critical role in ensuring the success of the convention, from technical coordination to media outreach and hospitality management.

Mr. Kishore Bhakta Mathema, as the president of the host AAS, took over the role of the Coordinator of the 14th SAFAAS Convention.

Hospitality arrangements were overseen by Mr. Prashant Lal Shrestha through Hospitality Management Committee, to ensure that guests experienced warm Nepali hospitality.

The Technical Committee, coordinated by Mr. Prajwal Shrestha, managed in-hall activities, including facilitating group discussions and preparing the convention resolution.

The Media and Publication Committee, led by Mr. Narayan Thapa, was assigned with the tasks to handle all public relations, media coverage, and publication of the TALIM special edition to commemorate the event.

The SAFAAS Secretariat Management Committee, coordinated by Er. Shiv Bhushan Lal, managed internal communication and liaison activities among all stakeholders.

The Finance and Fundraising Committee, under Mr. Rajendra Chapagain, secured sponsorships and managed financial resources for various programs.

Finally, logistics were seamlessly handled by Ms. Aju Giri's Logistic Management Committee, ensuring arrangements such as venue setup, convention logistics and registration tasks during the convention.

SAFAAS Convention Proceedings: Day 1 (4 April 2025)

Special Commemorative issue of TALIM

A 14th SAFAAS Convention Special Commemorative issue of TALIM, a flagship publication of Nepal AOTS, was distributed to the delegates and guests on the first day of the convention. This special issue include compilation of all of the available past information of importance to SAFAAS, such as the SAFAAS constitution, past convention resolutions, minute of the preceding SAFAAS AGM, and the





program information and details about the current convention in an organized way which is expected to serve as a valuable archive for SAFAAS database.

Inauguration of 14th SAFAAS Convention

The 14th SAFAAS Convention officially commenced on April 4, 2025, with a formal inaugural session. Ms. Nishma Bajracharya, Executive Member of Nepal AOTS was the Emcee of the session.



Welcome Speech and Inauguration

Mr. Prashant Lal Shrestha, as the incumbent President of SAFAAS and Immediate Past President of Nepal AOTS, delivered a warm welcome address to all distinguished guests, representatives, delegates, observers, and other invitees.



The Convention was formally inaugurated by the Chief Guest, Mr. Sharat Singh Bhandari, Honorable Minister, Ministry of Employment, Labour and Social Security, by lighting the traditional panas.

Keynote Addresses

Dr. AKM Moazzem Hussain, Former GM, AOTS Dhaka Office, and Advisor to AOTS Activities in BAAS, CAAS, and Nepal AOTS Alumni Society was the first keynote speaker for the inaugural session. Dr. Hussain's keynote speech highlighted the theme of "Collaborative Growth, Sustainable Development: Our Shared Future," emphasizing its importance for survival and growth. He recounted the formation and self-reliant journey of the Nepal AOTS Alumni Society, which serves as a role model for other alumni societies. The speech concluded by stressing that self-reliance and mutually beneficial cooperation are preconditions for the sustainable growth and development of any alumni society.



Mr. Athulla Edirisinghe, Director, JASTECA Trust, Sri Lanka, and Past President of SAFAAS delivered the 2nd keynote speech which emphasized converting challenges into opportunities, with warm words particularly for Nepal where the people exude hospitality and service by their very nature. The speech highlighted the importance of collaborative actions among SAFAAS members, AOTS under METI, and advocated for a paradigm shift to achieve sustainable development. It also outlined challenges as well as financial strengths of alumni societies, while stressing the need to leverage shared human resources and Japanese management styles for collective growth and a stronger, resilient shared future.



Special Addresses

Mr. YOSHIDA Yasuhiko, President of the Association for Overseas Technical Cooperation and Sustainable



Partnerships (AOTS), Japan, delivered a special video message, commending the Nepal AOTS Alumni Society for overcoming natural calamity challenges to host the convention. He noted the increasing cooperation between Japan and South Asian countries in social, economic, and academic sectors, alongside growing Japanese Foreign Direct Investment (FDI) in the region. AOTS, under Japan's Ministry of Economy, Trade, and Industry, has significantly contributed to human resource development by providing subsidized training to over 25,000 industrial trainees and 44,000 individuals in overseas programs, while also dispatching hundreds of business experts from Japan to the region. AOTS deeply appreciated the strong cooperation from its Alumni Societies (AASs) and their federation, SAFAAS, recognizing them as significant partners in promoting local human resource development, Japanese management styles, Japanese language and culture through AOTS programs.

Mr. Deepak Shrestha, Vice President of the Nepal Chamber of Commerce (NCC) expressed pleasure in addressing the 14th SAFAAS Convention, highlighting the Chamber's 73-year history of Nepal Chamber of Commerce working for Nepalese livelihood improvement, sustainable growth, and entrepreneur capacity building. He acknowledged the collaborative efforts with AOTS and the Japanese Embassy, thanking them for their participation in various expos. A key request was made to the Honorable Minister to allow the use of CSR funds for technical training centers and scholarships for workers, aiming to enhance



private sector technical capacities. Concluding, he congratulated the organizers on the successful event and appealed for support in promoting Nepalese tourism, emphasizing the potential for a prosperous future through collective effort.

Special Guest of the Inaugural Session, H.E. Mr. MAEDA Toru, Ambassador Extraordinary and Plenipotentiary, Embassy of Japan, expressed his appreciation for the AOTS and its alumni's role in



human resource development across Nepal and South Asia, emphasizing the mutual benefits for both Japanese and South Asian economies. He highlighted the convention's timely theme, "Collective Growth, Sustainable Development, Our Shared Future," especially given potential regional political disturbances and the ongoing BIMSTEC summit. Ambassador Maeda underscored the essential nature of regional cooperation for economic growth, particularly for landlocked Nepal, advocating for smooth flows of goods, capital, people, and information. He addressed the increasing number of Nepalese workers in Japan due to labor shortages, noting the positive economic impacts but also stressing the need for careful attention to their well-being as integral members of Japanese communities. Finally, he thanked the organizers for the opportunity to attend and reconnect with old friends, wishing for fruitful discussions and networking during the convention.

Chief Guest of the Inaugural Session, Honourable Sharat Singh Bhandari, Minister of Labour, Employment and Social Security of Nepal, extended congratulations to the Nepal AOTS Alumni Society for hosting the 14th SAFAAS Convention for the third time, acknowledging AOTS Japan's significant support in human resource development. He underscored the vital regional cooperation under AOTS, highlighting South Asia's potential to supply skilled human resources to meet Japan's projected demand of over 9 million workers in the coming decade. The Minister outlined the Government of Nepal's "Skilled Nepal Skilled Nepali" initiative,



part of the newly declared domestic employment promotion decade, aimed at upgrading workforce skills for the international labor market. He emphasized the importance of bilateral agreements for ensuring workplace safety, human rights, and dignity for immigrant laborers, and highlighted the role of the newly established National Academy of Vocational Training in enhancing workforce competitiveness. Concluding his address, Minister Bhandari expressed gratitude to Japan for its unwavering cooperation and encouraged continued learning and sharing for mutual benefit, wishing the convention a grand success.

Vote of Thanks followed by Group Photo Session

Mr. Kishore Bhakta Mathema, President, Nepal AOTS Alumni Society, delivered the vote of thanks, expressing gratitude to all keynote Speakers, dignitaries, delegates, participants and contributors of the 14th SAFAAS Convention. The inaugural session concluded with a memorable group photograph to capture the moment.



Business Session: Annual General Body Meeting

Prior to the official commencement of the Annual General Body Meeting (AGM) of SAFAAS, two key

note speeches were delivered by Mr. Muhammad Nurul Islam and Prof. Dinesh Chapagain.

Mr. Muhammad Nurul Islam, Advisor of CAAS and former Honorary Consul General of Japan in Chittagong, delivered a keynote speech at the 14th SAFAAS Convention, emphasizing the diverse geographical, human, cultural, and moral landscape of SAFAAS.



He highlighted Japan's role in human resource development through AOTS since the 1960s, which has fostered leadership training and global learning. Mr. Islam urged AOTS Leaders and members to promote individual and collective inter-alumni society cooperation based on knowledge, reason, and rationality to achieve peace and prosperity, and proposed research into needed training fields and implementation by alumni societies and AOTS Offices.

Prof. Dinesh Chapagain, Past President and Advisor of Nepal AOTS Alumni Society, delivered a keynote speech titled "A catalytic agent for promoting Quality HR development in Nepal" at the Convention. He highlighted the establishment of Nepal



AOTS in 1991 and its consistent dedication to human resource development, inspired by AOTS, Japan. Prof. Chapagain also emphasized Nepal AOTS's shift from a focus on quality control to broader societal quality, adapting to global changes and technological advancements. The speech outlined also outlined the four key strategies of Nepal AOTS: Resources and infrastructure development, Networking within and outside of the country, Volunteering and sustainability, and Continuity to cope with changes.

General Body Meeting of SAFAAS



The second session of Day 1 was dedicated to the General Body Meeting (GBM) of SAFAAS, chaired by Mr. Prashant Lal Shrestha, President, SAFAAS.

The AGM constituted of the following major activities:

Activity Reports

Participating AOTS Alumni Society members (AASs) of SAFAAS presented their respective AAS activity reports, providing insights into their initiatives and achievements. Individual AAS Activity Reports were presented by their respective representatives / delegate / observers in person as outlined below.

S.N.	SAFAAS AOTS Alumni Society
1	Bangladesh AOTS – HIDA Alumni Society (BAAS), Dhaka, Bangladesh
2	Chattogram AOTS Alumni Society (CAAS), Chattogram, Bangladesh
3	AOTS Alumni Society Delhi (AASD), New Delhi, India
4	AOTS Alumni Society of Central India (AAASCI), Pune, India
5	AOTS Alumni Association of Western India (AAAWI), Mumbai, India
6	Nepal AOTS Alumni Society (Nepal AOTS), Kathmandu, Nepal
7	Japan Sri Lanka Technical & Cultural Association (JASTECA), Colombo, Sri Lanka
8	Alumni Society of AOTS Trivandrum Centre (ASATC), Trivandrum, India



SAFAAS Activity Report: Mr. Leon Mohanraj, Secretary General of SAFAAS, presented the activity report of SAFAAS which was passed by the house after floor discussion.



Treasurer Report: As Mr. Chandana Amaratunga, Treasurer, SAFAAS was not present, Mr. Mangala Samarajeewa, President, JASTECA presented the financial report. The house approved the treasurer's report after floor discussion.



Appointment of Auditor: Mr. Mangala Samarajeewa proposed that Nanayakkara & Co, be reappointed as an Auditor for the current fiscal year with a remuneration of USD 80, and the house unanimously approved this proposal.

SAFAAS Constitution Amendment: Mr. Syed Ahsanul Apon, Senior Vice President, SAFAAS presented the SAFAAS Constitution at the SAFAAS AGM, reviewing it article by article. He highlighted that some articles had been previously amended and approved during the SAFAAS AGM in Dhaka, while others were left unchanged. The remaining unresolved articles were deliberated and redrafted by the SAFAAS Executive Board on March 29, 2025, and now submitted to the SAFAAS AGM for consideration; and the amendments were approved by the house after floor discussion.



Selection of Next Host for the 15th SAFAAS Convention:

Discussions were held regarding the hosting of the 15th SAFAAS Convention. Both Bangladesh AOTS Alumni Society (BAAS) and Japan Sri Lanka Technical and Cultural Association (JASTECA)

expressed interest. After some deliberations in the house, it was unanimously agreed that the convention would follow an alphabetical order for cyclically hosting the future SAFAAS conventions. Given the absence of representation from Pakistan, Sri Lanka was selected as the next host for the convention.



The house also elected new SAFAAS Executive Board Management (EBM) with Mr. Mangala Samarajeewa as the next SAFAAS President, representing the host AAS, JASTECA, Sri Lanka for the 15th SAFAAS convention in Sri Lanka. Ms. Chamani Jayasekara, from JASTECA, Sri Lanka was nominated as the Secretary General following the decision from the house to have the President and the Secretary General of the Executive Board from the host AAS.

The composition of the new SAFAAS Executive Board Management is as follow:

S.N.	Name	Position	Representing AAS
1	Mr. Rajapaksha Minimuthu Pathirannahalage Saddhamangala Samarajeewa	President	Japan Sri Lanka Technical & Cultural Association (JASTECA)
2	Mr. Syed Ahsanul Apon	Senior Vice President	Bangladesh AOTS – HIDA Alumni Society (BAAS)
3	Mr. Purav Praveen	Vice President	AOTS Alumni Association of Western India (AAAWI)
4	Ms. Karawita Chamani Priyangika Jayasekara	Secretary General	Japan Sri Lanka Technical & Cultural Association (JASTECA)
5	Mr. Amila Niroshana Sugathapala	Treasurer	Japan Sri Lanka Technical & Cultural Association (JASTECA)
6	Mr. Rakesh Kumar Gupta	Joint General Secretary	AOTS Alumni Society Delhi (AASD)
7	Mr. Narayan Thapa	Joint Treasurer	Nepal AOTS Alumni Society (Nepal AOTS)
8	Mr. Makarand Joshi	Member	AOTS Alumni Association of Central India (AAACI)

S.N.	Name	Position	Representing AAS
9	Mr. Md. Kamalur Rahman	Member	Chattagram AOTS Alumni Society (CAAS)
10		Member	AOTS Alumni Association Karnataka Regional Centre (AAAKRC)
11		Member	Alumni Society of AOTS Kerala (ASA Kerala)
12		Member	ABK-AOTS Dosokai Tamil Nadu Centre (AADTNC)
13		Member	A.P. The AOTS Alumni Society – Hyderabad (AAASH)
14		Member	AOTS Alumni Association of Gujarat (AAAG)
15		Member	Alumni Society of AOTS Trivandrum Centre (ASATC)
16		Member	AOTS & ABK Dosokai Islamabad Regional Centre (AADIRC)
17		Member	AOTS & ABK Dosokai Karachi Regional Centre (AADKRC)
18		Member	AOTS & ABK Dosokai Lahore Regional Centre (AADLRC)
19	Mr. Prashant Lal Shrestha	Immediate Past President – ex-officio	Nepal AOTS Alumni Society (Nepal AOTS)
20	Mr. Leon Mohanraj	Immediate Past Secretary General – ex-officio	Alumni Society of AOTS Trivandrum Centre (ASATC)
21	Mr. G. Chandramohan	FAAAI President – ex-officio	Federation of AOTS Alumni Association of India (FAAAI)
22	Mr. Pravin Purav	FAAAI Secretary General – ex-officio	Federation of AOTS Alumni Association of India (FAAAI)

Due to the extended duration of the General Body Meeting, the planned Group Discussions were deferred to the second day of the Convention. However, a comprehensive briefing was provided on the Group Discussion Topics and Group Divisions. Delegates were divided into three groups to discuss the following important discussion sub-themes along with their chairs:

1. Identification and Standardization of Training Programs under SAFAAS.
 - o Chair: Mr. Latif Anwar Chaudhary, President, CAAS.
2. Strategies for Sustainability of SAFAAS in collaboration with AOTS, Japan.
 - o Chair: Mr. Pravin Purav, AAAWI, India.
3. Institutional Strengthening of SAFAAS Secretariat and its Sustainability for Our Shared Future.
 - o Chair: Mr. Mangala Samarajeewa, JASTECA, Sri Lanka.

Evening Program:

A welcome dinner was organized in the evening at the Square Hotel by the host alumni, Nepal AOTS. The dinner was attended by all delegates and invited guests, providing an excellent opportunity for networking and informal exchange.



Convention Proceedings: Day 2 (5 April, 2025)

Day 2 focused on in-depth discussions and the formulation of the Convention's resolutions.

Business Session: Group Discussions and Presentations

The morning session of the convention was marked by intensive group discussions, a pivotal activity designed to delve into critical sub-themes aligned with the overarching convention theme: "Collaborative Growth, Sustainable Development: Our Shared Future." These discussions served as a dynamic platform for delegates to engage deeply with key issues, propose innovative solutions, and shape the foundational input for the Convention Resolution.

Three distinct groups were formed, each focusing on a vital aspect of the association's future and regional cooperation through discussion of the following sub-themes:



Identification and Standardization of Training Programs under SAFAAS: Chaired by Mr. Latif Anwar Chaudhary from CAAS, Bangladesh, this group explored the needs and mechanisms for developing uniform and high-quality training programs across the SAFAAS network. The discussions centered on identifying common skill gaps in the South Asian region, leveraging the diverse expertise within the alumni societies, and establishing benchmarks to ensure the effectiveness and relevance of these programs. The goal was to enhance human resource development consistently throughout the federation.

Strategies for Sustainability of SAFAAS in collaboration with AOTS, Japan: Mr. Pravin Purav



from AAAWI, India, led this discussion, which focused on strengthening the long-term viability of SAFAAS. This involved strategizing on financial self-reliance, exploring new funding avenues, and defining the evolving nature of the partnership with AOTS, Japan. Discussions touched upon optimizing resource utilization, fostering greater independence, and ensuring that the collaboration remains mutually beneficial and adaptable to changing global economic landscapes.



Institutional Strengthening of SAFAAS Secretariat and its Sustainability for Our Shared Future: This group, under the chairmanship of Mr. Mangala Samarajeewa from JASTECA, Sri Lanka, addressed the critical need for a robust and sustainable SAFAAS Secretariat. Key areas of deliberation included enhancing the secretariat's operational efficiency, defining its strategic role in facilitating regional cooperation, and ensuring its capacity to support the diverse activities of member societies. The discussions focused on administrative frameworks, communication channels, and mechanisms to ensure the secretariat remains a strong pillar for the federation's shared future.

Throughout these discussions, senior delegates from various AOTS Alumni Societies (AASs) and

esteemed keynote speakers, including Dr. Hussain, Mr. Nurul Islam, and Mr. Athulla, provided invaluable guidance. Their rich experience with AASs and the South Asian Federation of AOTS Alumni Societies (SAFAAS) offered practical insights and strategic perspectives, enriching the deliberations with their profound understanding of the challenges and opportunities within the network.

Following the extensive and collaborative discussions, each group presented the outcomes of their deliberations to the wider assembly. These presentations were not merely summaries but vital contributions, providing the foundational input necessary for the formulation of the Convention Resolution. The resolutions are expected to reflect the collective wisdom and strategic direction garnered from these focused discussions, paving the way for concrete actions and initiatives for collaborative growth and sustainable development within the SAFAAS region.



Business Session: Convention Resolution Preparation

Thereafter, a Convention Resolution Team was formed to meticulously prepare the 14th SAFAAS Convention Resolutions, integrating the valuable insights and recommendations from the Group Discussions. The team comprised of:

- Dr. AKM Moazzem Hussain (BAAS)
- Mr. Muhammad Nurul Islam (CAAS)

- Prof. Dinesh Chapagain (Nepal AOTS)
- Mr. Athulla Edirisinghe (JASTECA)
- Mr. Mangala Samarajeewa (JASTECA)
- Mr. Uday Raikar (AASCI)
- Mr. Latif Anwar Chaudhary (CAAS)
- Mr. Pravin Purav (AAAWI)
- Mr. Shashikant Sharma (AAAWI)
- Mr. Rakesh Kumar Gupta (AASD)
- Mr. Ramesh Man Singh (Nepal AOTS)
- Mr. Prajwal Shrestha (Nepal AOTS)
- Ms. Chamani Jayasekara (JASTECA)
- Mr. Leon Mohanraj (ASATC)



The comprehensive Convention Resolution is attached as a separate document.

Afternoon Session: Declaration and Closing

The afternoon session marked the formal conclusion of the Convention.

Declaration of 14th SAFAAS Convention, Kathmandu Resolution: The meticulously prepared Kathmandu Resolution, embodying the collective vision and action plan, was formally declared.



Handover to Next SAFAAS Host: A symbolic handover ceremony took place, officially transferring the responsibility of hosting the next SAFAAS Convention to JASTECA, Sri Lanka.



Address by Representative of the Next SAFAAS Convention Host: Mr. Mangala Samarajeewa, President-elect, SAFAAS, and President, JASTECA, the incoming host, addressed the gathering, expressing their commitment and vision for the 15th SAFAAS Convention in Sri Lanka.

Exchange of Gifts: Participating AASs exchanged gifts, symbolizing goodwill and continued camaraderie.



Address by Dr. AKM Moazzem Hussain: Dr. AKM Moazzem Hussain, Advisor to BAAS, CAAS, and Nepal AOTS Alumni Society, delivered a special address, offering valuable insights and encouragement for collaborations and cooperation to fulfill the objectives of SAFAAS.

Wrap-up and Exchange of Warmth: The Convention concluded with a wrap-up session, fostering a sense of shared accomplishment and strengthening the bonds among the AASs.

Closing Remarks and Vote of Thanks: Mr. Prashant Lal Shrestha, the outgoing President of SAFAAS, delivered the closing remarks and a vote of thanks, expressing gratitude to all who contributed to the Convention's success.

Post-Convention Activities

Following the successful conclusion of the Convention, Dr. AKM Moazzem Hussain, Mr. Muhammad Nurul Islam, Mr. Leon Mohanraj and Mr. Shashikant Sharma (AAAWI) paid a visit to the Nepal AOTS Alumni Society secretariat, also known as Yamamoto Talim Ghar, in the late afternoon. This visit further strengthened the ties between the alumni societies.

Farewell Dinner

A closing farewell dinner was organized by Nepal AOTS in the evening at Gokarna Restaurant, Thamel in honour of the participating delegates, observers and guests of the 14th SAFAAS convention. This gathering provided a final opportunity for informal interactions and reflections on the successful Convention.

Conclusion

The 14th SAFAAS Convention in Kathmandu was a successfully concluded, achieving its objectives of fostering collaborative growth for sustainable development among AOTS alumni societies in South Asia. The engaging discussions, strategic resolutions, and renewed commitment to cooperation have laid a strong foundation for future initiatives.

While the Convention proceeded successfully, it notably missed the physical presence of representatives from the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan, and the AOTS, New Delhi Office. Their participation would have undoubtedly brought several added dimensions in areas for enhancing strategic alignments with AOTS, Japan, allowing for on-the-spot discussions providing immediate

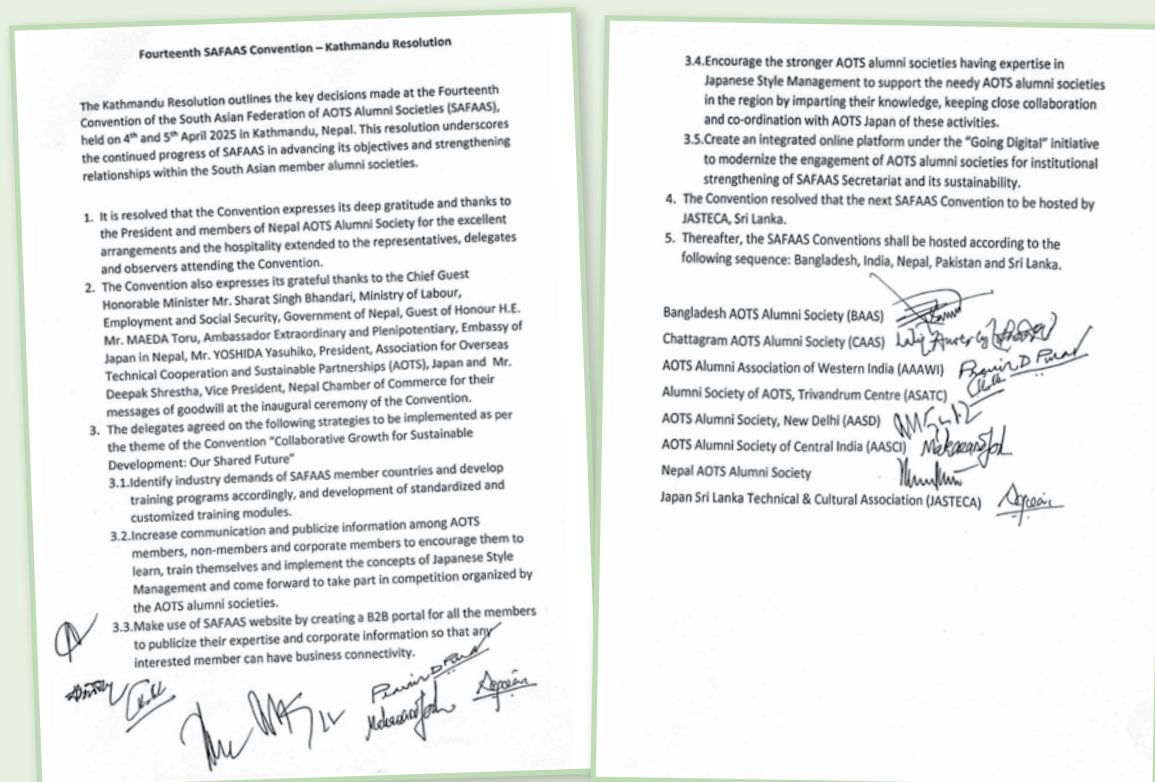
guidance and endorsements, and reinforcing the bond with AOTS leadership.

Nevertheless, the successful execution of the convention without any financial contribution from its esteemed patron, AOTS, Japan, stands as a testament to the SAFAAS network's evolving need and capacity for self-reliance. This development signifies a significant advancement towards

achieving financial self-sustainability for SAFAAS-related endeavors.

Finally, Nepal AOTS Alumni Society extends its sincere gratitude to all delegates, guests, and committees for their invaluable contributions, making this Convention a memorable and impactful event. The spirit of "Our Shared Future" will undoubtedly guide SAFAAS towards greater achievements in the years to come.

Annex 1: Convention Resolutions



Annex 2: List of Participants at the AGM of the 14th SAFAAS Convention 2025

SN	Name	SAFAAS EBM Designation	AOTS Alumni Society (AAS), City, Country	Position in AAS	Representing as from AAS	Remarks
1	Mr. Prashant Lal Shrestha	President	Nepal AOTS Alumni Society, Kathmandu, Nepal	Immediate Past President		
2	Dr. AKM Moazzem Hussain		Bangladesh AOTS – HIDA Alumni Society, Dhaka, Bangladesh	Advisor	Delegate	Keynote Speaker
3	Mr. Muhammad Nurul Islam		Chattagram AOTS Alumni Society, Chattogram, Bangladesh	Advisor	Delegate	Keynote Speaker
4	Mr. Robert Francis Ginsiri Edirisinghe	Guidance and Review Committee – EX Officio	Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka		Delegate	Keynote Speaker
5	Prof. Mr. Dinesh Chapagain		Nepal AOTS Alumni Society, Kathmandu, Nepal	Advisor / Past President	Delegate	Keynote Speaker

SN	Name	SAFAAS EBM Designation	AOTS Alumni Society (AAS), City, Country	Position in AAS	Representing as from AAS	Remarks
6	Mr. Syed Ahsanul Apon	Sr. Vice President	Bangladesh AOTS – HIDA Alumni Society, Dhaka, Bangladesh	Vice President	Representative	
7	Mr. Leon Mohonraj Antony Durairaj	Secretary General	Alumni Society of AOTS Trivandrum Centre, Trivandrum, India	Chairman	Representative	
8	Mr. Pravin Purav	Member	AOTS Alumni Association of Western India, Mumbai, India	President	Representative	
9	Mr. Makarand Joshi	Member	AOTS Alumni Society of Central India, Pune, India	Vice President	Representative	
10	Mr. Uday Raykar	Guidance and Review Committee – EX Officio	Federation of AOTS Alumni Association of India, New Delhi, India	Immediate Past President	Representative	
11	Mr. Latif Anwar Chowdhury		Chattagram AOTS Alumni Society, Chattogram, Bangladesh	President	Representative	
12	Mr. Rakesh Kumar Gupta	Past Secretary General - EX Officio	AOTS Alumni Society Delhi, New Delhi, India	President	Representative	
13	Mr. Kishore Bhakta Mathema		Nepal AOTS Alumni Society, Kathmandu, Nepal	President	Representative	
14	Mr. Rajapaksha Minimuthu Pathirannahalage Saddhamangala Samarajeewa	Guidance and Review Committee – EX Officio	Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka	President	Representative	
15	Mr. Shaikh Ehsanul Habib		Bangladesh AOTS – HIDA Alumni Society, Dhaka, Bangladesh	General Member	Delegate	
16	Mr. Tahmid Ahmed		Bangladesh AOTS – HIDA Alumni Society, Dhaka, Bangladesh	General Member	Delegate	
17	Ms. Eiko Kambe Hussain		Bangladesh AOTS – HIDA Alumni Society, Dhaka, Bangladesh	General Member	Delegate	
18	Mr. Mohammed Salim Uddin		Chattagram AOTS Alumni Society, Chattogram, Bangladesh	General Secretary	Delegate	
19	Mr. Muhammad Tayob		Chattagram AOTS Alumni Society, Chattogram, Bangladesh	General Member	Delegate	
20	Mr. Mohammed Lutfur Rahma		Chattagram AOTS Alumni Society, Chattogram, Bangladesh	General Member	Delegate	
21	Mr. MD Hasan Ashif Chowdhury		Chattagram AOTS Alumni Society, Chattogram, Bangladesh	General Member	Delegate	
22	Mr. Naresh Kumar Chawla		AOTS Alumni Society Delhi, New Delhi, India	Secretary	Delegate	
23	Mr. Shashikant Sharma		AOTS Alumni Association of Western India, Mumbai, India	Secretary	Delegate	
24	Mr. Edirimuni Nirosh Malan De Silva		Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka	Vice President	Delegate	
25	Ms. Karawita Chamani Priyangika Jayasekara		Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka	General Secretary	Delegate	
26	Ms. Wijesekara Mahavidanahage Merina Kushlani Perera		Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka	Executive Member	Delegate	
27	Mr. Panagoda Arachchige Jude Thilan Perera		Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka	Editor	Delegate	
28	Mr. Jayawickrama Gamage Sudath Priyantha		Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka	Executive Member	Delegate	
29	Mr. Thisa Appuhamilage Sujeewan Roshan Siriwardana		Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka	Executive Member	Delegate	
30	Dr. Ravindra Athula Hewapathirana		Japan Sri Lanka Technical & Cultural Association, Colombo, Sri Lanka	Executive Member	Delegate	

SN	Name	SAFAAS EBM Designation	AOTS Alumni Society (AAS), City, Country	Position in AAS	Representing as from AAS	Remarks
31	Mr. Amira Dali		Nepal AOTS Alumni Society, Kathmandu, Nepal	Advisor / Past President	Delegate	
32	Mr. Prakash Raj Singh Suwal		Nepal AOTS Alumni Society, Kathmandu, Nepal	Advisor / Past President	Delegate	
33	Mr. Ramesh Man Singh		Nepal AOTS Alumni Society, Kathmandu, Nepal	Advisor / Past President	Delegate	
34	Mr. Mahesh Kumar Nakarmi		Nepal AOTS Alumni Society, Kathmandu, Nepal	Advisor / Past President	Delegate	
35	Mr. Prajwal Shrestha		Nepal AOTS Alumni Society, Kathmandu, Nepal	Vice President	Delegate	
36	Mr. Narayan Thapa		Nepal AOTS Alumni Society, Kathmandu, Nepal	Vice President	Delegate	
37	Er. Shiv Bhushan Lal		Nepal AOTS Alumni Society, Kathmandu, Nepal	General Secretary	Delegate	
38	Mr. Rajendra Chapagain		Nepal AOTS Alumni Society, Kathmandu, Nepal	Treasurer	Delegate	
39	Ms. Aju Giri		Nepal AOTS Alumni Society, Kathmandu, Nepal	Internal Auditor	Delegate	
40	Mr. Shiva Kumar Shrestha		Nepal AOTS Alumni Society, Kathmandu, Nepal	Executive Member	Delegate	
41	Ms. Nishma Bajracharya		Nepal AOTS Alumni Society, Kathmandu, Nepal	Executive Member	Delegate	
42	Mr. Mukunda Prasad Joshi		Nepal AOTS Alumni Society, Kathmandu, Nepal	Executive Member	Delegate	
43	Mr. Rajkumar Gupta		Nepal AOTS Alumni Society, Kathmandu, Nepal	Executive Member	Delegate	
44	Mr. Naveen Prakash Adhikari		Nepal AOTS Alumni Society, Kathmandu, Nepal	Executive Member	Delegate	
45	Mr. Bijendra Shrestha		Nepal AOTS Alumni Society, Kathmandu, Nepal	Executive Member	Delegate	
46	Mr. Bidur Khanal		Nepal AOTS Alumni Society, Kathmandu, Nepal	Executive Member	Delegate	
47	Ms. Tara Devi Baskota Koirala		Nepal AOTS Alumni Society, Kathmandu, Nepal	General Member	Delegate	
48	Mr. Ashok Aryal		Nepal AOTS Alumni Society, Kathmandu, Nepal	Life Member	Delegate	
49	Mr. Lochan Lal Amatya		Nepal AOTS Alumni Society, Kathmandu, Nepal	Life Member	Delegate	
50	Mr. Deepak Kumar Agrawal		Nepal AOTS Alumni Society, Kathmandu, Nepal	General Member	Delegate	
51	Mr. Manoj Thapa		Nepal AOTS Alumni Society, Kathmandu, Nepal	General Member	Delegate	
52	Mr. Vivek Singh Thakuri		Nepal AOTS Alumni Society, Kathmandu, Nepal	General Member	Delegate	
53	Mr. Saurab Agrawal		Nepal AOTS Alumni Society, Kathmandu, Nepal	General Member	Delegate	
54	Mr. Shailendra KR Sharma	Member	AOTS Alumni Society Delhi, New Delhi, India		Delegate	Online
55	Mr. Muthuswamy Damodaraswamy	Member	ABK- AOTS Dosokai Tamilnadu Centre, Chennai, India		Representative	Online
56	Mr. Mohammad Feroz Shah	Guidance and Review Committee – EX Officio	Chattagram AOTS Alumni Society, Chattogram, Bangladesh	Past President		Online
57	Mr. Zakariul Islam		Bangladesh AOTS – HIDA Alumni Society, Dhaka, Bangladesh	President		Online
58	Dr. Mohammad Saleh Jahur		Chattagram AOTS Alumni Society, Chattogram, Bangladesh	Vice President		Online





Mr. Roshan Pradhan

(Senior Manager, Factory Operation)
Omnic Laboratories Pvt. Ltd.

Experience on attending training program entitled “Business Innovation and Organization Development 2 (BIOD-2) in Osaka, Japan.

Introduction:

The Program on Business Innovation and Organization Development 2 (BIOD-2) was developed for the company owners, executives and senior managers who are responsible for business planning, human resource development and organizational development. This program was designed to develop management personnel who can improve the leadership skills necessary to bring about business innovation and promote organizational culture reforms that encourage business innovation in the harsh business environment and limited management resources of developing countries.

With reference to the management training program in Japan 2024-2025, the applications

were invited for the above mentioned program BIOD-2 which was organized by The Association for Overseas Technical Cooperation and Sustainable Partnership (AOTS) Japan with financial subsidy from the Ministry of Economy, Trade and Industry (METI) of the Japanese Government. I was fortunate that I got selected to attend this program in Japan. The training period was from 22nd January to 4th February 2025 and the venue was Kansai Kenshu Center (KKC), Osaka, Japan.

I got opportunity to gain good knowledge and exposure on how to think to enhance the existing business and create new business model. In addition I got the opportunity to make new friends from 20 countries, interact with them and also got chance to explore the vibrant and beautiful city of Osaka, Japan.



Program Outline:

1. Course Schedule: January 22- February 4, 2025 (2 weeks)
2. Number of participants: 26 Participants from 20 countries
3. Program Director: Dr. YAMANAKA Toshiyuki, Director, Global Dynamics Co., Ltd.
4. Training Location and Accommodation: AOTS Kansai Kenshu Center (KKC), Osaka, Japan.
5. Contact No. 81-6-6608-8260

Objective of the Program:

- i. To understand the characteristics and roles required of owners or executives for producing business innovation.
- ii. To learn the managerial methods for creating and promoting business innovation strategically
- iii. To learn the methods of organization development and human resource development for making business innovation happen.
- iv. To make a concrete action plan for producing business innovation.

Personal Learning:

- From different lectures on organizational development, innovation and leadership, I learned that there are specific tools and philosophy such as Inamori philosophy (The

12 management principles) which guide for the running of business successfully.

- From KYOCERA Corporation (2 trillion US dollar annual turnover company), I learned that hard work, dedication, sincerity and commitment towards employees and society is the key attributes for the business to be successful.
- From BURRTEC Co. Ltd., I learned that the company should have the strong philosophy and follow it to run the business successfully. For business expansion we should also explore the international market and make our existence in other countries.
- From QUINTBRIDGE, I learned that providing platform, space, opportunity to discuss for new ideas, interaction and networking could benefit the company's growth in the long run.
- From IRODORI Co. Ltd., I learned that how by using natural resources as a business strategy could run the company and contribute to the society. Also I learned that critical thinking is what we need for the development of new products.
- From MANDOM Corporation Ltd. which is the cosmetic and men's hair product company (GATSBY) I learned that for company to grow it should expand the business from domestic market to international market.



Study Tour

BURRTEC



QUINTBRIDGE



IRODORI CO., LTD (Leaf Business &Zero Waste Initiative)



Conclusion:

The overall program was very fruitful, informative and worth attending. The program was the amalgamation of both theoretical subjects in the form of lectures and practical knowledge sharing in the form of field visits and direct interaction with the company employees. The environment, fooding, accommodation and other facilities were very good. The people were friendly and helpful. In the training program we could

make the good networking among our colleagues from 20 different countries. The lecturers, Dr. YAMANAKA and Dr. OKUBO, were very supportive during delivering presentations.

I would like to express my humble gratitude to all the concerned personnel, organizations of Nepal and Japan for giving me opportunity to participate in this program and explore Japan. I could learn many things such as time management, humbleness, respectfulness, accountability, thankfulness, gratitude and leadership capabilities from this program. I have felt that all the activities that I have experienced during this program would definitely enhance my personal feelings toward the company for its growth and development.

MANDOM CORPORATION (Cosmetics Company)



GATSBY

**Mr. Manoj Thapa**

CEO

Janaki Technology Pvt. Ltd.

Bonji: The Power of Ordinary Tasks Done with Intention

Last Summer, I picked up *Atomic Habits*, the best-selling book by James Clear that explores how small, consistent changes in our habits can lead to profound long-term results. As I flipped through the pages, I was struck by how much Clear's ideas echoed a familiar concept from Japanese culture; **Kaizen**, which means "continuous improvement." Though these two concepts originate from different cultures, their underlying philosophy is remarkably aligned: meaningful transformation begins with small, consistent actions.

These insights stayed with me, and in February, I had the opportunity to travel to Japan as part of a course on Japanese corporate management. It was there that I encountered another powerful Japanese concept one that, despite its simplicity, left a lasting impression on me: **Bonji**.

What is Bonji?

If you search online, "Bonji" might lead you to various meanings, many of them religious or symbolic. But in the context, I learned, Bonji means: *an ordinary task that anyone can do every day*. It sounds simple, almost too obvious. Yet in our fast-paced lives especially in places like Nepal, we often overlook the significance of these basic, repetitive actions. We chase after complexity and overlook the power of simplicity.

Take, for instance, the act of **making your bed each morning**. It's mundane, easy, forgettable. But under the principle of Bonji, such a task can be seen in a different light. When done with intention and consistency, even a simple act like this can set the

tone for a productive and mindful day. It becomes a form of discipline, a quiet ritual that nurtures focus and clarity. Through repetition, these tasks become not just habits, but opportunities for reflection and grounding.

Bonji in Japanese Work Culture

During my visits to various Japanese companies, I was amazed to see how deeply ingrained Bonji was in their workplace culture. Employees; regardless of rank or position approached even the simplest of tasks with calmness, sincerity, and pride. Whether it was cleaning their desks, arranging documents, or checking small details before and after meetings, there was a shared commitment to doing ordinary things *well*.

What struck me most was that this wasn't done for show or reward. It was simply part of their ethos. Over years of practice, these seemingly insignificant actions became a reflection of their identity, discipline, and values.

What if Nepalese Workplaces Embraced Bonji?

This got me thinking: what if we brought this concept into our own workplaces in Nepal? Too often, certain tasks are brushed off as "someone else's responsibility." This rigid division of duties can lead to a lack of ownership, missed details, and even disharmony within teams.

But imagine a workplace where everyone, from interns to executives-practiced Bonji. A workplace where a specific task is performed by employees at all levels (including the owners), and no one sees

that task as beneath them. The result? Greater harmony, improved collaboration, and a shared sense of purpose.

How to Implement Bonji in the Workplace

To successfully bring Bonji into an organization, we need to begin with some basic but essential questions: **What, Where, When, Who, Why, and How.** These guide the structure of any Bonji practice and help ensure sustainability.

1. What and Where:

Identify the routine, repetitive tasks in your office that are often overlooked.

Example: Putting away chairs after a meeting ends. Turning off lights and projectors after use.

2. When and Who:

Decide the timing and the people responsible for the task.

Example: Right after the meeting ends. The responsibility falls on the meeting organizer or attendees, not clerical staffs.

3. Why:

Clarify the purpose and expected outcome of these activities.

Example: It fosters a sense of shared ownership and keeps the workspace orderly and respectful.

4. How:

Anticipate possible resistance and create strategies to address it.

Example: Some team members might hesitate if the task isn't part of their official role. Address this with clear communication, a shared purpose, and inclusive planning.

It's important to note that implementation can be challenging, especially in Nepalese workplaces where rigid job roles are common. Employees may feel reluctant to do tasks outside their scope. That's why clarity, transparency, and leadership buy-in are critical. Management must lead by example, demonstrating that no task is too small when done with intention.

The Deeper Value of Bonji

Ultimately, Bonji is more than just doing small tasks, it's about doing them *mindfully*. It's about taking ownership of your environment, your habits, and your mindset. When practiced consistently, Bonji fosters a workplace culture rooted in humility, attentiveness, and shared responsibility.

It transforms the ordinary into the extraordinary not by changing the task, but by changing our attitude toward it. With Bonji, we don't just "do" *we practice*. And in that practice, we grow.



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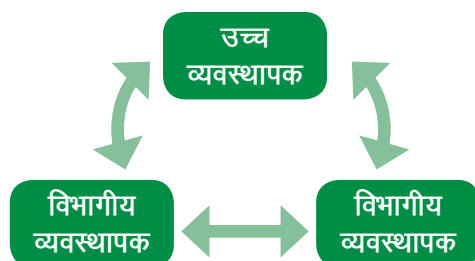


Mr. Bijay Kumar Vaidya

व्यवस्थापनको पनि व्यवस्थापकीय पक्ष आवश्यक

व्यवस्थापन र व्यवस्थापक विषय पुरानो अथवा यस विषयमा सबैजना जानकार भएको हुँदा यसबारे सैद्धान्तिक व्याख्या नगरिकन आफूले अनुभव गरेको विषय र अनुभूतिलाई मात्र बाङ्ग्न खोजेको हुँ । व्यवस्थापनलाई सञ्चालन गर्ने व्यक्ति व्यवस्थापक भएको हुँदा वर्तमान र भविष्यमा पनि व्यवसायलाई निरन्तर राख्ने उद्देश्यले कानूनी, आर्थिक, सामाजिक, व्यवहारिक, प्राविधिक र विभिन्न प्रक्रियाहरूसमेतलाई हृदयङ्गम गरी अनुशासित, बौद्धिक र तार्किकरूपमा संयमित भै निरन्तररूपमा लागिरहनु पर्ने आजको टड्कारो आवश्यकता हो । यहाँ मैले राख्न र भन्न चाहेको व्याख्या विसुद्ध नेपाली शैलीको व्यवस्थापनको बारेमा हो । हाम्रा धेरैजसो उद्योग/व्यवसायहरूमा पारिवारिक र व्यक्तिगत प्रकारका व्यवस्थापन हुन्छन् ।

व्यवस्थापन एउटा भाँडो हो जसमा प्राविधिक, आर्थिक र मानवीय गतिविधिको समिश्रण हुन्छ र यसलाई व्यवस्थापकले समय समयमा उचित मात्रा मिलाई बजारमा उपभोक्तालाई आवश्यक पर्ने वस्तु र सेवा उत्पादन गर्ने गर्छ । व्यवस्थापक पनि व्यक्ति भएको हुँदा कहिले काहीँ बौद्धिकभन्दा ऊ भावनातिर पनि जान्छ, जसलाई हामी सबैले समयसापेक्ष भएर बुझ्नु नितान्त आवश्यक छ । भावना र बौद्धिक समिश्रण व्यवसाय सञ्चालनमा नितान्त आवश्यक छ तर आर्थिक उपलब्धिको विषय गौण हुनु पनि भएन । ऐनकानुनको भाषामा व्यवस्थापक एउटा मात्र देखिन्छ तर मेरो दृष्टिमा सबै निकाय वा विभागीय प्रतिनिधित्व गर्नेहरू पनि व्यवस्थापक नै हुन्, जसलाई उच्च तहकाले आफ्नो निर्देशन, नियन्त्रण, उत्प्रेरणा र व्यवस्थापकीय आचरणले निर्देशित गरेको हुन्छ ।



उपरोक्त चार्टमा विभागीय प्रमुखलाई पनि व्यवस्थापक भनी उल्लेख गर्नुको अर्थ उच्च तहको निकायले बनाएको नीतिनियम, आचरण र अनुशासन हुबहु मानसिक, भौतिक, भावनात्मक र प्राविधिकरूपमा परिणाम आउनु जरूरी छ । हाम्रो संस्कारमा उच्च तहको मात्र व्यवस्थापक हो र अरुचाहिँ होइन भन्ने भ्रम छ । यो भ्रमलाई चिर्न जरूरी छ । धेरैजसो संस्थामा यस्तो भ्रम बढी देखिएमा त्यसले प्रशासनिक र प्राविधिकरूपले गुणस्तरको अनि बजारको सङ्कट निम्त्याउँछ जसका कारण व्यवसाय धाराशायी हुन्छ । परिणाम आउने र नआउने मूल तत्व सञ्चार, संवाद, सद्भाव र सहयोगमा आधारित अन्तरक्रियात्मक छलफललाई क्रियाशील राख्नु वा नराख्नुमा भरपर्छ । जसबाट हाम्रो व्यावसायको वस्तुस्थिति कहाँ छ भन्ने आँकलन गर्न सकिन्छ । उपरोक्त गतिविधिको सकारात्मक परिणाम उन्नति हो । जहाँ स्वस्थ गतिविधि हुन्छ, जहाँको गतिविधिमा शिथिलता अथवा आर्थिक पक्षमा मात्र व्यवस्थापकले बढी ध्यान दिएको हुन्छ त्यही व्यवसाय धाराशायी भएको केही उदाहरणहरू विगतमा देखिए । व्यवसाय धाराशायी हुनु राजनैतिक, आर्थिक, सामाजिक, कानूनी र अन्य कारणहरू पनि छन् तर प्रथमचरणको सुरुवातमा मानवपूँजीलाई कम महत्त्वको ठाउँ दिइएको देखिन्छ । भन्नुको तात्पर्य व्यवसायभित्र रहने प्रत्येकको मनमस्तिष्कमा मेरो र हाम्रो संस्था हो भन्ने सुन्दर अनि सकारात्मक भावना सिर्जना गर्नमा पनि व्यवस्थापकीय अहम भूमिका रहन्छ अझ जोड दिँदै भनाँ हुनुपर्छ । बहुराष्ट्रिय कम्पनी होस् वा राष्ट्रिय कम्पनी सबैको आधार पनि यही नै हो ।

व्यवस्थापन कुशल, परिणाममुखी र निरन्तर उन्नतिका लागि व्यवस्थापकले नीति, नियम र योजना बनाउँछ सो नीतिनियमभित्र बसेर संस्था सञ्चालन गर्ने दक्षताको कमी भएमा संस्था धाराशायी भएको उदाहरण हाम्रा अगाडि धेरै छन् । नेपालमा बन्द भएका विदेशी लगानी होस् वा स्वदेशी व्यवसाय, माथि उल्लेख गरेका चारवटा 'स'को कमीको कारण व्यवसाय सुरुबाट नै बन्द रहेको घटनाहरू पनि देखिए ।



यहाँ म सबैमा सञ्चारका लागि एउटा अनुभव उल्लेख गर्न चाहन्छु । एकपटक एउटा उद्योगको नयाँ उत्पादन गर्ने क्रममा हामीबिच सामान्य छलफल भयो । त्यहाँ धेरैले आफ्नो बिचार पोखे । त्यो संवाद साबुनको रङ्ग र गिलोपनाको बारेमा थियो । नेपालमा लुगा धुने साबुनको बढी प्रयोग अक्सर महिलाहरूले गर्ने हुँदा प्रायः महिलाहरूले रङ्गमा गुलाबी र अलिक साह्रोपन मन पराउँछन् अरु पराउँदैनन् त्यसैले हाम्रो उत्पादन सोही विषयमा केन्द्रित हुनुपर्छ भन्ने कुरा राख्दा त्यसको जवाफमा त्यहाँ हाम्रो ठुलो उत्पादन र धेरै बिक्री विदेशमा भएको तपाईंलाई थाहा छैन नेपालबाहिर धेरै बिक्री हुन्छ भनेर मेरो सल्लाह र सुभावलाई डस्टबिनमा थन्क्याइयो । बिस्तारै उत्पादन हुँदै गयो नेपालको बजार र उपभोक्ताको मनोविज्ञान नबुझी उत्पादन गर्दा बिक्री नभएर ठुलो परिमाणमा उत्पादित सामान खेर गयो । नेपालका विभिन्न बजारमा पठाइएका ती सामानहरू बिक्री नभएर फिर्ता आयो । कतै राख्ने ठाउँ भएन अरुको ठाउँमा राख्नुपर्थ्यो । जसले गर्दा उद्योगले एकातिर ठुलो नोक्सानी व्यहोर्नु पर्‍यो भने अर्कोतिर उसको व्यवस्थापकपीय गुणमा पनि नराम्रै ठेस लाग्यो । त्यतिमात्र कहाँ होर, उद्योगले कार्बाहीसम्मको सामना गर्नुपर्थ्यो ।

सर्वप्रथम त यहाँ के प्रष्ट पार्न खोजिएको हो भने, एउटा कुशल व्यवस्थापकले उपभोक्ताको सही मनोविश्लेषण गरेर व्यवसाय बढाउन तथा सामान उत्पादन गर्न जरूरी र अपरिहार्य छ ।

दोश्रो, समयसापेक्ष नीतिनियमलाई व्यवसायिक परिणाममुखी बनाउन आन्तरिक र बाह्य समस्याहरू के के हुन सक्छ ? त्यसलाई कसरी समाधान गरी अवसरको रूपमा परिवर्तन गर्ने पाटाहरू छन् भनेर समयसमयमा मूल्याङ्कन र खोजी गरिरहनुपर्ने हुन्छ साथै संस्थासँग प्रत्यक्ष सरोकारवालाको आकांक्षाहरू केके हुन सक्छ र त्यसलाई कसरी उपयुक्त वातावरण सिर्जना गर्न सकिन्छ भनेर ध्यान दिने विषय उत्तिकै महत्त्वपूर्ण छ । माथि उल्लेखित दुबै पाटाहरूको बौद्धिक कसरत नभएको कारणले व्यवसाय र उद्योगधन्दामा बेलाबेलामा विभिन्न समस्याहरू आउने गर्छ र त्यसले आकांक्षाभित्रको द्वन्द्व जन्मिन्छ त्यस्तो द्वन्द्व समाधान नभए अनेकौं विकृतिले जन्म लिन्छ, जुन उद्योग र व्यवसायको कयान्सर हो ।

माथि व्यक्तिका दुई तत्वहरूलाई व्यवस्थापकले राम्ररी चिरफार गरेर समस्यालाई अवसरमा परिवर्तन गर्न नसके संस्था र व्यवसाय दुबै डुब्छ । उदाहरणका लागि तपाईंहाग्रे आँखाअगाडि

बेलाबखत नाम चलेका उद्योगहरू डुबेर हाल नामोनिसान रहेका छैनन् ।



आर्थिक उदारीकरणको परिवर्तनसँग हाम्रो संस्कार, विवेक, प्रविधि र प्रकृतिलाई पनि विशेष ध्यानमा राख्नु व्यवस्थापकको कर्तव्य हो । आफ्ना सहयोगी सहकर्मीहरूले दोरयाउनु, निर्देशित गर्नु, परिणामको समयसापेक्ष अनुगमन गर्नु, उपभोक्ताको सहयोग र सहकार्यमा सहभागी हुनु वर्तमानमा नितान्त जरूरी छ किनकि हाम्रो सोचले परिवर्तन चाहन्छ, परिवर्तन द्विपक्षीय फाइदाका लागि हुनुपर्छ । व्यावसायिक पारदर्शिता र द्विपक्षीय छलफल एकआपसको फाइदाका लागि हुनुपर्छ साथै प्रतिस्पर्धी अर्थतन्त्रमा सम्बन्धित पक्षको सहअस्तित्व कायम गरी निरन्तर उन्नतिका लागि आपसी सहयोग, सद्भाव, सञ्चार, सहकार्य, सहभातिका र समृद्धि आवश्यक अनि अपरिहार्य छ, भन्दा फरक नपर्ला ।

The role of a Leader is not to come up with all the great ideas. The role of a leader is to create an environment in which the great idea can happen.

- By Simon Sinek



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Understanding the Japanese Approach to Business Development: The San Gen Shu Gi, Philosophy.

One of the most inspiring success stories in contemporary business history is Japan's remarkable economic transformation from the ashes of World War II to a position of worldwide technological prominence. This achievement may stem from various factors inherent in Japanese corporate culture, providing valuable insights into how businesses can attain sustainable growth. As I wandered through the advanced showrooms in Tokyo and the reconstructed streets of Onagawa devastated by the tsunami, I observed how meticulously the Japanese people focus on even the smallest details, and they show a profound sense of pride in their craftsmanship and technology, which is remarkable.

During my journey in Japan, I participated in a two-week program, New Business Creation, titled South Asian Business Creation [SABC], organized by The Association for Overseas Technical Cooperation and Sustainable Partnership [AOTS] in Tokyo. Along with numerous learning opportunities and site visits, I focused on understanding the Japanese methods of creating businesses, a notable aspect of **San Gen Shu Gi**.

This experience taught me invaluable lessons about the fundamental nature of Japanese businesses and their new business creation processes. It revealed their emphasis on grasping

customer needs, making gradual improvements, and maintaining a practical mindset. Rather than pursuing large, high-risk innovations, they achieve success by meticulously examining what people require, how products are created, and what their competitors are doing. This approach of San Gen Shu Gi highlights the importance of remaining grounded and making consistent progress to achieve meaningful, lasting outcomes.

Understanding San Gen Shu Gi: The Three Realities Principle

San Gen Shu Gi, literally translated as three actual or three reals, consists of three interconnected concepts: **Genba** (actual place), **Genbutsu** (actual people and things), and **Genjitsu** (actual facts and situation, actual insights, i.e., customer pain points). This trinity forms the cornerstone of Japanese business creation, decision-making, and problem-solving methodology.

Genba refers to the actual workplace where value is created – the factory floor, the retail store, the service delivery point, or any location where the real work happens. In Japanese business philosophy, the Genba is sacred ground where truth reveals itself through direct observation and experience. Leaders who embrace this concept understand that boardroom strategies must be grounded in shop-floor realities.

Genbutsu represents the actual products, materials, People, or tangible elements involved in business operations. This principle demands that decisions be based on physical examination and hands-on understanding rather than theoretical assumptions or second-hand reports. It emphasizes the importance of touching, feeling, and directly experiencing the products, people, or processes under consideration.

Genjitsu This involves an objective assessment of the facts and the present situation, without idealism, political bias, or selective interpretations. This concept highlights the importance of sincere transparency about situations, achievements, and challenges, creating a foundation for effective decision-making.

The Practical Application of San Gen Shu Gi

Japanese companies have successfully integrated San Gen Shu Gi into their daily operations through various mechanisms. Toyota's renowned production system exemplifies this approach through its emphasis on "going to see" (Genichi Genbutsu), where managers are expected to personally observe processes, understand problems firsthand, and make decisions based on direct experience rather than reports or assumptions.

This philosophy manifests in the Japanese practice of Miniaturization (Small, efficient design), Kawaii (Cuteness and friendliness), Humanization (Empathy and emotional support, creating emotional connections between users and products), Automation (Technology for precision), Craft Culture (Quality and attention to detail).

The San Gen Shu Gi approach also underlies the Japanese concept of **Kaizen** – continuous improvement. Rather than implementing top-down changes based on theoretical models, kaizen emerges from workers and managers collaborating at the place (Genba), examining actual processes (Genbutsu), and addressing real problems (Genjitsu) through incremental, practical solutions.

Another remarkable experience was, during my visit to Onagawa, I witnessed the remarkable strength of the Japanese people, particularly recovered from the devastating Tsunami. Rather than giving in to despair, the community has demonstrated incredible courage and resolve in rebuilding their lives. A notable illustration of this resilience is guided by the same principles of San Gen Shu Gi. They went to the disaster site (Genba), understood the real needs of the people (Genjitsu), and worked hands-on with available resources (Genbutsu) to create new businesses and restore hope. This hands-on philosophy has been instrumental in helping them establish new businesses and rejuvenate the local economy. Onagawa serves as a powerful example of how deeply held cultural values can motivate recovery and innovation, even in the toughest of times.

Because of this guiding philosophy, Japanese businesses have been able to create incredibly dependable and high-quality products. Decades of using San Gen Shu Gi principles to understand consumer demands, production procedures, and market realities with previously unknown depth and accuracy have led to the renowned dependability of Japanese products.

San Gen Shu Gi, or the "three realities principle," is a key part of Japan's unique approach to innovation. Instead of chasing big, flashy breakthroughs, Japanese businesses focus on making steady, practical improvements. They do this by deeply understanding what customers need, the limits of manufacturing, and what their competitors are doing. This methodical approach helps them create products that are closely tied to real-world demands.

Contemporary Relevance

San Gen Shu Gi offers timeless guidance for navigating uncertainty as companies worldwide struggle with complex supply chains, digital transformation, and evolving consumer expectations. Exploring new markets, emerging technologies, and changes in consumer behavior highlight the importance of focusing on factual knowledge and direct observation.

Japanese firms that have successfully expanded globally, like Toyota, Honda, Uniqlo, Nitori, and Sony, have adapted the concepts of San Gen Shu Gi to fit local contexts while maintaining their core commitment to understanding real circumstances.

For organizations seeking to establish competitive advantages, the Japanese methodology offers valuable insights into the importance of careful observation, in-depth understanding, and decision-making based on actual conditions instead of theoretical premises. In a landscape increasingly dominated by virtual interactions and data-driven insights, San Gen Shu Gi serves as a reminder that lasting business success ultimately relies on deep, genuine engagement with the real world where customers live in, employees are active, and value is generated.

The lasting relevance of San Gen Shu Gi lies in its fundamental recognition that effective business development necessitates leaders who are willing to step outside their offices, engage with reality, and make decisions rooted in their actual observations, interactions, and experiences rather than in what they wish, presume, or theorize might be accurate.

Lessons for Nepalese Businesses

Modern businesses operating in increasingly complex and rapidly changing environments can benefit significantly from adopting San Gen Shu Gi principles. In today's world, where dashboards, spreadsheets, and remote decision-making dominate, San Gen Shu Gi offers a refreshing and practical perspective. For Nepalese companies navigating changing consumer behavior, digital transformation, or market uncertainty, this philosophy is especially relevant.

Rather than managing from a distance, leaders are encouraged to:

- Engage with frontline employees and customers regularly.
- Make decisions based on real-world understanding, not assumptions.

- Cultivate a culture where continuous improvement is driven from the ground up.

Adopting San Gen Shu Gi could help Nepalese firms build more resilient, customer-focused businesses deeply rooted in the real-world context in which they operate. The principle encourages leaders to resist the temptation of managing from Excel sheets and presentations, instead demanding regular engagement with customers, employees, and operational realities. This approach fosters better decision-making, stronger employee relationships, and more effective problem-solving.

A Cultural Takeaway

In addition to the training, I had the amazing chance to explore Tokyo, a city rich in culture that skillfully combines modern technology with traditional craftsmanship. I was delighted by the city's lively energy as soon as I arrived. I looked at everything, from the cutting-edge technology in Akihabara to the magnificent craftsmanship of Asakusa showed me how Japan gracefully balances old and new. Every detail, from design to service, reflected a deep commitment to quality, observation, and care. Every day was a fresh experience. I was deeply enriched by the contrast between the historical lessons and the futuristic planning, which deeply rooted within me.

I now strive to apply these lessons in my profession as well as organizational growth. Instead of making decisions solely based on reports, I aim to engage directly with the actual situations by understanding the team's challenges, face-to-face conversations with customers. I work to connect effectively with everyone involved, and this symbolizes the spirit of San Gen Shu Gi, and I believe it's a valuable approach that any business, anywhere, can adopt.



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SABC Feb 2025



Mr. Saurab Agrawal

My Experience with Japanese style of Corporate Management

We have been hearing about a lot of big corporate companies like google, amazon, Walmart, apple but there are Japanese companies which are also big and well known to us are Toyota, Suzuki, Panasonic, Kyocera etc. The oldest Company of Japan is **Kongogumi** formed in 578 AD. It is the Oldest Construction company of Japan.

I would like to express my gratitude to government of Japan and AOTS for giving me this opportunity to attend The Program for Japanese Corporate Management (PJCM). This program has changed my mindset of looking at things and I will be covering about some important point's Japanese corporate management skills.

The main three principals at which Japanese management system works are Citizenship, Entrepreneurship and Utilitarian Mind.

Citizenship: It is more related to human resource of the company. They believe in training people to work for the organization with honesty, seriousness and full cooperation.

Entrepreneurship: This principle focusses on passion to execute company goals and mission towards achievement of common goals. This spirit defines unafraid of risk and failure.

Utilitarian Mind: This spirit focusses on being reasonable to people of company by awarding

them with right benefits and giving true opinions.

Japanese Companies mostly believe in cleaning and 5S concept of Management, which we figured out during our visit to companies like Yamada, Panasonic, and Virtual tour of Mas Active Linea Intimo Private Limited a srilankan company. From the top-level management to the lowest level management is involved in cleaning process for they are proud. We have heard a statement quite often "first impression is the last impression" which is true for Japanese companies. Now let's talk in one line about 5S system of management, which I think is more of habit than a system.

1. Seiri (Sort: Sorting) The main principle is to dispose of items not required over a period of 6 months.



2. Seiton (Set: Organizing) Arranging thing in such a way so that it can be found by anyone in an organization within a minute.

3. Seiso (Shine: Cleaning) Keeping things and environment in best condition and it is everyday Work.

4. Seiketsu (Standardize: Neat/Tidiness & Cleanliness) It is a condition in which above 3 S's are maintained

5. Shitsuke (Sustain: Discipline) This is the most important aspect for maintaining above conditions. People needs to be trained and made disciplined so that they follow the above rules by heart not by force.

During my course we came across concept of family business and I was amazed to know that still 1447-year-old company exists in Japan called **Kongogumi** which was formed during 578 AD. The most long-standing business firms in the world are from Japan around 3113 firms.

During my course we visited below mentioned companies. I will try to right in one sentence how important they are.

1. Yamada Manufacturing CO Ltd: An industrial company started in 1959 AD and good example of 3S management system.

2. Chidoriya Soke: A family Confectionary business established in 1630 a very good example of long-lasting family business still keeping their old recipe of black bean and chestnut.

3. MAS ACTIVE LINEA INTIMO (PRIVATE) LIMITED: Online tour was organized for this company. This is seamless apparel manufacturing

company established in 1999 AD and a very good example of 5S management. As per presenter, they informed that within 30 seconds they are following Seiton management.

4. Panasonic Museum: We learned about Matsushita Konosuke, founder of Panasonic. He is a good example of philosophy-based management system, where company is being managed as per the philosophy.



5. Bankyo Pharmaceutical Co Ltd: It is a Pharma Company established in 1960 and a good example philosophy-based management system.

6. MASUYA Group: Good example of philosophy-based management system where in they are renowned brand of rice cracker manufacturing.

7. Matsushita Konosuke Sho-Gakuin: An educational Institution aimed at developing and nurturing Panasonic shops' successors.

8. Actec Co Ltd: An Aluminum Cases manufacturing company established in February 1972 a very good example of Amoeba Management system.

9. Kyocera Inamori Library: Kazuo Inamori founder of Kyocera and the person behind revival of Japan Airlines. He is very famous for his corporate philosophy and amoeba management.

Lastly, I would like to conclude my journey as very motivational and great learning experience. It was a very good stay as Kansai Kenshu Centre, people were very helpful and got chance to see around kansai also during weekend like Kyoto city, Osaka city. I am trying to implement few strategies of above. I cannot end without mentioning how great Japanese people are in the sense of their greetings, discipline, way of life etc. They try to help going out of the way also. They are well cultured and do things on time. I am at least trying to implements few good things on myself and at home too. I firmly believe in changing oneself first then expecting others to change. So why not to start with myself.





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Prof. Timila Yami Thapa
Academia and entrepreneur

Advancing Integrated AI-Powered Health Tourism & Agri-Tourism under Digital Nepal Framework 2.0

Nepal possesses significant potential to emerge as a globally respected destination for integrated health tourism and Agri-tourism. By leveraging its rich biodiversity, cultural heritage, traditional healing practices, and diverse agricultural landscape, Nepal can create unique, high-value tourism offerings that promote sustainable economic growth, rural empowerment, and global recognition. The responsible integration of Artificial Intelligence (AI) within these sectors, under the Digital Nepal Framework 2.0, presents an unprecedented opportunity to modernize services, enhance competitiveness, and deliver ethical, inclusive, and sustainable development driving joint research and innovation projects focused on rural development, health agriculture industry, services, and tourism promotion.

The global Agri-tourism market reached USD 8.1 billion in 2024, with projections to nearly double to USD 15.8 billion by 2030 at a CAGR of approximately 11.8%. The Asia-Pacific region leads this growth, driven by demand for authentic, rural experiences, organic food culture, and sustainable tourism models. The global wellness tourism sector is forecast to reach USD 800 billion by 2025, with projections of USD 1.2 trillion by 2035. The medical tourism market alone is valued at USD 278 billion in 2025, expected to grow to USD 890 billion by 2035, reflecting a CAGR of over 10%. Wellness tourists typically spend 30-130% more than conventional tourists, demonstrating high-value market potential.

Digital Nepal Framework 2.0 (DNF 2.0)

The Digital Nepal Framework 2.0 (DNF 2.0), unveiled by the Ministry of Communication and Information Technology, envisions a digitally connected nation requiring capacity building in partnerships with universities, private tech firms, and NGOs for remote populations and real-time data for decision-making. Government agencies, development partners, and institutions are urged to align strategies with DNF V2.0 and invest in building Nepal's digital infrastructure.

Convergence technologies

By integrating information technology, biotechnology, nanotechnology, and cognitive science, this revolution transcends traditional digital progress and positions data as the core asset linking human, physical, biological, and cyber domains. Converging technology impacts AI-driven diagnostics and early childhood health, precision agriculture, disaster prediction. Converging Technology synergizes breakthroughs across human, physical, biological & cyber domains powered by massive data integration, high-speed computing power and ubiquitous connectivity. AI, data governance, and institutional innovation drive inclusive economic transformation. Integrated development of AI-powered Agri-tourism and health tourism is central to this vision.

AI in agriculture tourism

The agri-tourism industry in Nepal promotes farm stays, organic farming experiences, and local food culture. It supports rural incomes, preserves traditional knowledge, and fosters community development. Agri-tourism aligns with Nepal's sustainable tourism goals and helps diversify income sources for farmers. The system lacks organized policy support with inadequate rural infrastructure and limited national and international promotion.

AI-assisted Agriculture Equipment can increase productivity through smart irrigation, precision farming, and automated machinery improving product quality and efficiency, reducing labor burden and generating interactive, tech-driven tourist experiences. However, policy gaps & challenges are limited R&D on AI-suited equipment for Nepal's terrain, weak integration across agriculture, technology, and tourism policies, low AI literacy in rural communities and fragmented institutional coordination. R&D programs for AI-assisted small-scale equipment should be encouraged in the area of innovations for hilly and remote regions in partnership with AI startups, universities, and international experts. Integrated Agri-Tourism Development should be encouraged with pilot Smart Agri-Tourism Villages with AI demonstrations in Agri-tourism packages followed by incentives for AI adoption. AI-Agri-Tourism should be Integrated in Digital Nepal Framework 2.0 in coordination with inter-ministerial and public-private partnerships. This will help in productivity, climate resilience with new tourist experiences, year-round tourism bringing benefits to rural communities in terms of jobs, diversified incomes, youth engagement. AI-assisted agriculture equipment, integrated with Agri-tourism, can modernize rural livelihoods, enhance tourist experiences, and position Nepal as a leader in sustainable, tech-driven rural.

AI in health tourism

The Health tourism Industry in Nepal includes medical tourism, wellness retreats, and alternative healing experiences. Rural health and wellness

centers in agricultural regions offer affordable healthcare, wellness centers, traditional healing under natural environments conducive to health and wellbeing. Organic farm stays linked with wellness retreats and locally sourced, nutritious diets as part of healing packages. With advancing precision healthcare, and fostering biomedical research, Nepal can unlock significant economic opportunities, enhance the healthcare industry, and attract international patients seeking advanced yet affordable medical care. Global trends are rising demand for affordable, high-quality healthcare followed by rapid growth of AI in medical diagnostics, treatment, and healthcare management. AI and Biomedical research is driving personalized and precision medicine with increasing preference for health tourism combining treatment with cultural experiences.

Nepal has a growing pool of medical and IT professionals. The digital transformation through the Digital Nepal Framework will help in improving health tourism. National AI and health-tech policy frameworks need to be developed, strengthening health data governance and privacy standards by establishing regulatory oversight for AI adoption in healthcare encouraging private sector investment in hospitals and research infrastructure by facilitating partnerships with international health-tech companies and investors and engaging academic institutions in workforce development and research. Premier public sector academic and research institutions should develop specialized health-tech education programs fostering innovation through startup incubators and accelerators. New AI-assisted medical and research facilities should be supported by enhancing connectivity and digital infrastructure to support telemedicine and health tourism. Nepal stands at a pivotal moment to leverage technological innovation and biomedical research to transform its healthcare sector and become a leading health tourism destination in South Asia. The government should encourage leaders, private sector stakeholders, academic institutions, and international partners to collaborate and invest in building a modern, AI-assisted, patient-centered

healthcare ecosystem that delivers both economic and societal benefits. Challenges are regulatory gaps, especially in AI-assisted health services with limited international accreditation of health facilities and weak coordination between health and tourism sectors.

Empowering Premier academic Institutions

To accelerate the Digital Framework Nepal 2.0, public premiere institutions should be made resourceful through infrastructure investment, human capital development, governance reform, innovation & ecosystem activation. Declaring these institutions as “Institutions of National Importance” through a Special Act of Parliament, can catalyze Nepal’s transformation. With strong support, Nepali talents from all over Nepal (including rural areas) could access world-class education instead of migrating to other countries. By passing a Special Act for Institutions of National Importance, the nation can ignite a renaissance in Nepali education, research, and innovation. India recognized early that a nation’s progress depends on premier institutes of learning. In fact, in 1946 the Sarkar Committee recommended creating world-class institutions (the IITs and IIMs) aligned with national development. These became engines of innovation, STEAM leadership and global influence. Transformative benefits of National Recognition declaring the public premier institutions as one of national importance is not mere symbolism; it unlocks concrete benefits that modernize and sustain excellence. Most importantly, it guarantees long-term funding and institutional autonomy. With national-importance status, these institutes could tap philanthropy and multilateral programs. Donors and sister institutions are far more willing to invest in a formally recognized national priority.

Institutional Coordination

Joint policy development led by competent leadership is important. The Ministry of Tourism, Ministry of Health, Ministry of Agriculture, and Ministry of Communication and Information Technology (MoCIT) should collaborate to develop integrated policy frameworks ensuring alignment with Digital Nepal Framework 2.0, emphasizing

digital tools, AI adoption, and data-driven service delivery in both sectors.

There is a need of right leadership in oversee integration of Agri-tourism and Health tourism policies engaging stakeholders including academia, research institutions, private sector actors, farmer cooperatives, and health service providers. Infrastructure development & promotion should be supported by adequate investment in rural connectivity, smart health facilities, and Agri-tourism infrastructure helping in promoting Nepal as an ethical, AI-powered destination for integrated Agri-tourism and Health tourism through targeted national and international campaigns fostering research collaboration to explore innovative AI applications.

Rural Telecommunications Development Fund (RTDF)

Connectivity is not just about speed—it’s about meaningful inclusion. The Rural Telecom Development Fund (RTDF) board, managed by the Nepal Telecommunications Authority (NTA), was created to bridge the digital divide. To deliver on Digital Nepal Framework 2.0, RTDF reform must prioritize transparency and local empowerment. NTA should be institutionally strengthened to oversee AI, 5G, cybersecurity, and rural connectivity. Community innovators, cooperatives, women, and indigenous youth must be empowered to co-create digital solutions for education, healthcare, tourism, agriculture industry and governance.

AI, cybersecurity regulation, and data governance

Nepal’s draft IT & Cybersecurity Bill, which includes provisions related to Artificial Intelligence (AI), cybersecurity regulation, and data governance, is still under review as of July 2025 and has not yet been passed. The bill covers areas such as safe, transparent, and accountable use of AI, establishment of a Cybersecurity Centre of Excellence, regulation of cybersecurity services and digital infrastructure with data protection and privacy-related provisions. The bill is intended to modernize Nepal’s regulatory framework for

AI, cybersecurity, and data governance. Delays in passing the bill will leave Nepal behind regional and global peers. Weak legal safeguards expose the country to growing cyber threats. Policymakers, private sector leaders, development partners, and civil society must unite to push for the swift passage and effective implementation of Nepal's IT & Cybersecurity Bill for a safer, more prosperous digital Nepal. Nepal should invest in institutional capacity building, technical expertise, and public awareness. Global and regional partners are advancing AI and cybersecurity legislation, leaving Nepal at risk of regulatory lag.

Rural communities and Women in AI-driven health tourism and Agri-tourism

Ethical AI and Data Governance should protect anti-bias audits of AI tools including development of smart, women-friendly tourism infrastructure for alignment with Nepal's constitution and international commitments on gender equality and inclusive development. Nepal's AI-driven health tourism and Agri-tourism transition presents a historic opportunity to advance inclusive development. By centering rural communities and women, Nepal can ensure this technological shift fostering sustainable growth and empowering those traditionally left behind.

Policy Recommendations

The Digital Nepal Framework 2.0 emphasizes digital innovation, AI integration, and rural empowerment, requiring a formal mechanism to coordinate these sectors for inclusive, quality, and competitive development. Ministries of Tourism, Health, Agriculture, and Communication & IT must collaborate to craft integrated policies under DNF 2.0. A National Joint Policy Coordination Committee must be established engaging government, private sector, academia, and rural communities encouraging stakeholders to invest in rural connectivity, smart health facilities, and Agri-tourism infrastructure, promoting Nepal as an ethical, AI-powered destination. Data infrastructure and governance should be strengthened by developing secure, interoperable health and agricultural data platforms and enforcing ethical standards for data privacy and AI use.

AI Use Cases should be defined and regulated by establishing clear guidelines for AI applications in health and Agri-tourism requiring independent evaluation of AI tools for safety, fairness, and effectiveness ensuring equity and sustainability by prioritizing AI tools that support rural communities and small tourism operators, monitoring impacts to prevent digital divides and over-commercialization.

International Partnerships

AOTS Japan (The Association for Overseas Technical Cooperation and Sustainable Partnerships) can play key role in contributing Nepal's integrated health tourism, Agri-tourism, and AI-driven development. AOTS can support Nepal's human resource development, regulatory capacity building, and AI-driven innovation in Health and Agri-tourism. AOTS can facilitate by offering short- and long-term fellowships for Nepalese policymakers, academia, and private sector leaders in Japan including supporting capacity building for regulatory authorities on ethical AI governance, international standards and supporting joint research and innovation projects focusing on AI for rural development. With AOTS Japan's expertise and Nepal's strong political will, the two countries can forge a strategic partnership to build a globally competitive, ethical, AI-assisted health and Agri-tourism.

A Pivotal Opportunity for Nepal

Nepal stands at a historic turning point to become a global leader in ethical, AI-powered health tourism and Agri-tourism, aligned with the Digital Nepal Framework 2.0. By integrating technology, policy coordination, and inclusive development—especially in rural areas—Nepal can unlock multi-billion-dollar economic opportunities, improve rural livelihoods, and strengthen global competitiveness. This requires coordinated policies, investment in digital infrastructure, empowered academic institutions, and international collaboration (like with AOTS Japan). The time to act is now—Nepal must seize this pivotal opportunity to become a model for sustainable, tech-enabled development in the Global South.



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Digital Transformation of Nepal with Japanese Insights

Introduction

Digital transformation is already in place, and this is steering a drive towards necessity in the economies of the world. Nepal is no exception in the front of digital transformation. It leads to the integration of global best practices that becomes a must for Nepal. Very valuable lessons exist within the Japanese model of Digital Transformation (DX), Just-in-Time (JIT) production, and continuous improvement through Kaizen. This article explores how digital transformation could unfold in Nepal, considering these methodologies and approaches.

Current Landscape in Nepal

Nepal has been experiencing a noticeable surge in digital growth over the past few years. With more people gaining access to the internet and mobile communication tools, and the increasing use of digital payment systems, the country is gradually stepping into the digital age. Recent studies show that approximately half of the population has access to the internet.

The Government of Nepal has launched initiatives like Digital Nepal, aiming to improve e-governance and build smart infrastructure. However, the journey hasn't been entirely smooth. Challenges such as low digital literacy, gaps in infrastructure, and growing concerns

around cybersecurity have slowed down the pace of progress.

On the brighter side, the private sector is showing strong interest in digital innovation. Investments are flowing into areas like fintech, e-commerce, and automation. Local startups are beginning to explore technologies like cloud computing, artificial intelligence, and blockchain to enhance service delivery.

Although digital literacy is improving, it's still not at a level that supports widespread transformation. Nevertheless, more businesses and institutions are adopting digital strategies to improve customer service and operational efficiency.

For Nepal to truly keep pace with global digital development, it must prioritize strengthening its digital infrastructure and fostering a culture of innovation and digital education.

Learning from the Japanese Model of Digital Transformation (DX)

The DX model of Japan underlines seamless integration of business-enabling technologies, including those that tend to streamline business operations and tap into new value propositions. The pillars that form the strategy for Japanese DX are;

- **Data-Driven Decisions:** Policy formulation and business strategy development through applications of big data and AI.

- **Automation and IoT Integration:** Smart automation to increase productivity and efficiency at this turn.
- **Resilience and Cybersecurity:** Build digital infrastructure to protect itself from cyber threats.
- **Customer-Centric Innovation:** Drive value through digital service to customers and enhance their experience.
- **Sustainability and Green Technology:** Make sure DX is environment friendly and contributes to long-term sustainability.

These principles are probably applicable in Nepal to enhance governance, improve banking and financial services, direct innovation in SMEs, and provide the opportunity for industries like health, education, and agriculture to embrace digital platforms to improve efficiency and outreach.

Just-in-Time (JIT) in the Digital Transformation of Nepal

Initially designed to optimize manufacturing, JIT focuses on waste reduction, resource optimization, and timely service delivery, among other things. In the context of digital transformation in Nepal, JIT can be applied to:

- **E-Governance:** Ensuring efficient service provision at government agencies to alleviate bureaucratic bottlenecks, thus enhancing public engagement.
- **Supply Chain Management:** Improving logistics and inventory management in industries like agriculture, pharmaceuticals, and retail, so as to lessen wastages and improve efficiency.
- **Banking Sector:** Real-time transaction processing and digital payment solutions to ensure smooth financial transaction operations.
- **Healthcare Services:** Optimizing the supply chain of medicines and patient management so that timely access is available to all required medical facilities.

Kaizen and Continuous Digital Improvement

Kaizen, the Japanese approach to continuous improvement, could also play a valuable role in supporting Nepal's journey toward digital transformation. This approach encourages:

- **Incremental Innovation:** Encouraging small but consistent improvements in digital services and technological capabilities.
- **Employee Engagement:** Promoting digital literacy and skill enhancement in the workforce, ensuring that employees stay updated with evolving digital trends.
- **Customer Feedback Integration:** Refining digital platforms based on user feedback for enhanced user experience and higher satisfaction.
- **Process Optimization:** Regular assessment and refinement of digital workflows in both public and private sectors to eliminate inefficiencies and streamline operations.
- **Digital Ecosystem Development:** Encouraging collaboration between startups, government agencies, and tech firms to create a robust digital landscape.

Challenges and Way Forward

While the future looks bright, Nepal still faces a number of hurdles on its path to digital transformation:

- **Infrastructure Deficit:** Need for robust internet connectivity, reliable power supply, and improved access to digital tools, particularly in rural areas.
- **Digital Skill Gap:** Necessity for digital literacy, technical expertise, and IT training programs to prepare the workforce for future digital jobs.
- **Regulatory Framework:** Strengthening policies around cybersecurity, data protection, and digital taxation to create a stable digital ecosystem.

- **Cultural Readiness:** Encouraging traditional businesses to embrace digital change and integrate modern technologies into their operations.
- **Cybersecurity Threats:** Implementing strict security protocols to protect sensitive data and ensure safe digital transactions.

To overcome these challenges, Nepal must adopt a multi-stakeholder approach, combining government policies, private sector initiatives, and international collaborations. Enhanced digital policies, investments in research and development, and a focus on digital literacy programs will be key to ensuring sustained digital growth. Additionally, Nepal can learn from Japan's experience in fostering digital ecosystems that align technological advancements with societal needs.

Conclusion

Nepal has a real opportunity to thrive in the digital age. By learning from Japan's experience—especially their smart use of data, efficient systems like Just-in-Time (JIT), and the Kaizen mindset of always improving—we can move faster and smarter. These ideas aren't just theories; they can help us build better services, spark innovation, and grow our economy. But to make it work, we need flexible policies, strong digital infrastructure, and a culture that encourages learning and creativity. It's not just about technology—it's about people, mindset, and making progress together.

As Nepal moves forward, the synergy between technology, process optimization, and human capital will be critical in realizing the full potential of digital transformation. By adopting global best practices while tailoring them to local contexts, Nepal can establish itself as a digital leader in South Asia, paving the way for a more connected and technologically empowered future.

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Total Quality Management and Teaching of the Buddha: A Spiritual Approach to Excellence.

Total Quality Management (TQM) is a management philosophy focused on continuous improvement, customer satisfaction, and employee involvement to achieve long-term success. It's intriguing to note that several of its principles closely resonate with the teachings of Buddha, who highlighted the importance of Moral conduct "Sila". Focus and mindfulness (samadhi and sati), introspection and striving for excellence, self-improvement in thought, speech and action. This article examines the connections between Buddha's teachings and TQM principles, providing a distinctive viewpoint on quality management.

There are several key features of TQM we will discuss some of them relating to and referring to suttas from Buddha's teachings

Continuous Improvement (Kaizen) : The core idea of total quality management is the continuous improvement of system and process. The word Kai means change and zen means good which means changes for good.

Continuous Improvement (CI) refers to the company's effort to constantly improve its quality management system to meet the standard's requirements. It's a continuous process that involves planning, implementing, monitoring, and correcting any problems that may occur. PDCA tool is used to implement CI in the organization.

Similarly the Buddha asks his practitioners for continuous cultivating dhamma which is the 3 fold path of sila, samadhi and panna, or 8 fold noble path.

Giving advice to his son Buddha taught that we should keep on examining our action of body, speech and mind. Ambalatthika-rahulovada Sutta

TQM promotes **ongoing improvement** in systems, products, and processes—a concept central to **Buddhist practice** as well. In the Dhamma, self-development through **bhāvanā** (cultivation) is a lifelong journey. Here **bhāvanā means** acting, doing or striving continuously.

"Appamādo amatapada..."

"Diligence is the path to the deathless; negligence is the path to death."

— *Dhammapada 21*

This verse underscores the Buddha's emphasis on **vigilance and effort (vīriya)**—key attitudes in both spiritual and quality improvement paths.

The **Satipaṭṭhāna Sutta (MN 10)**—the discourse on the Four Foundations of Mindfulness—is, in essence, a structured framework for **personal quality management**. It encourages continuous introspection, evaluation, and refinement of one's mental and behavioral patterns. It is the

sutta that teaches the establishment of mindfulness without interruption of body, mind, feeling and dhamma.

Customer Focus

At the heart of TQM is understanding and fulfilling customer needs. The Buddha repeatedly emphasized the importance of **compassionate engagement with others** and responsiveness to their needs.

Buddha emphasis on the practice of sila which is the path of not harming other from body, speech and mind. He instructed the householder to cultivate 10 meritorious deeds for the betterment of this life and future life.

Loving kindness, compassion, sympathetic Joy, and equanimity (Metta, kauna, Mudita and upekkha) are four sublime qualities, if we practice it and cultivate it, we can radiate love and compassion to all beings creating harmonious world. Everyone wants peace, everyone wants harmony, that create satisfaction and happy life. Similarly, in TQM if we think as per customer perspective with empathy and address their needs for their benefit our purpose is achieved.

Data-Driven Decisions Making and Right Understanding (Samma Ditthi):

Buddha teaching is not just a faith driven acceptance it is indeed the path of direct experience from gross to subtle level and from morality to wisdom. It is the path of truth. With Right understanding one chooses the path and walk on the path and develop right wisdom and follows the path leads to the end of suffering.

Ehipassiko – (Sanskrit/Pali) – "Come and see for yourself."

the Buddha discourages blind belief. He promotes testing claims, verifying with personal experience — a clear call for **empirical inquiry** and reasoned action.

This is analogous to **gathering clean, unbiased data** before making decisions. Just as raw data must be observed neutrally, mindfulness requires objective attention.

Both Buddha's teachings and DDDM emphasize:

- **Observation before reaction**
- **Testing before belief**
- **Understanding causes before intervening**
- **Balancing data with ethics and insight**

Process-Oriented Thinking and Mindfulness (Sati)

Just as the ocean deepens gradually, not suddenly, so also is the teaching of the Dhamma. — Udāna 5.5

The Buddha often taught a **gradual path** of development.

"This is the Noble Eightfold Path: right view, right intention, right speech, right action, right livelihood, right effort, right mindfulness, and right concentration." — SN 45.8

In the Satipaṭṭhāna Sutta (MN 10), the Buddha instructs practitioners to observe the body, feelings, mind, and phenomena **as they are, in the present moment**, with continuity.

When mindfulness is applied, it prevents:

- Waste (from errors or haste)
- Employee burnout
- Unethical decisions
- Reputational risk

"When this exists, that comes to be; with the arising of this, that arises." — Paṭiccasamuppāda, SN 12.1

As the Buddha said:

"As rain does not break through a well-thatched roof, passion does not break through a well-developed mind." — Dhammapada 14.197

In an organization, a well-developed **mindful process** is the best protection against chaos.

This is the essence of being **engaged in the current step**, not distracted by past failures or future results. Mindfulness keeps us rooted in the **now of the process**.

Walking the Path, Step by Step,

“Just as a skilled carpenter shapes wood, so does the wise shape their own mind step by step.”

Employee Involvement and Sanga :

One of the core principles of Total Quality Management (TQM) is **employee involvement**—the belief that every individual in an organization contributes to its success. This concept finds a deep and ancient parallel in the **Saṅgha**, the Buddhist monastic community, where **collective participation, consultation, and harmony** are not just encouraged—they are essential.

In the **Vinaya Piṭaka**, especially in the **Mahāvagga**, the Buddha outlines rules for decision-making that resemble democratic and consensus-driven processes. Monks are instructed to **gather in concord, discuss in harmony**, and resolve issues through **saṅghakamma** (formal acts of the community), often requiring unanimity or majority consensus.

“Samaggā sannipatatha, sammadamānā karotha...”
“Assemble in harmony, speak in harmony, act in harmony.”

— *Mahāparinibbāna Sutta, DN 16*

Furthermore, **feedback loops** in Buddhist monastic life were continuous. Senior monks mentored juniors; feedback was given respectfully through **uposatha** assemblies (bi-monthly reviews), ensuring ethical and procedural alignment. These parallels between the Saṅgha and TQM offer a powerful reminder that **human-centered systems** based on **dignity, collaboration, and wisdom** have timeless value.

Leadership :

Buddha practice dhamma and reached its summit of Nibbana. He taught with compassion to all people monks, householder and devas. His teaching is also called gradual teaching from simpler to complex like going in to an ocean. Buddha showed various leadership trait style like visionary insight based on wisdom , empathy based on Metta and Karuna ,integrity based on sila , emotional balance based on Uppekha etc .

Like a CEO developing a strategy based on data and wisdom, he diagnosed the problem (dukkha), identified its cause (taṇhā), and proposed a solution (Nibbāna through the Eightfold Path).

He allowed monks to settle issues through communal discussion—an early form of participatory governance. **Saṅghakamma**

When a dispute arose among monks in Kosambi, the Buddha tried dialogue and left when they refused to listen—demonstrating **detachment, patience, and boundary-setting**.

He appointed capable disciples like Mahākassapa, Ānanda, and Uppalavaṇṇā (a nun) to lead and guide others, regardless of gender or social class.

Conclusion :

This article explores the deep parallels between **Total Quality Management (TQM)** and the **teachings of the Buddha**, drawing from Pāli Canon texts. It highlights how core TQM principles—such as customer focus, continuous improvement, employee involvement, process orientation, and leadership commitment—mirror Buddhist values like **compassion (karuṇā)**, **mindfulness (sati)**, **collective harmony (saṅgha)**, **dependent origination (paṭicca samuppāda)**, and **ethical leadership (dhammacārin)**. The Buddha's approach to community, feedback, and decision-making within the monastic Saṅgha reflects many modern management ideals. By integrating spiritual wisdom with managerial practices, organizations can build more ethical, efficient, and harmonious workplaces.



Mrs. Minoo Piya Amatya

Executive Chairman
NPL Social Welfare Organization

Why is a SWOT Analysis Needed?

A SWOT analysis is essential for comprehensively assessing an organization's or an individual's internal strengths and weaknesses alongside external opportunities and threats. It enables strategic planning to leverage advantages, mitigate risks, and make informed decisions about future directions and actions.

SWOT analysis is a strategic planning tool that helps build organizational or personal strategies. It assesses:

- Strengths (internal assets like brand reputation, loyal customers, unique offerings, etc.)
- Weaknesses (internal limitations like limited resources, outdated technology, inefficiencies, etc.)
- Opportunities (external factors like market expansion, technological advancements, etc.)
- Threats (external challenges like competition, economic downturns, changing regulations, etc.)

A SWOT analysis is a powerful tool that aids in making better decisions in all aspects of life. It provides a quick examination of both internal strengths and weaknesses in relation to external opportunities and threats. This analysis helps teams understand their current situation, determine future goals, and formulate strategic actions to achieve the organization's desired future state.

Applications of SWOT Analysis

A SWOT analysis can be used in:

- Business planning
- Market analysis

- Project management
- Organizational change
- Individual development

The most common users of a SWOT analysis are team leaders and project managers responsible for decision-making and strategic planning. The most crucial part of a SWOT analysis is drawing conclusions from the listed factors and translating them into strategic actions. This ensures that the organization's strategy aligns with its strengths and market opportunities while addressing weaknesses and defending against external threats.

Benefits of SWOT Analysis

A SWOT analysis helps organizations create efficient and effective plans for the future. It is widely used in strategic planning to perform a comprehensive and competitive analysis of various internal and external factors.

The primary purposes of a SWOT analysis include:

- Identifying factors that impact an organization's functioning.
- Providing useful insights during the strategic planning process.
- Promoting strengths and minimizing weaknesses.
- Explaining opportunities and preparing contingency plans for threats.

Key Advantages of SWOT Analysis

- Enhanced decision-making and maximizing opportunities for success.
- Identifying and minimizing risks.

- Self-assessment to build on strengths and address weaknesses.
- Identifying key internal and external influences.
- Assessing an organization's current position in relation to internal and external environments.
- Capitalizing on available opportunities.
- Turning threats into opportunities with proper planning.
- Encouraging comprehensive thinking.
- Helping organizations avoid poor business decisions.
- Supporting business growth and improvement.
- Strengthening collaboration and teamwork.
- Evaluating the feasibility of new projects.

Conducting a SWOT Analysis

- Gather a diverse team and define business goals.
- Engage stakeholders to ensure a comprehensive understanding of strengths, weaknesses, opportunities, and threats.
- Brainstorm and list all relevant factors.
- Rank the most critical factors in each category.
- Analyze internal (strengths and weaknesses) and external factors (opportunities and threats).
- Conduct market research to investigate industry trends, competitor activities, regulatory changes, and economic conditions.

- Develop an achievable strategic action plan aligned with business goals.
- Implement, monitor, and adjust the SWOT analysis as necessary.
- Regularly review and update the SWOT analysis to reflect changes in the internal and external environment.

Importance of SWOT Analysis in Business and Beyond

Although originally designed for business and industries, SWOT analysis has been adapted for non-governmental organizations, social change initiatives, community organizing, and other fields. It provides direction for strategic decision-making, proactive risk management, and resource allocation.

Origins of SWOT Analysis

The SWOT analysis technique was initiated by Albert Humphrey and his team at the Stanford Research Institute in the 1960s-1970s. Robert Franklin Stewart further emphasized the crucial role of creativity in the planning process, reinforcing the method's importance in strategic management.

A well-conducted SWOT analysis provides a clear framework for strategic decision-making, holistic business insights, flexibility, adaptability, and proactive risk management. Writing an effective SWOT analysis begins with thorough research and stakeholder engagement.





Mr. Roshan Pradhan
(Senior Manager, Factory Operation)
Omnic Laboratories Pvt. Ltd.

Report on Training Program entitled “Business Innovation and Organization Development 2 (BIOD-2) Attended in JAPAN



Submitted to:



Omnic Laboratories Pvt. Ltd.

Submitted By:

Roshan Pradhan
(Omnic Laboratories Pvt. Ltd.)

Date: 16 March 2025

Introduction:

The Program on Business Innovation and Organization Development 2 (BIOD-2) was developed for the company owners, executives and senior managers who are responsible for business planning, human resource development and organizational development. This program was designed to develop management personnel who can improve the leadership skills necessary to bring about business innovation and promote organizational culture reforms that encourage business innovation in the harsh business environment and limited management resources of developing countries.

With reference to the management training program in Japan 2024-2025, the applications were invited for the above mentioned program BIOD-2 which was organized by The Association for Overseas Technical Cooperation and Sustainable Partnership (AOTS) Japan with financial subsidy from the Ministry of Economy, Trade and Industry (METI) of the Japanese Government. I was fortunate that I got selected to attend this program in Japan. The training period was from 22nd January to 4th February 2025 and the

venue was Kansai Kenshu Center (KKC), Osaka, Japan.

Program Outline:

1. Course Schedule: January 22- February 4, 2025 (2 weeks)
2. Number of participants: 26 Participants from 20 countries
3. Program Director: Dr. YAMANAKA Toshiyuki, Director, Global Dynamics Co., Ltd.
4. Training Location and Accommodation: AOTS Kansai Kenshu Center (KKC), Osaka, Japan.
5. Contact No. 81-6-6608-8260

Objective of the Program:

- i. To understand the characteristics and roles required of owners or executives for producing business innovation.
- ii. To learn the managerial methods for creating and promoting business innovation strategically
- iii. To learn the methods of organization development and human resource development for making business innovation happen.
- iv. To make a concrete action plan for producing business innovation.

Contents:

Date/Day	Subject	Contents
22-Jan (Wed)	Lecture: Program orientation	The orientation of the course was based on the need to develop business leaders who can create new ideas which can add value for the economy and society through innovation, without being bound by existing business practices.
23-Jan (Thu)	Lecture: Management Philosophy and Vision of Company Managers	Corporate management, corporate philosophy and significance and importance of mission and vision through case studies of Japanese companies.
24-Jan (Fri)	Lecture: Organizational Development-1&2	Promoting motivation of members of the organization.
27-Jan (Mon)	Visit at KYOCERA and MIYATA	Kyocera philosophy is "To provide opportunity for the material and intellectual growth of all the employees, through joint effort to contribute to the advancement of society and humankind".
28-Jan (Tue)	Lecture: Business Plan Development	Methods for how to develop specific business plans that lead to business innovation.
29-Jan (Wed)	Visit at BURRTEC and QUINTBRIDGE	
30-Jan (Thu)	Case study: IRODORI	Irodori corporation is concerned with the "leaf business" which revitalized the local communities to carry out business despite of many difficulties.
31-Jan (Fri)	Lecture: Innovation and Leadership	Five essential skills of innovator (1) Relating (2) Questioning (3) Observing (4) Networking (5) Experimenting.
3-Feb (Mon)	Visit at MANDOM	Men's cosmetics business in Japan
4-Feb (Tue)	Final Presentation	Present the innovative business plan.

Personal Learning:

- From different lectures on organizational development, innovation and leadership, I learned that there are specific tools and philosophy such as Inamori philosophy (The 12 management principles) which

guide for the running of business successfully.

- From KYOCERA Corporation (2 trillion US dollar annual turnover company), I learned that hard work, dedication, sincerity and commitment towards employees and society is the key attributes for the business to be successful.
- From BURRTEC Co. Ltd., I learned that the company should have the strong philosophy and follow it to run the business successfully. For business expansion we should also explore the international market and make our existence in other countries.
- From QUINTBRIDGE, I learned that providing platform, space, opportunity to discuss for new ideas, interaction and networking could benefit the company's growth in the long run.
- From IRODORI Co. Ltd., I learned that how by using natural resources as a business strategy could run the company and contribute to the society. Also I learned that critical thinking is what we need for the development of new products.
- From MANDOM Corporation Ltd. which is the cosmetic and men's hair product company (GATSBY) I learned that for company to grow it should expand the business from domestic market to international market.

Benefit to the Company:



Conclusion:

The overall program was very fruitful, informative and worth attending. The program was the amalgamation of both theoretical subjects in the form of lectures

and practical knowledge sharing in the form of field visits and direct interaction with the company employees. The environment, fooding, accommodation and other facilities were very good. The people were friendly and helpful. In the training program we could make the good networking among our colleagues from 20 different countries. The lecturers, Dr. YAMANAKA and Dr. OKUBO, were very supportive during delivering presentations.

I would like to express my humble gratitude to all the concerned personnel, organizations of Nepal and Japan for giving me opportunity to participate in this program and explore Japan. I could learn many things such as time management, humbleness, respectfulness, accountability, thankfulness, gratitude and leadership capabilities from this program. I have felt that all the activities that I have experienced during this program would definitely enhance my personal feelings toward the company for its growth and development.

Lastly but not the least my message to the higher management is that we have the competent products (which meets the international standards such as BP, USP) in our product list which are very much capable to enter into the international market. We may think about the export business in East and West African countries such as Kenya, Ghana, Tanzania as many people in these countries die due to lack of medicines. We should make the Export Business Plan under which we should appoint the team of elite peoples for process study and regulatory requirements of both the countries (Nepal and target export countries). The feel that the time has come to explore the possibility of selling our products in international market so that we could add the revenue including the domestic market as it has alone become more and more competitive and somehow able to achieve the target turnover.



Mr. Kishore Bhakta Mathema

President

Nepal AOTS Alumni Society

Strengthening Regional Bonds: A memorable Visit to ABK-AOTS DOSOKAI Tamil Nadu Centre to attend their GOLDEN JUBILEE CELEBRATION.

02nd July, 2025

Followed by the invitation of the President ABK-AOTS DOSOKAI, Tamilnadu Centre Mr. C. Sriram, it was my honor and privilege to represent Nepal AOTS at the grand Golden Jubilee Celebration of their Centre on 08th and 09th of March, 2025 in Chennai, India. This two-day event commemorated fifty years of ABK-AOTS DOSOKAI's significant contributions to strengthening Indo-Japanese relations and promoting human resource development through Japanese style management and training.

In a significant step towards regional cooperation and alumni exchange this visit was just before the 14th SAFAAS convention which Nepal AOTS was hosting on April, 2025 and this goodwill visit aimed to enhance bilateral cooperation, observe their best practices, and strengthening the friendship and collaboration between our two alumni's under the AOTS global network along with gaining my regional exposure (AOTS alumni related) opportunity as well. The visit, held with the spirit of regional fraternity and exposure, aimed to foster collaboration between two of South Asia's most active alumni societies.

The inaugural event was on 08th of March at the hotel Pullman Chennai Anna Salai, the

venue of the event. Due to some unavoidable air traffic congestion issues on 07th of March, my flight from KTM was delayed and landed at Delhi airport late. Consequently, I missed my connecting flight to Chennai. Air India staffs were quite courteous and cooperative and they put me in late evening flight and I landed at Chennai after 11pm on 07th of March. I was well received by ABK-AOTS representative at the Chennai airport who courteously dropped me at my assigned hotel Pharos. By the time I reached hotel it was past midnight.

Next day on 08th March, at the breakfast table I met the JASTECA (Sri Lanka) president Mr. Mangla since I met him for the first time we introduced each other, Mr. Mangla and myself became good friends in a short time. Both Mr. Mangla and myself were assigned a vehicle by ABK-AOTS to transfer from our hotel to hotel Pullman Chennai Anna Salai the venue of golden jubilee function of ABK-AOTS.

Both of us (Mangla-san and myself) were accorded a warm welcome upon arrival at the inaugural venue.

The first day commenced with an official introduction with various dignitaries. We personally introduced ourselves and communicated with AOTS President YOSHIDA and Mr. Eiji Teshima, General Manager AOTS-New Delhi office along with Ranga-San-IPP

ABK-AOTS, Mukundan-San and Sriram –San, President ABK-AOTS during that day.

The inaugural function was well attended by ABK-AOTS board members, teachers, AOTS alumni presidents and members from various parts of India and representatives from various sectors including the Japanese delegates. The Japanese delegates included the president AOTS Mr Yoshida Yasuhiko, General manager AOTS, New Delhi office Mr EiJi Teshima and delegates from JETRO and JICA including representatives from Embassy of Japan.

The golden Jubilee program was honored by the presence of H.E Consul General of Japan in Chennai, who delivered an inspiring keynote speech reflecting upon half a century of collaboration and cultural synergy. The program was inaugurated by the founding chairman Ranga-San and the opening ceremony featured a special release of the golden jubilee Souvenir, which paid tribute to Founders, long serving members and influential supporters of the Centre. Founding chairman Mr Ranganathan was honored during the golden jubilee, Reflecting on five decades of dedication and growth.

The first day commenced with an official introduction, followed by comprehensive presentation from ABK's leadership team. They highlighted the Centre's diverse activities including its longstanding Japanese language programs, community outreach and Japan India bilateral cooperation projects.

Second day: Exposure on Lasting legacy and Forward Vision of the Centre

Workshops and cultural immersions at ABK AOTS DOSOKAI Centre.

It was a wonderful exposure of their secretariat building. The celebration spotlighted vibrant cultural performances, showcased various

traditional and contemporary Japanese arts and heritage creating a unique cultural exchange. The students excelled in the Japan Quiz Competition and Japanese language proficiency were accorded certificate, trophy and cash award.

The ABK –AOTS Dosokai Tamilnadu Centre has long served as a bridge between India and Japan not only teaching language but fostering cultural immersion, technical collaboration and community celebration.

ABK is revenue earner alumni through the Japanese language classes including cultural orientation and that manage the attraction for enrollment of hundreds of students for pursuing their career in Japan.

As the golden jubilee concluded, attendees were reminded of the Centre's continued mission: to deepen Japan-India friendship, enrich cross-cultural understanding, and empower future generations. The event celebrated not just the past, but the promise of even stronger ties ahead.

On the second day too I met the president YOSHIDA and Teshima san in ABK building and briefed them about Nepal AOTS's activities and SAFAAS preparation works. I have also reiterated both of them about the purpose of my visit for invitation for SAFAAS and exposure of ABK-AOTS DOSOKAI, furthermore to strengthen our collaboration for regional friendship and strengthen the Alumni network.

I am grateful to JASTECA's president Mangla-San's help to receive luminary personality like Mr. Athulla Edirisinghe from JASTECA as the next keynote speaker in 14th SAFAAS convention due to ill health of Ranga san who was unable to attend and deliver keynote speech for SAFAAS convention in Kathmandu.

After attending the two days' session I returned back to KTM. on 10th of March, 2025.





Mr. Manoj Dumar Shrestha

Head – Digital Innovation & Transformation
Himalayan Bank Limited

My Experience at the PICT Training Program in Tokyo Kenshu Center

Spending two weeks from September 3 to 18, 2024 in Tokyo for a training program was truly a transformative experience. It wasn't just about learning new skills - it was about being immersed in a setting that encouraged growth, curiosity, and connection. From the moment I arrived, I could tell this was going to be something special.

A Learning Environment That Inspires

The training center was nothing short of impressive. The facilities were modern and thoughtfully designed to support both individual focus and group collaboration. Each classroom was equipped with proper white boards, high-speed internet, and comfortable seating; making long sessions feel surprisingly energizing.

There were lounges for discussion, connection and researching. The attention to detail in the setup made it clear that the organizers truly cared about creating a space where learning could thrive.

Faculty That Made a Difference

What really stood out to me was the quality of the faculty. These weren't just instructors—they were mentors, thought leaders, and passionate educators. Each session was led by someone

with deep expertise and real-world experience, and they had a way of making complex topics feel accessible and engaging. Program director Dr. Sumita Ushio was the one who took 90% of the sessions and is an excellent educator. I was personally impressed with Dr. Jay R. Rajasekara.

All faculties encouraged questions, welcomed different perspectives, and often stayed after sessions to chat informally. That openness created a sense of community and made it easy to connect, not just with the faculty, but with fellow participants from around the world.

Tokyo: A City That Teaches in Its Own Way

Outside the training center, Tokyo itself was a revelation. The city is a fascinating blend of tradition and innovation. One moment you're walking through a garden like Ueno Park, and the next you're surrounded by the neon buzz of Shibuya Crossing. It's a place that constantly surprises you.

I found myself learning just by exploring—whether it was visiting the historic Meiji Shrine, admiring the architecture of Tokyo Station, or enjoying a quiet moment with a view of Mount Fuji in the distance. The city's energy, beauty, and cultural richness added a whole new layer to the training experience.

Connections and Reflections

One of the most rewarding aspects of the program was the people I met. We came from different countries, industries, and backgrounds, but we shared a common goal: to grow. The conversations we had—during workshops, over meals, or while exploring the city—were often just as valuable as the formal sessions. Participants were from India, Bangladesh, Pakistan, Sri Lanka, Myanmar, Thailand, Mexico, Brazil, Argentina, Mongolia, Ghana and myself from Nepal.

By the end of the program, I felt not only more skilled but also more connected and inspired. I left Tokyo with new ideas, new friendships, and a renewed sense of purpose.

Finally

This training program in Tokyo was more than just professional development—it was a journey. The excellent facilities, the brilliant faculty, and the breathtaking landscape all came together to create an experience that was both educational and deeply personal.

If you ever get the chance to attend a program like this in Tokyo, I wholeheartedly recommend it. It's the kind of experience that stays with you long after it's over.

Thanks to AOTS Japan and Nepal AOTS.

Manoj Dumar Shrestha

Head – Digital Innovation & Transformation
Himalayan Bank Limited

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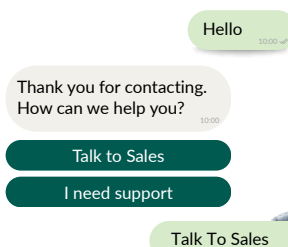
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CA. Deepak Kumar Agrawal

Participant from Nepal – Program on New Business
Creation for South Asia (SABC), February 2025

Knight Move Strategy: Innovation through Indirect Paths – Insights from AOTS Japan

In today's dynamic and competitive business world, innovation often comes not from following the crowd, but from sidestepping it entirely. During the *AOTS Japan program on New Business Creation for South Asia (SABC)* held in February 2025, I was introduced to an insightful metaphor that deeply resonated with me—the "**Knight Move**."

This concept, taught by professors from Temple University and discussed throughout the program, draws from chess: the knight is the only piece that moves in an L-shape, capable of leaping over others and attacking from unexpected angles. Applied to business, a **Knight Move Strategy** encourages entrepreneurs to approach the market **indirectly**—discovering new opportunities without engaging in head-on competition.

From the Classroom to the Marketplace

Under the guidance of **Dr. Miyagawa Shimpei**, we began our learning not with theory, but with observation. We spent two days visiting stores like **Daiso**, **Nitori**, **Uniqlo**, **Zara**, **KFC**, Burger King, and a local **Indian restaurant**, taking note of layout designs, customer flows, product placements, and service styles. Also, we visited local temples and market place for observation.

These firsthand experiences helped us understand the nuances of **Japanese consumer culture**—where simplicity, functionality, and emotional

resonance guide both product and service design. It became clear that success here isn't always about scale or price; often, it's about **seeing what others miss**.

Business Insights through Knight Move Thinking

Our sessions with **Dr. Marco Marducci** expanded on this idea. He shared real-world examples of products that succeeded or failed in Japan—not necessarily because of quality, but due to how well they aligned with consumer psychology and context. Brands like **Kinderjoy**, **Pocket Coffee**, and **Nutella** were explored, along with strategic concepts such as:

- ◆ **Knight Move:** Entering from an unexpected angle
- ◆ **Flank Attack:** Targeting untapped segments instead of mainstream customers
- ◆ **Dopamine Industries:** Understanding how emotion and habit drive user behavior

Learning by Doing: Our Knight Move for Nepal

During the ideation workshop, we were asked to choose a product from our own country and create a strategy to introduce it to Japan—not by competing directly, but by finding a unique path. My team selected **Himalayan Marsi Rice from Jumla**.

Rather than positioning it as just another type of rice, we focused on:

- ◆ **Premium wellness positioning** for health-conscious Japanese consumers
- ◆ **Minimalist packaging** that respects Japanese aesthetic values
- ◆ **Storytelling around purity and Himalayan origin**
- ◆ **Distribution** through niche wellness and organic stores

This was a Knight Move in action—**creating new meaning** rather than mimicking existing players.

The Onagawa Experience: Knight Moves in Community Revitalization

Our field visit to Onagawa, a town devastated by the 2011 tsunami, further reinforced the Knight Move philosophy. We met visionary leaders like Mr. Goto Taiki (NPO Asuenokibou), Mr. Abe Yoshihide (Onagawa Mirai Souzou Co. Ltd.), and representatives from GRA Inc. and Cobaltore Co. Ltd.

Instead of relying on conventional aid or waiting for large investors, these communities reinvented their economies by:

- ◆ Encouraging **younger leadership**
- ◆ Reviving local industries through **tourism and innovation**
- ◆ Building **sports and cultural networks** to unite people

Their ability to adapt and rebuild from the fringes, rather than the center, demonstrated that Knight Moves aren't just business strategies—they are **survival philosophies**.

Reflecting on the Bigger Picture

While the “**Knight Move**” is not a globally standardized business term, its spirit is aligned with well-known frameworks like **Blue Ocean Strategy**, **Flanking Marketing**, and **Design Thinking**. What makes it powerful is its **simplicity and relatability**, especially in a culturally rich context like Japan.

This concept has deeply influenced how I now think about entrepreneurship in Nepal:

- ◆ Focus on **creating new value**, not chasing the crowd
- ◆ Understand **pain points before pitching products**
- ◆ Think **sideways**, not just forward

Conclusion: A Mindset, Not Just a Move

The Knight Move isn't about being clever—it's about being intentional. It's about studying the landscape, understanding where others are fixated, and quietly stepping aside to build something meaningful. In Japanese business, where detail, customer empathy, and innovation coexist harmoniously, this approach fits naturally.

I extend my sincere thanks to AOTS Japan, Temple University, and all the facilitators who made this experience so rich. I return to Nepal with not just frameworks and case studies—but a new lens through which to see opportunity.

...

**L.R. Tamang**

Why Energy Meter accuracy matters?

No one should ignore the waste of energy and every one should conserve the energy. The energy meter accuracy matters a lot and is very important to recover the unaccounted or wasted energy that is being done knowingly or unknowingly. Each and every droplet of energy should be measured and conserve to the extent maximum. Now a days, the consumers get electricity bill on line in most of the countries through their smart energy meters. Previously these energy meters were analogue type and billing and metering was not possible remotely. These smart meters can communicate with master servers and share the energy billing data to the consumers on line. This type of meter does have many built in features depending upon the consumers requirements. The smart meter includes security features that satisfy IEC, ANSI, NERC CIPS requirements, and also equipped with user name and password protected features to prevent the unwanted and unauthorized access in the meter. It not only incorporates the required security facilities but also supports the communication protocols including DNP, Modbus, Binary and IEC61850. Some of the high accuracy energy meters comes equipped with sag, swell, power quality, power outage records, time, date, alarm notifications, load profiles, display registers and hundreds of days of data storage facilities. It can also record harmonic, power flicker measurement, wave form capture, pre and post event recording and capable of measuring energy as good as 0.05% of the generated unit (Wh) even in highly polluted power lines.

The 45MW Bhotekoshi Hydro Power Company to get license from the Government of Nepal to develop hydro power in Nepal and first hydro power project with FDI from USA started their commercial operation in Jan 2001. They used a high class energy meters of 0.05% accuracy for the first time in Nepal and saved millions of dollars by measuring the unaccounted energy loss which would otherwise have lost it forever from their power generation system.

Nepal Electricity Authority (NEA's) grid code got revised in 2005 and it was mandatory to comply the minimum standards of accuracy of the voltage transformer (PT), current transformer (CT) shall confirm to the latest relevant IEC standard and shall be 0.2 for all capacity and energy meters accuracy shall be 0.1 for all capacity. The revision in the grid code came in effect in 2005 as this could be due to the necessity of making grid code to suit the first FDI project that is Bhotekoshi Hydro Power Company who had already used 0.05% accuracy class meters in their power measurement.

Despite the legacy of high accuracy energy meters for more than two decades by Bhotekoshi Hydro Power Company and all these recent innovations in the energy metering solutions, Nepal is not able to catch up the speed of these innovations and benefit from it. If we study the recently revised Nepal Electricity Authority GRID code-2080, it clearly states that for the generators IPPs (Independent Power Producers), electricity distributors and High

Voltage (HV) consumers, the minimum standards of accuracy of the voltage transformer(PT),current transformer(CT)and also energy meters shall confirm to the latest relevant IEC standard and shall be 0.2 for all power capacity.

Instead of upgradation in the accuracy standards of the CTPT and also energy meters, We got to know from the grid code that energy meter accuracy drop down from class 0.1 to class 0.2. As I mentioned here, this will be a serious concerns for the IPPs,NEA,Butwal Power Company for their unaccounted energy loss and also lower energy billing from the big houses to the power distributors like NEA.

In the power system, the energy revenue meters are the cash register. Fractions of a percent accuracy in measuring the energy can mean a vast difference of hundreds of thousands of Rupees.Electricity is an important energy source and measurement accuracy of energy is the most important aspects of any utilities. In China,the electricity energy measurement standard is GB/T17215.321-2008: (Electric Energy Measurement Accuracy of Electric Energy Meters). As we all know that the energy meter accuracy class indicates how precisely an energy meter measures the amount of energy consumption over the time under various circumstances such as in the variable loads, voltage and current fluctuation , and also any operating environmental condition. The main objective of having the energy meter is to know a precise measurements of electrical energy as far as possible and to ensure the power system is stable,reliable and safe besides energy conservation.

The accuracy of energy meter is being expressed as a percentage of error or as a meter class rating. Energy meter accuracy class plays an important role in various types industries especially in areas that involve high precision measurements of bulk energy supply, electricity production facilities ,cross boarder power exchange etc. Therefore it is very important to have a high accuracy energy meters for the Independent Power producers'power generation, utility such as NEA, Butwal Power Company and Solar farmingsCompanies in Nepal

where energy measured are closer to the actual value. The energy meter accuracy class according to the International Electrotechnical Commission (IEC) and the Measuring Instruments Directives (MID) are classified as International Standard (IEC), company standards which is class 0.01%, and the reference standards accuracy class>_0.02%. We are no match near to any of these standards.

The meters are classified into accuracy classes by international Standards (IEC or ANSI) indicating the maximum permissible error as described below:

Accuracy Class	Max permissible Error
Class 0.2S	+ ₋ 0.2 %
Class 0.5S	+ ₋ 0.5 %
Class 1	+ ₋ 1 %
Class 2	+ ₋ 2 %

Meters grades are classified like these as S,0.5,1,2 and among them S-level is supposed to be the highest level of meter accuracy where it can be relied the very accurate measurement of electric energy. The S- type energy meters have excellent features such as for anti-magnetic interference performance where it can provide a fairly accurate measurement of electrical energy in harsh environments as compared to other grades of energy measuring instruments. Here the NEA grid code lacks such initiatives (S-type) in the metering solution for accuractley measuring the energy polluted by the harmonics generated in the system.

In Nepal, we generally import energy meters from the foreign countries by awarding tenders to the vendors from the Government or private parties. Some times, we find spurious energy meters imported locally from the foreign manufacturers of neighboring countries due to open border. While importing the energy meters from these countries, we might not get the quality products which meets the minimum standards of accuracy as required by the grid or electricity distribution codes. We some times take it for granted that energy meters comply the NEA grid and distribution codes without properly testing these meters in the recognized laboratory. This could be one reason for NEA to increase the

unaccounted energy loss and electricity leakage and also lower revenue collections as the meter does not record actual energy due to meter's built in inaccuracy errors.

The temperature of the environment in which the electric meter is being installed has a great effect on its accuracy. The quality and design of meter itself will also affect its accuracy and meters with poor quality will have more measurement errors. An unstable and flickering power supply voltage, frequency and harmonics in Nepal's scenario will lead to measurement deviations and can increase the measurement error and also reduce the life expectancy of the meter. The other factors which affect the accuracy of the typical energy meter is from the errors generated within Current Transformer (CT) and Potential Transformer (PT) as the typical meter does not have transformer correction mechanism unlike the high accuracy class meters which provides adjustments to CT, PT magnitude and phase angle to match the actual output of the Transformer. A CT, PT rated for 0.2% accuracy/error and energy meter rated for 0.2% error/accuracy might provide a combined inaccuracy of 0.4% when lower class of CTPT of 0.2 is installed.

Meter Accuracy VS Cost Impact on revenue collection (Typical) .

(0.05% and 0.2% Accuracy Energy Meters)

Descriptions	High Accuracy energy Meter	Typical energy meter
Plant capacity	10MW	10MW
Meter accuracy (error%)	$\pm 0.05\%$	$\pm 0.2\%$
Error (KW Lost)	5KW	20KW
Cost per KW (Lost)	0.10 USD	0.10 USD
Yearly Cost in USD	5KWx24Hrx365Daysx USD0.10	20KWx24Hrx365Daysx USD.10
Unaccounted Revenue (USD)	USD 4380	USD 17520
Savings with 0.05% high accuracy meter	USD 13140 =Rs 1773900 @ Rs135 per Dollar (considered)	

Meter Accuracy errors can be + or -. Here the main focus should be to reduce these errors within $\pm 0.05\%$ or $\pm 0.2\%$ and minimize the over or under billing.

Way forward is to improve the accuracy of the energy meters, replace or change the in-efficient CT, PT to a higher accuracy. These products are now abundantly available with slight higher cost than the normal meters, CTPT etc.

The Independent Power Producers and Nepal Electricity Authority as power producers might lose millions of Rupees due to $\pm 0.2\%$ errors in the meters and similarly NEA as an electricity distributor company might lose millions of Rupees from the big consumers as per the revised NEA grid code.

The above comparison as a case study table of 10MW generating plants does highlight that the payback with 0.05% accuracy class meter is very much impressive and payback period is very short. Here the meter measures all the generating energy (unit) except $\pm 0.05\%$ of unit (Watt hour) whereas 0.2 accuracy class meter does not measure $\pm 0.2\%$ energy (unit) (Wh) and the produced power remains unmeasured with the same ± 0.2 percentage. If the meter accuracy of 0.2 is also clubbed with CT, PTs class of 0.2, the combined meter accuracy is further degraded. So there is a dire need to revise the NEA grid code for the win win situation.

(Mr. Tamang, Electrical Engineer by profession, Managing Director of Hyonjan Electrical Engineering P.Ltd, President: Nepal Panel Board Manufacturers Association, President: Nepal Electrical Contractors Association.)



Mr. Mukunda Chaulagain

Procurement Officer
Nepal Eye Program

Quality beyond Borders: How Japanese Training Enhanced Medical Device Manufacturing in Nepal

In the heart of Kathmandu, at the Fred Hollows Intraocular Lens Laboratory under the Nepal Eye Program, Tilganga Institute of Ophthalmology, I've spent over 16 years walking the corridors of quality — from the smallest measurement in a lens to the largest vision of restoring sight. My journey in Quality Assurance and Control has been both professional and deeply personal. But a pivotal chapter unfolded in 2018, when I had the honor to participate in a prestigious training program in Japan: **The Quality Control Training Course (QCTC2)**, organized by AOTS.

This experience was more than training — it was a transformation.

A Lesson in Precision and Philosophy

Japan's excellence in manufacturing, especially in healthcare and technology, is not merely built on systems and machines. It is rooted in **Kaizen**, the spirit of continuous improvement. During my training in Japan, I witnessed a culture where quality is not inspected into a product — it is built from within. Every worker, from floor staff to executives, owns the responsibility for quality.

We learned techniques in statistical quality control, problem-solving, and lean manufacturing, but more importantly, we absorbed a mindset: **quality is everyone's job**.

Bringing the Learning Home

Upon returning to Nepal, I integrated many of these Japanese principles into our manufacturing and quality systems. Our laboratory, which produces high-quality intraocular lenses used in cataract surgeries across Nepal and other developing countries, benefited significantly. Some key improvements included:

- Enhancing **in-process quality checks** using data-driven tools.
- Adopting **visual management systems** for SOPs and machine maintenance.
- Implementing **Gemba walks** to identify process inefficiencies.
- Conducting **internal audits** with a proactive, preventive approach inspired by Japanese audit models.

These practices helped us ensure that every lens that leaves our facility is not just a product but a promise of vision.

A Bridge between Nations

The collaboration between Nepal and Japan has long been based on mutual respect, learning, and shared values. In my case, it became a bridge for knowledge transfer. The Japanese training didn't just make me a better Quality Officer; it helped uplift the standards of eye care medical device

manufacturing in Nepal.

As a result, the lenses we produce meet international standards and reach thousands of patients who regain their sight — a powerful effect of a training that began in KKC, Osaka.

Looking Forward

Japan's commitment to quality, discipline, and ethical production is something every nation can learn from. I'm proud to say that the Nepal-Japan

partnership, through initiatives like AOTS, continues to impact lives beyond the classroom.

As professionals in the healthcare and manufacturing sector, we must continue building on these shared values — and ensure that **quality** is not just a requirement but a **culture**.

Let us not forget that behind every product, there is a person — and behind every quality system, a philosophy. In this, Japan has shown the way.



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Er. Shiv Bhushan Lal

General Secretary, Nepal AOTS

Ex. DMD, Nepal Telecom

AN OPPORTUNITY FOR NEPALESE IN JAPAN

Addressing Japan's Aging Workforce Crisis: Leveraging Nepal's Workforce Potential



Japan, renowned for its technological prowess and economic resilience, faces a significant demographic challenge: an aging population. With one of the world's lowest birth rates and highest life expectancies; Japan's workforce is shrinking, leading to a less productive labor market. This crisis threatens their economic growth and social stability. However, Nepal, with its youthful and dynamic population, offers a viable solution. Through the provision of specialized training and the incorporation of Nepalese labor into Japan's labor market, both countries can establish a mutually advantageous partnership. This article discusses Japan's graying population and how it affects workforce productivity as well as how Nepal's workforce can overcome this issue in many sectors.

Over the past few years, Japan has opened new windows of opportunity for foreign laborers, and Nepal is one of the foremost countries to be reaping benefits from it. With a fast-growing aging population and decreasing birth rate, Japan is presently confronting a major shortage of labor in many industries. To fill this gap, the government of Japan has initiated programs inviting skilled

and semi-skilled foreign laborers, thereby providing a promising prospect for Nepalese youths.

Nepali workers under Japan's Specified Skilled Workers (SSW) visa system can now seek employment in sectors like construction, caregiving, agriculture, food processing, manufacturing, hospitality, and many others. In addition to offering higher wages than that common back home, it also provides an opportunity to secure valuable work experience abroad. Language is also a core requirement—applicants must pass the Japanese Language Proficiency Test (JLPT) and skill tests. Nepalese institutions are also now increasingly providing training in Japanese language and skills to equip workers for these jobs.

For Nepal, this option is about more than jobs. It's about increased economic security through remittance, increased skills, and the potential for closer bilateral ties with Japan. For the worker, it is a route to financial independence, access to a work ethic, and the means to support families at home. But it is important that the process is ethical and open. Both governments should make sure that workers are not exploited and are provided

with decent living standards, fair wages, and proper legal rights.

The Aging Population and Decreasing Workforce Productivity in Japan

Japan's population crisis is rather stark. As of 2025, more than 28% of Japan's population is 65 years or older, the world's oldest society. The working-age population (15–64) has been falling for decades, from 87 million in 1997 to around 73 million in 2023, with estimates suggesting a further drop to 53 million by 2050. This declining workforce has very significant implications for productivity:

1. Labor Shortages: A shortage of skilled labor is experienced across prime industries such as manufacturing, healthcare, construction, and agriculture. For example, the healthcare industry is unable to keep up with the increasing demand for care of the elderly, with a shortage of 340,000 nursing care workers anticipated for 2025.

2. Lower Economic Output: Fewer workers translate into lower GDP growth. Japan's labor productivity, as GDP per hour worked, trails behind other developed countries, partly because it relies on an aging workforce less able to adapt to new technology.

3. Increased Dependency Ratio: The ratio of elderly to working-age individuals is on the increase, putting more strain on younger workers to finance pension and healthcare services. In 2023, the ratio was 49%, projected to hit over 60% by 2035.

4. Challenges in Innovation: An aging labor force might be less interested in embracing new technologies or innovative methods, hindering Japan's competitiveness in international markets.

To deal with these challenges, Japan has enforced such policies as increasing the retirement age and encouraging automation. These policies are not enough to fill the labor gap. Immigration, long restricted in Japan, increasingly comes across as a vital remedy, with overseas workers raising from 1.3 million in 2018 to more than 2 million in 2023. Nonetheless, demand for skilled workers far

surpasses supply, posing an opportunity for nations such as Nepal.

Nepal's Labor Force: Japan's Labor Problem Solver

Nepal, at a median age of 24.6 years, boasts a young and increasing labor force. More than 60% of the country is of working age, and about 400,000 Nepalese youth join the labor force every year. This potential remains untapped as Nepal has high unemployment and underemployment, compelling many to look for opportunities elsewhere as a consequence. In 2023, more than 700,000 Nepalese traveled abroad for work, with the majority going to Gulf states and Malaysia. Diverting this labor force to Japan, once trained, could alleviate Japan's labor shortage while filling Nepalese workers with stable, high-wage employment. Here, we present how Nepalese workers can plug Japanese industries that are most important and how they must be trained to make it happen.

1. Healthcare and Elderly Care

Japan's aging population has seen demand for healthcare workers skyrocket, especially for the care of the elderly. The Nepalese workforce, renowned for its compassion and work ethic, is ideal to fill positions of nursing aides, caregivers, and rehabilitation assistants.

Training Requirements:

•**Language Skills:** Japanese fluency (Japanese Language Proficiency Test Level N4 or N3) is necessary for proper communication with patients as well as colleagues.

•**Caregiving Skills:** Education on elderly care methods, such as mobility aid, hygiene assistance, and dementia care, in accordance with Japan's Kaigo (caregiving) standards.

•**Cultural Sensitivity:** Appreciation of Japanese traditions, like deference to the elderly and business etiquette, to facilitate smooth integration.

Implementation: Japan's Specified Skilled Worker (SSW) visa programs and Technical Intern Training Program (TITP) can be increased to accept

greater numbers of Nepalese trainees. There can be collaborations between Japanese medical centers and Nepalese training schools offering pre-departure and on-the-job training.

2. Manufacturing and Technology

Japan's production sector, a keystone of its economy, suffers from labor shortages in the production of automobiles, electronics, and machinery. Nepalese laborers with their good work ethic can take up positions as factory laborers, technicians, and quality control technicians.

Training Requirements:

- **Technical Skills:** Technical training to operate machinery, robotics, and quality assurance procedures, specific to Japan's high-quality standards.

- **Japanese Language:** Japanese language basics at the N5 level for in-plant instructions and safety procedures.

- **Workplace Discipline:** Training in Japan's "5S" philosophy (Sort, Set in order, Shine, Standardize, Sustain) and lean manufacturing philosophy.

Implementation: Japan can partner with Nepal's Council for Technical Education and Vocational Training (CTEVT) to design industry-specific curricula. Pre-departure training institutes in Nepal can emulate Japanese factory settings to train workers.

3. Construction

With Japan gearing up for infrastructure renewal and disaster-resilient construction projects, the construction sector requires additional professionals to fill jobs such as carpentry, masonry, and the operation of heavy machinery.

Training Requirements:

- **Skilled Trades:** Exposure to new construction methods, such as earthquake-resistant building practices.

- **Safety Standards:** Knowledge of Japan's strict workplace safety standards.

- **Language and Teamwork:** Japanese Language Proficiency (N5 level), and collaborative work practices training.

Implementation: Japan's construction companies can sponsor Nepalese workers through the SSW program, providing apprenticeship and on-site training. Nepal's government can set up construction-oriented training centers to Japanese standards.

4. Agriculture

Japan's farm sector, crucial to food security, is declining as the farming community is aging. Nepalese workers, who are mostly rural-dwellers, can rejuvenate this sector in areas such as cultivation of crops, animal husbandry, and greenhouse cultivation.

Training Needs:

- **New Farming Methods:** Instruction in precision farming, hydroponics, and organic farming practices employed in Japan.

- **Language Training:** Introductory Japanese (N5 level) for coordination with farmers and suppliers.

- **Seasonal Acclimatization:** Familiarity with Japan's climate and cropping cycles.

Implementation: Japan's agricultural cooperatives can cooperate with Nepalese NGOs to provide training to workers in rural Nepal, taking advantage of their experience with farming. Seasonal worker schemes can promote short-term migration.

5. Hospitality and Services

Japan's tourism sector, having recovered after COVID, needs employees in the hotel, restaurant, and retail sectors. Nepali workers, who are famous for their hospitality, can shine in these customer-oriented positions.

Training Requirements:

- **Customer Service:** Japanese hospitality standards training, with a focus on "omotenashi" (selfless service).

•**Language Skills:** Conversational Japanese (N3 level) for customer communication.

•**Cultural Practices:** Familiarity with Japanese dining etiquette and service requirements.

Implementation: Japanese hospitality chains can provide Nepalese trainees internships, integrating language and service training. Nepal's tourism training institutions can relate curricula to Japanese requirements.

Effective Integration Strategies

There should be a planned approach to ensure the success of Nepalese workers in Japan:

1. Bilateral Agreements: Japan and Nepal should strengthen labor migration agreements, streamlining visa processes and ensuring worker protections. The 2019 Japan-Nepal Memorandum of Cooperation on SSW visas is a good starting point.

2. Training Infrastructure: Within Kathmandu there already exist Japan-specific training centers, funded by government and private sectors. These facilities provide language, technical, and cultural training and issues certificates accepted in Japan. Additional such facilities are required in order to address the increasing demand.

3. Pre-Departure Orientation: Extensive programs to prepare workers for life in Japan, addressing legal rights, money management, and cultural adaptation.

4. Japan Support Systems: Create community centers and helplines to deal with issues at workplace, language problems, ethics and homesickness for Nepalese workers. Housing and integration programs sponsored by the employer can facilitate transitions.

5. Fair Treatment and Remuneration: Provide Nepalese workers with equal wages and benefits as their Japanese equivalents, and thus deter exploitation. Periodic audits of workplaces under TITP and SSW programs are essential.

6. Pathways to Long term residency: Provide pathways to long-term residency for high-skilled Nepalese workers, promoting retention and knowledge transfer.

Benefits for Both Countries

For Japan, the inclusion of Nepalese workers solves labor shortages, improves productivity, and maintains economic growth. It also diversifies the labor market, promotes innovation and international thinking. For Nepal, this tie decreases unemployment, remittances (which contributed 24% to Nepal's GDP in 2023), and improves skills improvement. Returned workers can carry back experience, making the economy of Nepal stronger. In this regard, Nepal AOTS can contribute significantly with the support of Japanese organization.

Challenges and Mitigation

Though the opportunity is thrilling, there are challenges involved:

Language Barrier: Japanese is not easy for most people, and language is the first giant barrier.

Cultural Differences: Adapting to the Japanese ways, punctuality, and strictness can be challenging.

Cost of Migration: Even with attempts by both governments to control recruitment costs, the workers are still being charged exorbitant amounts by middlemen or unregistered agents.

Legal Protection: Workers would be concerned that they would be exploited or misled. Firm government control is the key.

Challenges are cultural differences, language barriers, and possible resistance from Japanese communities fearful of immigration. These can be addressed through:

- Publicity campaigns educating the public on the economic need for foreign workers.

- Comprehensive language training to allow effective interaction.

•Community integration programs to create mutual understanding.

Conclusion

Japan's aging workforce presents a dire threat to its productivity, but Nepal's young labor force provides a solution. Thus, Japan's changing labor market provides Nepal a precious and unique opportunity. Appropriate training, ethical recruitment, and support mechanisms, and Nepal's workforce can thrive in foreign lands while contributing to the development of the country. By investing in vocational training and integration initiatives, Nepali workers will be able to meet the labor shortages in healthcare,

manufacturing, construction, agriculture, and hospitality. This alliance not only solves Japan's demographic crisis but also empowers Nepal's young population with prospects for development. Since there has been a long-standing perception of the Japanese nation among Nepalese about their honesty, friendly behavior, and loyalty, this will even add to the same by the cooperation which would be established. With bilateral collaboration, both countries can create a sustainable, inclusive, and prosperous future.

(Source of Data:- The World Economic Forum, Wikipedia and Statista)

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*We wish all the best for the
35th Annual General Body Meeting of
Nepal AOTS Alumni Society*


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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

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1	Mr. Purushottam Manandhar	President
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4	Mr. Asoka M. S. Bania	Treasurer (Act.)
5	Mr. Parmananda Vaidya	Executive Member
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7	Mr. Bhawani B. Joshi	Executive Member

1993-1994

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8	Mr. Mahesh Kumar Nakarmi	Executive Member
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10	Mr. Kishore R. Bhandary	Executive Member
11	Mr. Asta B. Shakya	Executive Member

1994-1996

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10	Mr. Asta B. Shakya	Executive Member
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1996-1998

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13	Mr. Ballav Pradhananga	Executive Member
14	Mr. Kiran Shakya	Executive Member
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1998-1999

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13	Mr. Ramesh M. Singh	Executive Member
14	Mr. Ballav B. Pradhanang	Executive Member
15	Mr. Shanta B. Malla	Executive Member

1999-2000

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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

2000-2002

S.N.	Name	Designation
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11	Mr. Prabendra L. Singh	Executive Member
12	Mr. Pradeep Manandhar	Executive Member
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2006-2008

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9	Mr. Prashant Lal Shrestha	Executive Member
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12	Mr. Kishor B. Mathema	Executive Member
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2002-2004

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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

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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

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2010-2012

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5	Mr. Ashok Kumar Aryal	Treasurer
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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

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	Er. 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	Er. 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	Er. 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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