

TALim

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2026



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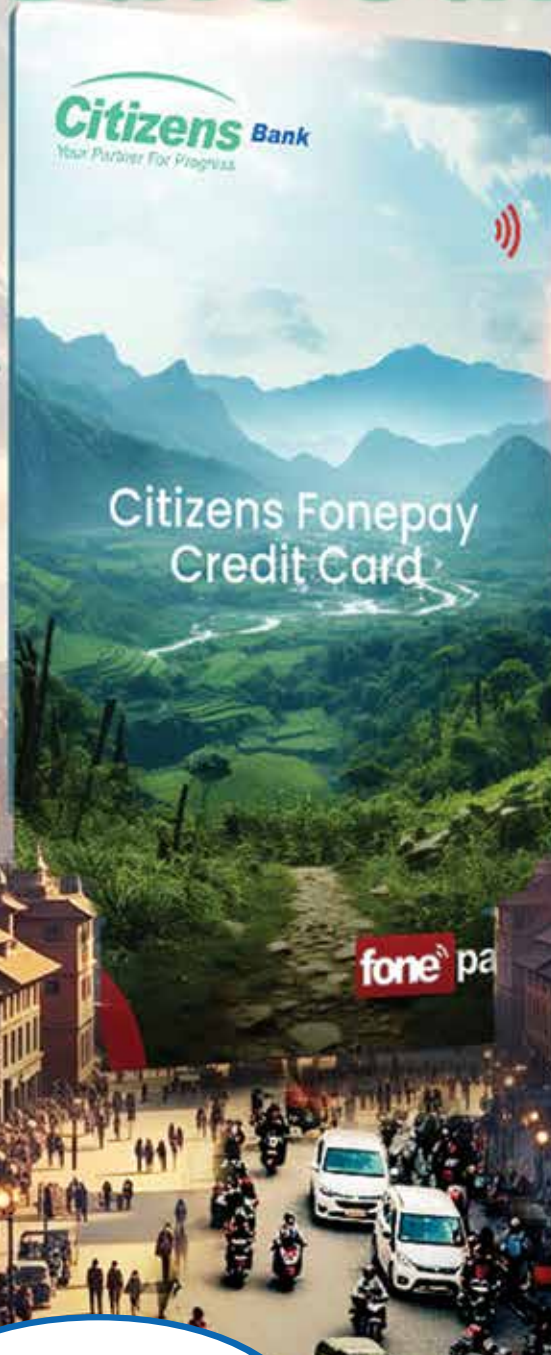


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During the era of rapid technological evaluation and global competition, the greatest investment any nation can make is in the continuous development and economic growth of the country itself and its people. For Nepal, strengthening human resources through quality training, lifelong learning, and international collaboration is not merely an aspiration, it is a necessity for sustainable economic growth and national prosperity.

Nepal AOTS Alumni Society was established with this vision in mind. As the official publication 'Talim' of Nepal AOTS Alumni Society, it serves as a platform to share knowledge, experiences, and best practices among professionals, industries, institutions, and policymakers. United by the invaluable training opportunities received through AOTS Japan, our members represent a unique network committed to translating 'Japanese Management and Quality System' learning into local impact.

Japan's noteworthy industrial success and growth have long been built on principles that extend beyond technology. A culture of quality, discipline, continuous improvement (Kaizen), respect for people, teamwork, productivity, and ethical leadership has enabled Japanese organizations to achieve excellence while nurturing human potential. These values are universal and highly relevant to Nepal as we strive to strengthen our industries, improve public institutions, and enhance national competitiveness.

The challenge before us is not simply to adopt new technologies but to cultivate the mindset that sustains excellence. Quality is not achieved through inspection alone; it is embedded in everyday habits, systematic

thinking, accountability, and a commitment to continuous improvement. Whether in manufacturing, healthcare, education, tourism, information technology, or public administration, these principles can transform organizations of every size.

This 35th edition of 'Talim' brings together insights from industry leaders, trainers, researchers, entrepreneurs, and Nepal AOTS Alumni Society members who continue to promote knowledge exchange and professional development. Their experiences demonstrate that learning is most valuable when it is applied to solve real-world challenges, improve organizational performance, and create opportunities for future generations.

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 1252 Nepalese have already received training through HIDA / AOTS in Japan and more than 5000 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. 2025-26, a total of 12 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 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 'Objective Key Result Areas (OKR) and Strategic Business Training (SBP) under WNF program with the participation of 78 trainees. As well as, Mr. Naveen Prakash Adhikari, Training resource person and Executive Member of 'Nepal AOTS Alumni Society' has delivered a 2 days training program on 'Lean Management and Kaizen & 5S' at Chattogram, Bangladesh organized by 'Chattogram AOTS Alumni Society', with 89 participants representing corporate, business, service and manufacturing sector has made the program impactful.

The Nepal AOTS Alumni Society remains committed to strengthening the bridge between Nepal and Japan through training, technology transfer, professional networking, and the promotion of world-class management practices. Together, let us continue to learn, lead, and contribute to building a productive, competitive, and prosperous Nepal.

Nepal AOTS is conducting its 36th Annual General Meeting on 31st July 2026. 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. Yoshida Yasuhiko and General Manager of AOTS New Delhi office, Ms. Rika Iyadomi, Advisor of BAAS Dr. AKM Moazzem Hussain 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 express our sincere thanks to the organizations for their support by providing advertisement.

TABLE OF CONTENTS

	Pg No.
Message From The Ambassador of Japan to Nepal, MAEDA Toru	7
Message From The President, AOTS Japan, YOSHIDA Yasuhiko	9
Message From The General Manager, AOTS New Delhi Office, Rika Iyadomi	11
Message From The Adviser, Dr. Akm Moazzem Hussain	13
Message From The President Nepal AOTS, Kishore Bhakta Mathema	15
Advisors	17
Executive Committee	19
Activity Report of the General Secretary of Nepal AOTS Alumni Society	22
Nepal AOTS Marks the 70th Anniversary of Nepal–Japan Diplomatic Relations	28
The Role of Nepal AOTS Alumni Society in Human Resource Development	31
Opportunities and Challenges 'To Implement Japanese Management Systems' in Nepal	33
Information Sharing: The Key to Job Satisfaction in Japanese SMEs	35
Role of Amoeba Management in the Success of an Organization	37
Training Program in Program and Project Management Conducted by AOTS Japan	39
Japanese Quality Tools in Healthcare Administration	40
Nepal's AI Transition: Structural Risks and the Need for Ethical Technical Sovereignty	42
Promoting Nepal–Japan Partnership for Human Resource Development of the Nepalese Private Sector	45
The Role of Social, Emotional & Ethical Learning (SEE Learning) in Modern Business	47
Journey to AOTs KKC, Osaka for training on Corporate Management (PJCM)	49
The Program for Quality Management [PQM]	51
Building Bridges Between Bamboo and Binary	54
Enhancing Workplace Safety and Productivity through Capacity Building	57
Past Executive Committees	61



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MESSAGE

FROM THE AMBASSADOR
OF JAPAN TO NEPAL

MAEDA TORU

AMBASSADOR OF JAPAN
PANIPOKHARI
KATHMANDU



जापानी राजदूतको कार्यालय
पानीपोखरी
काठमाडौं

Celebrating the Enduring Friendship Between Nepal and Japan

I congratulate all the members of Nepal AOTS (The Association for Overseas Technical Cooperation and Sustainable Partnerships) Alumni Society, on the occasion of the 35th issue of TALIM Magazine.

This year marks the 70th anniversary of diplomatic relations between our two nations. To commemorate this milestone, the Right Honorable President Ramchandra Paudel visited Japan from February 1st to 4th. During his audience with Their Majesties the Emperor and Empress, His Majesty fondly recalled his visit to Nepal as Crown Prince and shared his memories of experiencing Nepal. In 1987, as Crown Prince, His Majesty visited Nepal and explored several of the country's beautiful destinations, including Pokhara, Lumbini, Chitwan, and Bhaktapur. He was deeply impressed by Nepal's natural beauty, rich cultural heritage, and the warmth of its people.

These reflections highlighted the long-standing friendship and personal connections that have shaped Nepal-Japan relations over the years. The President also met with H.E. Ms. Takaichi Sanae, Prime Minister of Japan, to discuss strengthening cooperation in trade, investment, education, and technology.

The President further engaged with high-level Japanese officials, dignitaries, business leaders, and members of the Nepalese community in Japan. These interactions emphasized the importance of people-to-people connections and cultural exchange. The visit reaffirmed the deep-rooted friendship between our nations and opened new opportunities for collaboration in the years ahead.

Throughout the year of the 70th anniversary of diplomatic relations, a series of cultural and economic events has been organized, including a Film Festival, Art Exhibition, and seminars such as the Investment Seminar. These initiatives celebrate our cultural ties and encourage Japanese investment and economic collaboration in Nepal.

AMBASSADOR OF JAPAN
PANIPOKHARI
KATHMANDU



जापानी राजदूतको कार्यालय
पानीपोखरी
काठमाडौं

Reflecting on this 70-year journey, we are reminded that the strength of Nepal- Japan relations lies not only in treaties and agreements but in human connections, mutual trust, and shared aspirations. Our friendship dates back over a century, beginning with the visit of Japanese monk Kawaguchi Ekai to Nepal in 1899, followed by eight Nepali students traveling to Japan in 1902. These early exchanges laid the foundation for a relationship built on understanding, respect, and enduring friendship.

Since establishing diplomatic relations in 1956, Japan has proudly partnered with Nepal in supporting the country's growth and development. Together, we have implemented projects that have improved the lives of people across Nepal. The Sindhuli Highway has enhanced regional connectivity, while the Nagdhunga Tunnel Project is expected to help reduce traffic congestion and improve road safety once it is open. In healthcare, institutions such as Tribhuvan University Teaching Hospital have strengthened medical education and services, contributing to better health outcomes for the Nepalese people.

Japan's support also extends to earthquake reconstruction, disaster risk reduction, human resource development, capacity building, and agriculture. These initiatives reflect a shared commitment to sustainable and inclusive development, ensuring that progress benefits communities across Nepal.

In recent years, people-to-people exchanges have grown steadily. Nepali workers in Japan contribute with dedication and professionalism, supporting the Japanese economy while fostering mutual understanding and cultural exchange. Each Nepali worker serves as a bridge between our nations, strengthening the bonds of friendship.

As we celebrate these milestones, Japan remains committed to its partnership with Nepal. Together, we look forward to deepening our friendship, expanding cooperation including the private economic sectors, and pursuing shared aspirations for peace, prosperity, and sustainable development.

MAEDA Toru
Ambassador of Japan to Nepal

MESSAGE

FROM THE PRESIDENT AOTS, JAPAN



YOSHIDA YASUHIKO

**The Association for Overseas Technical Cooperation and Sustainable Partnerships****30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534**Tel: 81-3-3888-8244 Fax: 81-3-3888-8242 E-mail: exparticipants-ba@aots.jp URL: <http://www.aots.jp>

AOTS 26-07-4

2 July 2026

Message from the President of AOTS

Representing AOTS, I offer my heartfelt congratulations to the Nepal AOTS Alumni Society as you gather for its Annual General Meeting and celebrate the launch of the 35th issue of the TALIM magazine.

This year, 2026, marks the historic 70th anniversary of the establishment of diplomatic relations between Japan and Nepal. Over the decades, our two nations have nurtured deep bonds through mutual high-level visits and extensive people-to-people exchanges.

As a longstanding partner, Japan remains dedicated to Nepal's socio-economic growth, consistently ranking among its top Official Development Assistance donors. Beyond critical infrastructure, Japan's cooperation heavily emphasizes human resource development to revitalize the private sector.

It is within this specific framework of human resource development that AOTS has forged its deep and impactful cooperation with Nepal. Mainly under subsidized programs by the Ministry of Economy, Trade and Industry (METI) of Japan, AOTS has the privilege of inviting a cumulative total of over 1,300 trainees from Nepal to Japan and has welcomed a cumulative total of over 2,200 participants to overseas training programs. In addition, AOTS has dispatched a total of nearly 20 experts and interns to Nepal.

We deeply appreciate Nepal AOTS Alumni Society's invaluable partnership in advancing AOTS's initiatives in Nepal, particularly through their insightful proposals as well as its dedicated support in identifying and recommending outstanding participants for the Management Training Programs.

We also understand that Nepal AOTS Alumni Society is eager to prepare various programs, including practical, exposure-based training programs such as the Japan-hosted New Global Cooperation (NGC) Program organized by AOTS. These initiatives are aimed at further deepening the friendship between Japan and Nepal while

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enhancing the capabilities of the valuable human resources of Nepalese SMEs and members of various business organizations, and we have high expectations for them.

In addition, Nepal AOTS Alumni Society has built a broad record of cooperation with other AOTS Alumni Societies, particularly in human resource development by making effective use of the World Network of Friendship framework. We would like to take this opportunity to express our deep respect for these remarkable achievements and the strong capabilities demonstrated by Nepal AOTS Alumni Society.

We fully recognize Nepal AOTS Alumni Society's extensive and robust network across Nepal, through which you have continued to carry out practical and sustained activities in a wide range of fields, including industry, education, regional development, and social contribution.

Nepal AOTS Alumni Society, as a premier pro-Japanese organization, plays a vital role in fostering economic and cultural exchanges between Japan and Nepal. This is beautifully demonstrated by your close collaboration with the Embassy of Japan, Japanese- affiliated organizations, and the local Japanese community.

In this memorable milestone year, we are particularly delighted to celebrate the commemorative bilateral events "Celebration of the 70th Anniversary of the Establishment of Nepal-Japan Diplomatic Relations (1956–2026)" are being jointly organized by Nepal AOTS Alumni Society and the Nepal Chamber of Commerce this July, further solidifying the enduring friendship between our countries.

We at AOTS look forward to sustaining our close partnership with Nepal AOTS Alumni Society as you continue to make steady and impactful contributions to development of Nepal as well as the friendship between Japan and Nepal.

Sincerely,

A handwritten signature in black ink, reading 'Yoshida Yasuhiko', is positioned above the printed name.

YOSHIDA Yasuhiko

President

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

MESSAGE

FROM THE GENERAL MANAGER, AOTS NEW DELHI OFFICE



RIKA IYADOMI

I would like to extend my heartfelt congratulations and sincere admiration on the occasion of the 36th Annual General Body Meeting and the publication of the 35th issue of TALIM Magazine.

It has been almost one year since I assumed my assignment in India. In January this year, I had the opportunity to visit Nepal and meet the members of the Nepal AOTS Alumni Society in person. I was deeply touched by the warm hospitality extended to me and greatly appreciated the opportunity to exchange views on the Society's past achievements as well as future areas of cooperation. It was truly a meaningful and enriching visit.

During my stay, I was impressed by the unwavering enthusiasm and dedication of the alumni members in serving as a bridge between Nepal and Japan. Witnessing this strong commitment renewed my own determination, as a member of AOTS, to further strengthen our cooperation, deepen our bonds of friendship, and work together to contribute to society and the world through human resource development and mutual understanding.

I was also captivated by Nepal's magnificent natural beauty. The breathtaking Himalayan mountains, the clear air, and the pure water left a lasting impression on me and provided a sense of peace and inspiration.

This year marks the 70th Anniversary of the Establishment of Diplomatic Relations between Nepal and Japan. Over the past seventy years, Nepal and Japan have remained trusted and valued partners. Our two countries have strengthened their ties through cooperation in a wide range of fields, including human resource development, education, economic cooperation, environmental protection, and disaster risk reduction.

In recent years, people-to-people exchanges have expanded significantly, with growing numbers of Nepali students and professionals contributing to Japanese society. The partnership between our two countries is entering a new era, and I sincerely hope that, based on mutual respect and trust, Nepal and Japan will continue to deepen their sustainable and forward-looking relationship in the years ahead.

Once again, I would like to congratulate the publication of 35th TALIM magazine and wish the Nepal AOTS Alumni Society continued success, prosperity, and growth in the years to come.

Rika Iyadomi
General Manager
AOTS New Delhi Office

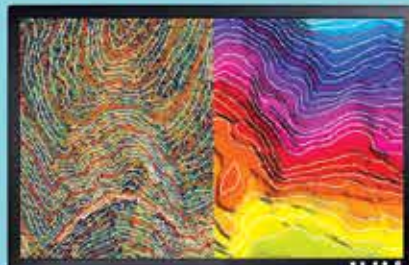
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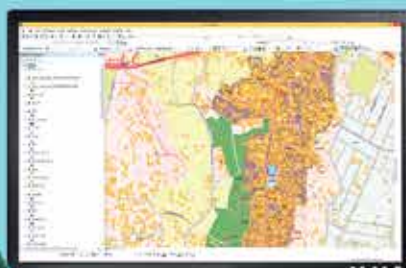
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Google Map

MESSAGE

FROM THE ADVISER



DR. AKM MOAZZEM HUSSAIN

I am delighted to write this short message for the 35th issue of the TALIM to be published at the AGM of the Nepal AOTS in July 2026. This occasion will mark my connection with the Nepal AOTS for long 37 years. This will perhaps be my last message for the TALIM, because I am already 85 and going to retire from my all consultancy and voluntary services on 31st March, 2027.

My heart is full of countless memories with Nepal and Nepal AOTS which are still giving me inspiration to live longer. A number of my good friends of Nepal AOTS have passed away leaving behind legendary contributions - one of those being the Yamamoto TALIM Ghar (YTG) along with the annual publication TALIM (without fail under any circumstances). I am pleased to see that the younger leaders of Nepal AOTS have become worthy successors to maintain its glorious reputation among the global AOTS Alumni Network.

Before closing, I would like to say to my friends of the Nepal AOTS - please never forget the philosophy of Late Hozumi- Sensei (the founder of AOTS) and the inspirations of Late Mr. Nagaaki Yamamoto (the Light House of AOTS) in your long journey to achieve excellence in making contributions for the good of our societies.

Wishing you all good health, happiness and prosperity.

(Dr. AKM Moazzem Hussain)

Honorary Adviser to AOTS Activities in Bangladesh,
Adviser of BAAS, CAAS & Nepal AOTS Alumni Society



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MESSAGE

FROM THE PRESIDENT NEPAL AOTS



KISHORE BHAKTA MATHEMA

It gives me great pleasure to extend my warm greetings and best wishes to all members, well-wishers, knowledge partners, and readers of the 35th edition of *Talim* magazine, published on the occasion of the 36th Annual General Meeting of the Nepal AOTS Alumni Society.

This year is particularly significant as it marks the 70th anniversary of diplomatic relations between Nepal and Japan, celebrating seven decades of enduring friendship, cooperation, and shared aspirations between our two nations.

The longstanding partnership between Nepal and Japan has contributed significantly to Nepal's socio economic development through Japan's cooperation in the area of human resource development, education, technology transfer, energy, industrial development, and infrastructure development including various partnership projects through people to people cooperation (support of JICA volunteers).

Inspired by Japanese values of quality, productivity, discipline, and continuous improvement, Nepal AOTS has remained committed to strengthening the capacity of Nepalese professionals and organizations representing the private sector through training, knowledge sharing, and professional networking.

As we navigate an era of rapid technological advancement and evolving global challenges, continuous learning and innovation have become more important than ever. Nepal AOTS will continue to promote Japanese management practices and contribute to the development of human resources of the SMEs which is essential for Nepal's sustainable economic growth.

Talim magazine continues to serve as a valuable platform for exchanging knowledge, sharing experiences, showcasing achievements, and fostering new ideas among our members and stakeholders. I sincerely appreciate all contributors, the editorial board and supporters who have made this publication possible.

I express my heartfelt gratitude to AOTS Japan, the Embassy of Japan in Nepal, our member organizations, and all partners for their continued encouragement and generous support. I am confident that the friendship and cooperation between Nepal and Japan will continue to grow stronger in the years ahead.

Let us work together to further strengthen Nepal-Japan relations and contribute to building a productive, innovative, and prosperous Nepal.

Thank you

Kishore Bhakta Mathema
President
Nepal AOTS Alumni Society



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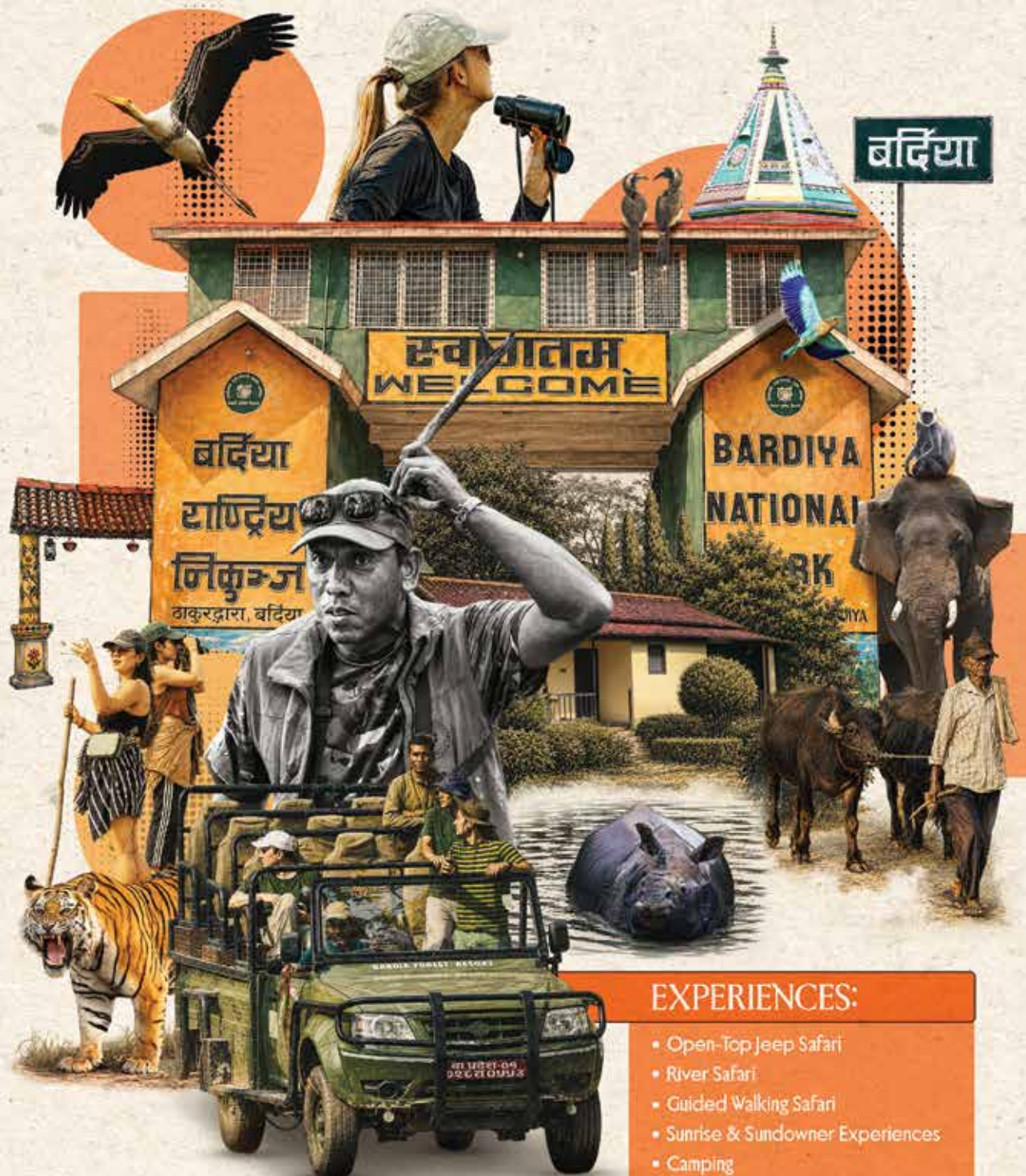
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GENERAL SECRETARY'S ANNUAL ACTIVITY REPORT

36TH ANNUAL GENERAL MEETING (AGM), NEPAL AOTS ALUMNI SOCIETY, JULY 31, 2026



ER. SHIV BHUSHAN LAL
General Secretary

In the capacity of General Secretary, this Annual Activity Report is presented on behalf of the Executive Committee of Nepal AOTS Alumni Society (Nepal AOTS) for its 36th Annual General Meeting (AGM) 2026. This report covers the period from July 26, 2025 to the present and provides a comprehensive overview of the major activities carried out during this period.

This year (2025-26) was particularly significant for Nepal AOTS. The Society is conducting its 36th Annual General Body Meeting, during which the 35th edition of TALIM magazine is unveiled. Another major milestone is the celebration of the 70th anniversary of diplomatic relations between Nepal and Japan, jointly organized by Nepal AOTS, the Embassy of Japan, and the Ministry of Economy, Trade and Industry of Japan on July 30-31, 2026. This celebration honoured the long-standing friendship between the two nations and laid the foundation for deeper cooperation in trade, industry, education, and cultural exchange.

This AGM will also mark the Executive Committee election, through which a new Executive Committee for the term 2026-2028 will be formed to carry forward the mission and vision of Nepal AOTS.

Throughout the reporting period, Nepal AOTS placed strong emphasis on human resource development through various training programs. In addition, the Society actively engaged in activities that strengthened institutional relationships, promoted people-to-people connections, and contributed to social causes.

The activities described in this report were presented, thoroughly discussed and approved by the Executive Committee during its meeting held on July 18, 2026.

Gratitude is extended to the members of the current Executive Committee, subcommittees, and divisions; the Embassy of Japan in Nepal; AOTS Japan; ICOSA; the South Asian Federation of AOTS Alumni Societies (SAFAAS); AOTS alumni societies in the SAFAAS region; Nepal AOTS members, supporters, and collaborators; and the dedicated secretariat staff whose tireless efforts ensured the success of Nepal AOTS activities. Special appreciation is also due to the advisors and past presidents for their invaluable guidance.

With great pleasure, the Annual Activity Report of Nepal AOTS for the year 2025/26 is hereby presented.

1. 35th Annual General Body Meeting (AGM)

On 25th July 2025, Nepal AOTS conducted its 35th Annual General Body Meeting (AGM) under the chairmanship of Mr. Kishore Bhakta Mathema of Nepal AOTS, at Crowne Imperial.

During the first session, the Annual Activity Report for FY 2024/25 and the tentative programs for FY 2025/26 were presented by the then General Secretary, Er. Shiv Bhushan Lal. The Treasurer's Financial Report, including the financial statement for FY 2024/25 and the budget for FY 2025/26, was presented by the then Treasurer, Mr. Rajendra Chapagain. As the appointment of the auditor for FY



2025/26 had already been approved by the previous AGM, the final auditor's report will be also presented by present Treasurer Ms. Aju Giri.

Following a constructive floor discussion, the AGM unanimously endorsed the reports and approved the tentative budget for FY 2025/26. Advisors and members offered valuable suggestions, particularly regarding the strengthening of the AOTS Alumni Society and the recognition of the contributions made by executive and non-executive committee members in previous years.

2. Secretariat Management

Nepal AOTS Secretariat is managed at its own building named Yamamoto Talim Ghar (YTG) in Koteswor, 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>

Nepal AOTS continues to use FonePay to enable digital payments for its activities, including membership renewal fees and training fees, through

QR code and the FonePay e-payment platform.

At present, Mr. Rajan Rajbhandari serves as Office Secretary and Mr. Arjun Choudhari serves as Office Assistant, both working full-time at 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, 2025 till date:

- Executive Committee Meeting – 12
- Post Holder Meeting – 3
- 70th Anniversary Event Steering Committee Meeting - 5
- Special Meeting – 1
- Other Meeting – 2

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 shared by the coordinator of respective committee/sub-committee. Nominated candidates from Nepal AOTS Participated in Trainings Under AOTS Japan 2025-2026

S.N.	Name of the Program	Duration	Place of Training	No. of Participants	Remarks
1	The Program on DX (Digital Transformation) Strategy for Manufacturing and Logistics Industries [PSDX]	19 November – 2 December 2025	Tokyo	1	
2	The Program on Productivity Improvement Utilizing Creativity at the Gemba [PICG]	21 November – 4 December 2025	Osaka	1	
3	The Program on Business Innovation and Organization Development [BIOD]	14 January – 27 January 2026	Osaka	1	
4	The Training Program on Program & Project Management [PPTP]	21 January – 3 February 2026	Tokyo	1	
5	The Program on Corporate Management [PJCM]	3 February – 17 February 2026	Osaka	1	
6	The Leadership Development Training Program [LDTP]	28 January – 10 February 2026	Tokyo	1	
7	The Program for Quality Management [PQM]	12 February – 25 February 2026	Tokyo	1	
8	The Program on Corporate Management for Customer Value Creation [CCVC]	25 February – 10 March 2026	Osaka	2	
9	The Program on Problem Solving through AI & IoT [PSAI]	4 March – 17 March 2026	Tokyo	2	
10	The Program on Transforming to Circular Economy Business Model [CEB]	4 March – 17 March 2026	Osaka	1	
11	The Executive Program on Corporate Management [EPCM]	2 September – 16 September 2026	Tokyo	1	Just received approval

4. Institutional Visit

Nepal AOTS conducted several institutional visits during the reporting period.

The President of Nepal AOTS, Mr. Kishore Bhakta Mathema, visited the office of Ms. Urmila Shrestha, CEO of Salt Trading Corporation (STC), to discuss the organization of a motivational training program for STC staff. The visit was attended by Mr. Ramesh Man Singh, Mr. Kishore Bhakta Mathema, and Mr. Prajwal Shrestha.

The President also visited MAW Earthmovers Pvt. Ltd. (JCB) to discuss a safety training program for JCB workers. In follow-up to this initiative, Mr. Kishore Bhakta Mathema, Mr. Prajwal Shrestha, and Mr. Bidur Kumar Khanal visited the JCB office in Dhobighat to further coordinate the proposed training.

Mr. Prajwal Shrestha, Vice President of Nepal AOTS, participated in the JUAAN Seminar on "Japan's Economic Development Discourse: Lessons to Nepal" and also attended the 11th Japanese Language Speech Contest.

Executive members of Nepal AOTS visited the warehouse of Salt Trading Corporation (STC) to assess future training needs related to 5S, Kaizen, and motivational training.

Nepal AOTS members also visited other offices, including Automobile Pvt. Ltd., which supplies and maintains JCB vehicles, Yamaha motorcycles, and Eicher tractors. These organizations expressed interest in training their employees and executives to enhance service quality through Japanese management practices.

5. Invitation from Other Institution

- Invitation to Judge a karaoke program organized by Japanese Language Teacher's Association Nepal (JALTAN) on Jan 31, 2026- Mr. Raunak Baskota, General Member of Nepal AOTS Participate as Judge.



- Dinner Program on the occasion of 27th Annual General Meeting (AGM) by JALTAN was organised on September 27, 2025, at Crowne Imperial
- JUAAN Seminar on "Japan's Economic Development Discourse: Lessons to Nepal" conducted on December 5, 2026 attended by Mr. Kishore Bhakta Mathema, President, Nepal AOTS.
- Mr. Prajwal Shrestha, Vice President of Nepal AOTS participated in the 13th Annual General Meeting (AGM), JALSAN.
- 52nd Annual Function & 70th Anniversary of the Diplomatic Relations between Nepal and Japan organized by Japanese Universities Alumni Association, Nepal (JUAAN)
Attended by President, Vice President and General Secretary.
- Invitation to the 11th Japanese Language Speech Contest attended by Mr. Prajwal Shrestha, Vice President on February 20, 2026
- Invitation (53rd Annual General Meeting) - Japanese Universities Alumni Association, Nepal (JUAAN)- March 27, 2026 joined by President- Kishore Bhakta Mathema.
- Invitation of 45th Japanese Language Speech Contest on March 14, 2026 where Mr. Ashok Kumar Aryal, Life Member of Nepal AOTS participated as a Judge.



6. WNF Workshop Training



Nepal AOTS organized a two-day WNF Workshop

Nepal AOTS organized a series of WNF workshops in collaboration with partner institutions.

- A two-day workshop on Objective Key Result Areas (OKR) Training was held on December 9-10, 2025 in close cooperation with Nepal Pharmaceuticals Laboratory Pvt. Ltd. (NPL).
- This was followed by a Strategic Leadership training program on December 11-12, 2025. In addition, at the request of APPON, a one-day Strategic Leadership workshop was conducted on December 14, 2025 at Hotel Square, Pulchowk, Lalitpur.

The programs were facilitated by Mr. Md. Mostafa Kamal, an expert from Bangladesh. Ms. Nishma Bajracharya served as the coordinator of the WNF program. These training programs were designed for senior-level professionals from the pharmaceutical sector and related fields in collaboration with NPL and APPON.

7. Nepal AOTS Secretariat Visit

- Visit Nepal AOTS Secretariat by Mr. Md. Kamal Mostafa who is the Resource Person (Bangladesh), AOTS where discussions were held over the WNF program and the possibility of organizing additional training programs outside the WNF framework. Also, a closing dinner was arranged in honor of Trainer Mr. Mostafa Kamal from Bangladesh on December 14, 2025 at Mirch Restaurant.
- Visit Nepal AOTS Secretariat by Mr. Yasumi Suzuki



- Mr. Yasumi Suzuki (Japan), Executives from both sides discussed present and future activities



8. International Training Program supported by Nepal AOTS by providing resource person

Mr. Naveen Prakash Adhikari, Training resource person and Executive Member of 'Nepal AOTS Alumni Society' has delivered a 2 days training program on 'Lean Management and Kaizen & 5S' at Chattogram, Bangladesh organized by 'Chattogram AOTS Alumni Society', with 89 participants representing corporate, business, service and manufacturing sector has made the program impactful.



9. Domestic Training

- Nepal AOTS successfully conducted a one-day training program on April 30, 2026 on "Safety Practices in Heavy Equipment Workshop and 5S - Japanese Way of Workshop Management" in collaboration with MAW Earthmovers Pvt. Ltd.
- The program was inaugurated by the President of Nepal AOTS, Mr. Kishore Bhakta Mathema, while the 1st Vice President, Mr. Prajwal Shrestha, served as the Master of Ceremony. The event was also graced by Advisor and Past President Mr. Ramesh Man Singh and General Secretary Er. Shiv Bhushan Lal.
- The training was delivered by Mr. Bidur Khanal, Executive Member of Nepal AOTS, who served as the Resource Person. Valuable insights and field experiences were also shared by Prof. Dinesh Chapagain, Advisor of Nepal AOTS, and Mr. Kumar P. Khanal, Member of Nepal AOTS. Their presence and contributions were highly appreciated.
- The vote of thanks was delivered by Mr. Mohan Thapa, HR Head of MAW Earthmovers Pvt. Ltd. Certificates were jointly distributed by the President, 1st Vice President, Resource Person, and HR Head.
- The program received highly positive feedback from participants, who described it as productive and engaging. It enhanced their understanding of workplace safety practices and promoted improved workshop management standards and safety skills.
- Nepal AOTS extends sincere thanks to MAW Earthmovers Pvt. Ltd., all participants, the resource person, and the officials of MAW Earthmovers for their valuable support and contributions.





10. BoNenKai 2025

BoNenKai (contributory) cocktail dinner party was organized by Nepal AOTS on December 19, 2025 at Crown Imperial Hotel. A prize distribution function was carried out by giving the participant to choose slip and get the prize according to the number in the slip.



11. Interview, Orientation and Feedback

- There were 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 gave a Presentation at Nepal AOTS's hall. The trainees also shared their experiences and learnings from Japan and AOTS. A total of seven trainees presented their experiences in the presentation session.



12. The Fiscal Year 2026/27 Programs

It was decided in the executive committee meeting on 16 July, 2026, following programs will be carried out:

- Two WNF trainings as approved by AOTS, Japan. Coordinator – Ms. Nishma Bajracharaya
- 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. Coordinator Mr. Kishore Bhakta Mathema & Prajwal Shrestha

I wish to convey my profound gratitude to the Embassy of Japan, AOTS Japan, SAFAAS, the advisors, former presidents, executive members, and the dedicated secretariat staff for their steadfast support. Their invaluable contributions have been pivotal to the successful implementation of our programs and to the strengthening of bilateral ties between Nepal and Japan. In unison, we remain steadfast in our commitment to fulfilling the mission of Nepal AOTS to advance human resource development and further enhance the cooperative relationship between the two countries. Special thanks go to Our advisors Ms. Amira Dali, Mr. Ramesh Prasad Nepal, Mr. Prakash Raj Singh Suwal, Mr. Prashant Lal Shrestha for their continuous support to organize 70th Anniversary Program.

CELEBRATING SEVEN DECADES OF FRIENDSHIP:

NEPAL AOTS MARKS THE 70TH ANNIVERSARY OF NEPAL–JAPAN DIPLOMATIC RELATIONS

HONOURING THE PAST, STRENGTHENING THE PRESENT, INSPIRING THE FUTURE



MR. PRAJWAL SHRESTHA

Vice President, Nepal AOTS Alumni Society

The year 2026 marks the 70th Anniversary of the Establishment of Diplomatic Relations between Nepal and Japan (1956–2026) - a milestone that celebrates seven decades of multifaceted partnership founded on mutual respect, trust, shared values, and a common aspiration for peace and sustainable development. Over the years, bilateral relations have expanded far beyond diplomacy to encompass human resource development, trade and investment, education, technology, infrastructure, culture, tourism, and people-to-people exchanges.

To commemorate this historic occasion, Nepal AOTS Alumni Society (Nepal AOTS), in collaboration with the Nepal Chamber of Commerce (NCC), is organizing a series of special programs on 30-31 July 2026 at Hotel Himalaya, Kathmandu. Officially endorsed by the Embassy of Japan in Nepal, these events are designed not only to celebrate the achievements of the past but also to create meaningful platforms for future cooperation between the two countries.

Nepal AOTS: Strengthening a Lasting Partnership

As the alumni association of Nepalese participants trained under The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan, Nepal AOTS represents professionals who have experienced Japan's management philosophy, industrial practices, technological innovation, and quality culture firsthand. Supported by Japan's Ministry of Economy, Trade and Industry

(METI), AOTS has helped develop generations of Nepalese managers, engineers, entrepreneurs, government officials, and professionals who continue to contribute to Nepal's economic and institutional development.

Today, Nepal AOTS is expanding its role beyond that of an alumni organization. It aspires to become an active platform connecting government agencies, private enterprises, academic institutions, and development partners while promoting stronger economic and business cooperation between Nepal and Japan. The 70th Anniversary celebration reflects this broader vision of strengthening Nepal - Japan cooperation through knowledge, partnership, and mutual understanding.

Celebrating Through Culture, Business and People

The commemorative programs have been thoughtfully designed around the themes of celebrating shared heritage, promoting business collaboration, and building lasting partnerships between the people of Nepal and Japan. Each program contributes uniquely to these objectives.

"Semblance between Nepal and Japan" Exhibition

The exhibition, titled "Semblance between Nepal and Japan," is the signature cultural event of the celebration. Through carefully curated photographs, visual displays, and cultural references, it highlights remarkable similarities between the two countries in landscapes, architecture, traditions, festivals, craftsmanship, lifestyles, and social values.



Rather than presenting an academic comparison, the exhibition offers visitors a fresh perspective on the cultural connections that unite Nepal and Japan. Japanese visitors may discover familiar scenes in Nepal, while Nepali visitors may recognize reflections of their own traditions in Japanese society. Some exhibits may even evoke nostalgia by portraying customs and landscapes that modernization has gradually transformed.

By encouraging visitors to observe, compare, and reflect, the exhibition aims to inspire greater appreciation of our shared heritage and stimulate further research into the cultural intersections between the two nations.

Demonstration of the Japanese Tea Ceremony

More than the simple preparation and serving of tea, the Japanese Tea Ceremony (Chanoyu or Sadō) is one of Japan's most cherished traditional arts and an enduring symbol of its cultural heritage. The ceremony is a refined expression of Japanese aesthetics and philosophy, embodying the timeless principles of harmony (wa), respect (kei), purity (sei), and tranquility (jaku). Every gesture, movement, utensil, and moment of silence reflects a profound appreciation for mindfulness, discipline and consideration for others.



By presenting the Demonstration of Japanese Tea Ceremony as part of the 70th Anniversary celebrations, Nepal AOTS hopes to foster a deeper appreciation of Japan's rich cultural heritage while encouraging meaningful cultural exchange between the peoples of Nepal and Japan. For visitors in Nepal, the demonstration offers a rare opportunity to experience one of Japan's most elegant cultural traditions firsthand. Beyond its visual beauty, it provides insight into the values that have shaped Japanese society for centuries, attention to detail, sincerity in hospitality, respect for nature, and the pursuit of excellence through continuous practice.

Nepal-Japan Business and Trade Fair

Economic cooperation has emerged as one of the strongest pillars of Nepal-Japan relations. The Nepal-Japan Business and Trade Fair has therefore been designed to highlight the private sector's contribution to this enduring partnership. While the scale of Nepal-Japan business may be modest compared with that of Japan's larger regional trading partners, it is distinguished by relationships built not merely on commerce, but on decades of trust, friendship, shared learning, and a genuine commitment to the prosperity.

Various companies and organizations engaged in Nepal-Japan business will showcase the information on their products, services, and business achievements. Participants from sectors such as



manufacturing, hospitality, information technology, education, trading, and consumer products will demonstrate how bilateral cooperation has created opportunities for growth and innovation.

Unlike a conventional trade exhibition, the Fair will also tell the stories behind these organizations, their partnerships with Japanese institutions, their

milestones, and their contributions to Nepal's economic development. The Fair is expected to provide valuable exposure to the visitors, promote investment opportunities, and encourage new business partnerships.

Business Seminar and Panel Discussion

The Nepal-Japan Business Seminar and Panel Discussion represents the intellectual centerpiece of the commemorative programs. Senior officials from Japan and Nepal, policymakers, business leaders, entrepreneurs, and industry experts will engage in meaningful dialogue on strengthening bilateral economic cooperation and creating a more conducive environment for trade and investment.

The seminar will examine both the opportunities and the practical challenges experienced by businesses operating between the two countries. Through keynote presentations and panel discussions involving experienced Japanese and Nepali business leaders, participants will explore ways to enhance competitiveness, encourage trade and investment, strengthen industrial cooperation, promote technology transfer, and develop skilled human resources.

Rather than focusing solely on identifying challenges, the seminar aims to generate constructive recommendations that can contribute to future policy discussions and stronger Nepal-Japan economic engagement.

Nepal-Japan Business Networking Dinner Program

Nepal-Japan Business Networking Dinner Program is another highlight of the celebration, bringing together distinguished guests from Japan and Nepal in a setting designed to encourage meaningful interaction.

The Program is being attended by senior officials from the Ministry of Economy, Trade and Industry (METI), Japan, senior officials of the Government of Nepal, representatives from the Embassy of Japan, JICA Nepal Office, AOTS, Japan, Japan External Trade Organization (JETRO), Japanese business delegates, Nepalese business owners, managers and leaders of business associations, development partners, academic institutions, and Nepal-Japan organizations.

By bringing together individuals from diverse sectors, the dinner aims to create opportunities

70th Anniversary of the Establishment of Nepal-Japan Diplomatic Relations (1956-2026)

30-31 July, 2026 | Hotel Himalaya, Kuopondole, Lalitpur

Events

- Nepal-Japan Business Seminar/Panel Discussion (30 July)
- Business Networking Dinner (30 July)
- Nepal-Japan Semblance Exhibition (30 & 31 July)
- Demonstration of Japanese Tea Ceremony (30 & 31 July)
- Nepal-Japan Business and Investment Fair (30 & 31 July) Company Display Desk

Organized by: Nepal AOTS Alumni Society, Nepal Chamber of Commerce (NCC)

Supported by: Embassy of Japan in Nepal, AOTS Japan, JCCN, Japanese Chamber of Commerce in Nepal

Contact: info@nepalots.org.np, office@nepalots.org.np, <https://nepalajapan70.nepalots.org.np>

for dialogue, collaboration, friendship, and future partnerships that extend well beyond the anniversary celebrations.

Looking Towards the Next Seventy Years

This anniversary is more than a celebration of history; it is an opportunity to envision the future. The challenges of the coming decades - digital transformation, sustainable industrial development, green technology, ageing societies, climate resilience, skilled workforce development, entrepreneurship, and innovation - present new opportunities for cooperation between our two countries.

Nepal AOTS believes that human resource development will continue to remain central to this relationship, but it must be complemented by stronger business networks, technology partnerships, research collaboration, investment promotion and institutional cooperation. The commemorative programs have, therefore, been conceived not only to honour the past but also to initiate conversations about the future of Nepal-Japan relations, it is a renewed commitment to building an even stronger partnership between Nepal and Japan for generations to come.

STRENGTHENING NEPAL-JAPAN PARTNERSHIP

THE ROLE OF NEPAL AOTS ALUMNI SOCIETY IN HUMAN RESOURCE DEVELOPMENT



MR. KISHORE BHAKTA MATHEMA

Human Resource Development (HRD) has long stood as a pillar of Nepal-Japan cooperation. At the heart of this enduring partnership is the Nepal AOTS Alumni Society, an organization that has quietly but consistently translated bilateral goodwill into tangible, on-the-ground outcomes for Nepalese industries and small and medium enterprises (SMEs).

Acting as a vital bridge between AOTS Japan and Nepalese industries and SMEs under the private sector, Nepal AOTS plays a pivotal role in strengthening Nepal's private sector by facilitating the transfer of Japanese management skills, philosophies, and professional work ethics – helping organizations build a disciplined, industry-oriented competitive workforce.

Decades of Knowledge Transfer

For decades, with the steadfast support of AOTS Japan's training programs, hundreds of Nepali professionals have gained invaluable exposure to Japanese best practices in productivity, quality management, workplace safety, and continuous improvement. Returning home with new perspectives and skills, these professionals have become effective ambassadors of a Japan-friendly business culture within Nepal quietly reshaping how organizations think, operate, and grow.

Building Capacity Through Japanese-Style Management

One of Nepal AOTS's most significant contributions is its role in strengthening Nepalese industries through Japanese-style management training. By facilitating participation in AOTS programs in Japan, and by localizing select programs within Nepal itself. The Society has helped disseminate time-tested Japanese management methodologies such as Kaizen, 5S, Quality and Productivity Management, and Workplace Safety practices.

These initiatives go beyond skill-building. They enhance leadership capabilities, managerial knowledge, and organizational discipline across industries ultimately contributing to improved productivity, workplace efficiency, and market competitiveness.

Demand-Driven and Industry-Aligned

Nepal AOTS recognizes that effective HRD must be responsive to evolving industry needs. Through regular engagement and dialogue with Nepalese businesses, the Society identifies critical skill gaps and communicates industry requirements directly to AOTS Japan, ensuring that training programs remain practical, relevant, and productivity-oriented.

This demand-driven approach is central to the Society's mission. By keeping training aligned

with real-world business needs, Nepal AOTS supports workforce readiness and helps Nepalese industries compete in an increasingly competitive environment.

Fostering a Japan-Friendly Investment Climate

Beyond training, Nepal AOTS contributes to something broader: the creation of a Japan-friendly investment environment in Nepal. A workforce familiar with Japanese business culture, management systems, and professional ethics naturally builds confidence among Japanese companies. It also facilitates the smoother implementation of Japanese-assisted projects, investments, and joint ventures, laying the groundwork for deeper economic collaboration between the two nations.

An Alumni Network Driving Continuous Learning

The strength of any alumni organization lies in its network, and Nepal AOTS is no exception. The Society actively mobilizes Japan-trained professionals to share their knowledge and experiences through seminars, workshops, and periodic Benkyokai (study group) sessions fostering a culture of continuous learning and professional development.

Nepal AOTS alumni serve not merely as former trainees, but as active contributors to HRD across both public and private sectors in Nepal.

The Society also maintains close coordination with the South Asia Federation of AOTS Alumni Societies

(SAFAAS), which brings together AOTS alumni organizations from India, Bangladesh, Pakistan, Sri Lanka, and Nepal. Through this regional network, Nepal AOTS participates in the exchange of resource persons for the World Network of Friendship (WNF) programs supported by AOTS Japan, enabling the sharing of expertise across member countries and promoting regional cooperation in management and human resource development.

Looking Ahead: Policy, Inclusivity, and Sustainable Growth

Looking to the future, Nepal AOTS aims to deepen its engagement in HRD-related policy dialogues. The Society plans to provide industry-based feedback to policymakers, align training initiatives with national development priorities, and champion inclusive and sustainable human capital development with a particular focus on SMEs and emerging sectors that are often underserved by conventional training programs.

Conclusion

Through structured industry linkages, meaningful training programs, an active alumni network, and collaboration with private sector organizations, Nepal AOTS Alumni Society continues to play a pivotal role in advancing the Nepal–Japan partnership in human resource development.

These collective efforts enhance the productivity, efficiency, and competitiveness of Nepalese industries; foster an attractive environment for Japanese investment; and support the nation's broader vision of sustainable economic growth one skilled professional at a time.



Continuous improvement only becomes possible when organizations establish clear and consistent processes. This principle is one of the core ideas behind Japanese management practices such as Kaizen, where every improvement begins with a stable standard.

— *Taiichi Ohno*

OPPORTUNITIES AND CHALLENGES

'TO IMPLEMENT JAPANESE MANAGEMENT SYSTEMS' IN NEPAL



MR. NAVEEN PRAKASH ADHIKARI

Japanese Management Systems (JMS) are world-wide recognized for enhancing organizational efficiency, productivity, quality, innovation and employee engagement. Tools of Japanese Management Systems, Lean Management, 5S, Kaizen (Continuous Improvement), Total Quality Management (TQM), Just-in-Time (JIT), and Quality Control Circles (QCC) have empowered Japanese companies to become world leaders in manufacturing and innovation Industries. As Nepal needed to strengthen its innovation capabilities, industrial base, quality system and improve the competitiveness of its businesses, implementing Japanese Management Systems presents significant opportunities. However, successful implementation also requires overcoming several organizational, cultural, and economic challenges.

Opportunities for Implementing Japanese Management Systems in Nepal

1. Improving Productivity

Many Nepalese Organizations have significant potential to improve productivity and quality by introducing Japanese Management System. Japanese management practices help eliminate unnecessary process/activities, optimize workflows, reducing waste and improve operational efficiency through continuous improvement.

2. Enhancing Product and Service Quality

Quality is vital for competing in domestic and international markets. Implementing Total Quality Management (TQM) and Quality Control Circles (QCC) can help organizations to optimize quality, reduce defects by reducing extra costs. This leads to

improve customer satisfaction, and strengthen their reputation.

3. Cost Reduction through Waste Elimination

Lean Management and the 5S system focus on eliminating waste in production process, time, materials, inventory, and labor. By reducing unnecessary costs, Nepali businesses can improve profitability without requiring large investments.

4. Employee Participation and Motivation

Japanese management encourages employees to contribute ideas for productivity enhancement and workplace improvement. This participatory approach increases employee motivation, strengthens teamwork, and develops a sense of ownership and responsibility.

5. Strengthening International Competitiveness

Nepali industries such as handicrafts, garments, herbal products, tea, coffee, tourism, agriculture, and manufacturing can improve product quality and operational efficiency by adopting Japanese management practices, making them more competitive in global markets.

Challenges in Implementing Japanese Management Systems in Nepal

1. Resistance to Change

Many organizations are habituated and practiced to traditional management styles. Employees and managers may resist and unfamiliar new systems due to fear of change, lack of awareness, or uncertainty about the benefits.

2. Limited Knowledge and Training

Many business leaders and employees in Nepal have limited knowledge and exposure to Japanese management practices. A lack of qualified trainers and insufficient management education can hamper successful implementation.

3. Weak Leadership Commitment

Successful implementation depends on strong leadership and commitment. If senior management does not actively support and commit continuous improvement, employee participation, and quality management, the initiative may not function properly.

4. Organizational Culture

Japanese management emphasizes teamwork, discipline, punctuality, and standardized procedures. Some Nepali organizations may have hierarchical and traditional structures and informal work practices that make these changes difficult to implement initially.

5. Limited Industrial Infrastructure

Inadequate transportation, unreliable electricity supply, limited logistics networks, and outdated production facilities can reduce the effectiveness of systems such as Just-in-Time (JIT) production.

6. Human Resource Challenges

Nepal faces shortages of skilled workers, high labor migration, and limited opportunities for continuous professional development. These issues can affect the consistent implementation of Japanese management practices.

7. Policy and Regulatory Issues

Inconsistent government policies, bureaucratic procedures, and limited institutional support can discourage organizations from investing in long-term management improvement initiatives.

Strategies for Successful Implementation

To maximize the benefits of Japanese Management Systems, Nepal should consider the following strategies:

- Provide regular training on Japanese Management Systems like: Kaizen, 5S, Lean Management, and TQM.
- Strengthen leadership commitment to continuous improvement.
- Introduce Japanese management concepts in universities and business schools.
- Encourage employee participation through suggestion schemes and Quality Control Circles.
- Collaborate with Japanese organizations such as AOTS and JICA for technical assistance and capacity building.
- Begin with low-cost initiatives like 5S and Kaizen before adopting more complex systems.
- Develop supportive government policies that promote quality improvement and industrial modernization.
- Invest in digital technologies that complement Japanese management practices.

Japanese Management Systems offer a practical and effective approach to improving organizational performance in Nepal. While challenges such as limited resources, resistance to change, and infrastructure constraints exist, these obstacles can be overcome through leadership commitment, employee training, government support, and gradual implementation. By embracing principles such as Kaizen, 5S, Lean Management, Total Quality Management, and employee involvement, Nepali organizations can improve productivity, enhance quality, reduce costs, and strengthen their competitiveness in both domestic and international markets. The successful adoption of Japanese Management Systems will not only benefit individual organizations but also contribute to Nepal's overall economic growth and sustainable industrial development.



Organizations often focus on obvious problems while overlooking hidden inefficiencies that reduce productivity and profitability. Japanese management emphasizes identifying and eliminating every form of waste to create more value for customers.

– *Shigeo Shingo*

WEBINAR INSIGHTS – "SHARING THE LEARNINGS FROM THE ICOSA WEB SEMINAR

INFORMATION SHARING: THE KEY TO JOB SATISFACTION IN JAPANESE SMEs



MR. KISHORE BHAKTA MATHEMA

I would like to express my heartfelt gratitude to ICOSA-Japan (International Cooperation Organization for SMEs in Asia) for its continued support and cooperation in hosting peer learning sessions for SMEs managers across the Asia-Pacific regions through webinars and for encouraging Nepal AOTS to participate in its periodic webinar sessions.

I take great pleasure in sharing some of the key insights and learnings I have gained.

Japanese firms have long operated on a foundational belief: people are the most important driver of a company's success. This philosophy is reflected not only in product quality, but also in how organizations cultivate a motivated and autonomous workforce. Employees who are informed, trusted, and included will motivate themselves.

The central lessons drawn from the webinars highlight the implementation approaches that are, while deceptively simple, are strategically powerful in practice.

The most successful Japanese SMEs are not built on rigid hierarchies they are built on shared knowledge and shared purpose.

Building Organizational Communication through Three Information Loops

Effective workplaces in Japan sustain three types of information flow, each one is essential in bridging the gap between planning and execution:

- i. Macro-Micro Loop: Top-level information including management philosophy, business strategy, financial status, flows down to general employees, creating alignment and shared purpose.
- ii. Micro-Macro Loop: Ground realities, customer feedback, and operational insights travel upward, keeping owners and executives grounded in what is actually happening.
- iii. Micro-Micro Loop: Employees across departments build shared understanding of each team's needs, fostering collaborative problem-solving and a culture of mutual support.

Autonomy and Competence as Human Needs

Employees are not passive recipients of instructions, they are purposeful individuals who perform responsibly when given the freedom to set their own goals, encourage them to take ownership of their work, and review their own results. Two intrinsic human needs drive this dynamic:

- Autonomy - the ability to self-govern and self-direct. When companies dictate both the purpose and the method of every task, employees become passive and disengaged.
- Competence - the confidence that grows from achieving self-set goals. Information sharing restores both empowering people who proactively act on knowledge rather than waiting to be told.

SME Practices: Information Sharing in Action

Several Japanese SMEs demonstrate what genuine participation looks like in practice:

Sayaka (A manufacturing company employing 40 people): Involves all employees in shaping company policy twice a year during an overnight

general meeting, making direction-setting a collective responsibility.

Hiro Hama: Section managers prepare their own annual business plans while general staffs create personal execution plans tied to broader organizational goals.

Event 21: Employees run 23 cross-departmental committees covering everything from recruitment to customer engagement with minimal executive involvement. In each case, employees are not merely executing orders. They are co-creators of the organization's direction.

Yoshida Kogyo: A 24-person ventilation systems company that assigns a single employee to handle an entire client project- from survey and design to production and delivery, without requiring approval at every stage. As the company president puts it, each employee works like a sole proprietor generating deep pride, accountability, and competence.

Beyond Autonomy: Relationships, Growth, and Work-Life Balance

Information sharing satisfies far more than the need for autonomy. It strengthens relationships, fostering

mutual respect among colleagues and across organizational hierarchies. It drives growth through knowledge co-creation and peer learning. And when employees feel trusted and connected, work-life balance improves naturally. When all these needs are met – autonomy, competence, belonging, and growth the result is genuine job satisfaction that leverages the company to attain profitability.

Key Takeaways

- Employees who are well-informed are empowered employees. Share strategy, financial performance, and organizational challenges openly.
- Two-way information flow from leadership to employees and back keeps everyone aligned and responsive.
- Giving employees ownership from planning through execution nurtures intrinsic motivation that external rewards alone cannot create.
- Smaller, close-knit organizations like MSMEs have a natural advantage: trust and open communication can be cultivated more easily than in larger organizations.

THE CASE OF KYOCERA CORPORATION

ROLE OF AMOEBA MANAGEMENT IN THE SUCCESS OF AN ORGANIZATION



MR. TIL BAHADUR GURUNG

The modern business environment is highly competitive and constantly changing. Organizations today require management systems that encourage flexibility, innovation, accountability, and employee participation. One of the most successful management approaches developed in Japan is the Amoeba Management System, introduced by Kazuo Inamori, the founder of Kyocera Corporation. This management style played a major role in transforming Kyocera from a small ceramic company into a global leader in electronics, telecommunications, and industrial technology.

Amoeba Management is a decentralized management system in which the organization is divided into small independent units called “amoebas.” Each amoeba operates like a small business with its own goals, responsibilities, revenues, and costs. The main objective of this system is to improve efficiency, encourage leadership, and involve employees in management activities.

The concept of Amoeba Management was developed by Kazuo Inamori in the 1960s when Kyocera was expanding rapidly. He realized that a large organization becomes difficult to control if decision-making remains only at the top level. To solve this problem, he divided the company into smaller teams that could respond quickly to market changes and customer needs. Each amoeba had a leader responsible for productivity and profitability. This structure allowed employees to think and act like entrepreneurs rather than ordinary workers.

One of the most important roles of Amoeba Management in organizational success is the creation of a market-oriented management system. Every amoeba directly understands customer demands, market prices, and production costs. Because each unit is small, it

can quickly adjust its strategies according to market conditions. This flexibility helps the organization remain competitive in rapidly changing industries. At Kyocera, amoebas continuously monitored their performance and responded immediately to opportunities and challenges. This ability to adapt contributed greatly to the company’s steady growth and profitability over several decades.

Another major benefit of Amoeba Management is the development of leadership skills among employees. Each amoeba functions as an independent profit center led by a team leader. These leaders are responsible for planning, budgeting, coordinating, and motivating members. As a result, employees gain management experience in every stage of management. Kyocera successfully created thousands of capable managers through this system. Instead of depending only on senior executives, leadership responsibility was distributed throughout the organization. This strengthened organizational stability and improved decision-making.

Amoeba Management also increases employee motivation and participation. Traditional organizations often separate managers from workers, causing employees to feel disconnected from company goals. Workers could express opinions, suggest ideas, and understand how their work influenced performance. This created a strong sense of ownership and teamwork. Employees became more committed because they felt they were contributing directly to the success of the company.

Transparency is another important feature of Amoeba Management. A simple formula called “profit per hour,” is used to understand the productivity and efficiency. Financial information was openly shared among employees, allowing them to clearly identify strengths and

weaknesses. This transparency reduced waste, improved accountability, and encouraged healthy competition among teams.

The philosophy behind Amoeba Management also played a critical role in Kyocera's success. Kazuo Inamori believed that business should be guided by ethical principles and social responsibility. Kyocera's philosophy emphasized "doing what is right as a human being." Employees were encouraged to act honestly, fairly, and cooperatively. This ethical culture created trust among workers, managers, customers, and business partners. Unlike many organizations that focus only on profits, Kyocera combined profitability with moral values and employee wellbeing.

However, Amoeba Management also has some challenges. Because each amoeba focuses on its own performance, there is a risk that teams may prioritize their individual goals over the organization's overall interests. Coordination between different amoebas can also become difficult if communication is weak. Moreover, the system requires highly transparent accounting and strong ethical values to function properly. Without trust and cooperation, competition among amoebas may create conflicts.

Despite these challenges, the advantages of Amoeba Management are significant. It encourages flexibility, employee empowerment, leadership development, quick decision-making, and continuous improvement. In today's global business environment, organizations increasingly seek management systems that combine efficiency with human-centered values. Kyocera's experience shows that when employees are trusted and involved in management, organizations can achieve long-term success and sustainability.

In conclusion, Amoeba Management has played a vital role in the success of Kyocera Corporation. By dividing the company into small independent units, encouraging employee participation, promoting transparency, and building ethical leadership, Kyocera created a highly adaptive and motivated organization. The system helped the company achieve continuous growth, profitability, and global recognition. The case of Kyocera demonstrates that effective management is not only about control and profit but also about empowering people and creating a shared sense of purpose. Therefore, Amoeba Management remains an important model for organizations seeking sustainable success in the modern business world.

*We wish all the best for the
36th Annual General Body Meeting of
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REPORT ON**TRAINING PROGRAM IN
PROGRAM AND PROJECT
MANAGEMENT****CONDUCTED BY AOTS JAPAN
(21 JANUARY – 3 FEBRUARY 2026)****MR. KISHORE KC**

I had the privilege of attending the intensive Training Program on Program and Project Management organized by AOTS Japan from 21st January to 3rd February 2026. The course was academically advised by Prof. Dr. TANAKA Hiroshi and enriched by lectures and insights from distinguished professionals, including Dr. Ms. NAGAYA Hiroko (CEO, Aska Planning Inc.), Mr. YOSHIMURA Masahito (General Manager, Nuclear Energy Business Unit, Hitachi Ltd.), and experts from the Project Management Association of Nepal.

1. Learning Methodology

The program adopted a comprehensive and interactive approach, combining:

- Lectures by reputed professors and industry leaders
- Class discussions and group work to foster collaboration
- Case studies and field visits for practical exposure
- Group presentations and individual presentations to strengthen communication and analytical skills

2. Topics Covered

The curriculum was wide ranging and included:

- Project development and scope management
- Work Breakdown Structure (WBS) for industrial projects
- Project schedule management
- Leadership and communication in projects
- Program management for conceptualization and front end planning
- Innovation, sustainability, and high value program design
- Strategic thinking and agile project management
- Project resource, quality, and organizational structuring

3. International Participation

The program brought together 22 professional participants from 16 different countries, representing diverse expertise, cultures, religions, and climates. This diversity created a rich environment for knowledge exchange, comparative learning, and cross cultural collaboration. The opportunity to interact with peers from across the globe fostered professional networking that extends beyond the classroom, opening pathways for future cooperation and global project partnerships.

4. Outcomes and Impact

The training has yielded highly positive outcome

- Strengthened ability to apply structured methodologies such as WBS, Gantt charts, and risk matrices in real-world projects.
- Enhanced understanding of global best practices in project and program management.
- Improved skills in team collaboration, stakeholder communication, and cross-cultural project leadership.
- Exposure to innovative approaches in procurement, compliance, and operational excellence, directly applicable to large-scale initiatives.
- Broadened professional network through interaction with international experts and peers.

5. Conclusion

This program has been a transformative learning experience, equipping me with advanced knowledge and practical tools to drive operational excellence and strategic innovation in my role. The integration of academic rigor, industry insights, and international networking ensures that the lessons learned will have a lasting impact on both organizational performance and personal professional growth.

JAPANESE QUALITY TOOLS IN HEALTHCARE ADMINISTRATION



MR. MUKUNDA CHAULAGAIN

My journey into quality management was significantly strengthened after attending the Quality Control Training Course (QCTC-2) organized by AOTS in Osaka, Japan organized by AOTS. Witnessing Kaizen continuous improvement in action on the factory floor transformed my understanding of operational excellence. In cleanroom manufacturing, one fundamental principle stands above all others: quality cannot be inspected into a finished medical device; it must be built into every stage of the process.

When I later transitioned into Procurement and Logistics, I realized that the same Japanese quality philosophies apply just as effectively to administrative leadership. Managing a healthcare institution involves coordinating international suppliers, complying with stringent regulatory standards such as ISO 13485, and aligning multidisciplinary teams toward common goals. By extending quality-management tools beyond manufacturing and into administrative workflows, healthcare organizations can reduce waste, strengthen supply-chain resilience, and safeguard organizational integrity.

Bringing Lean Thinking into the Office

In healthcare logistics, administrative delays can have serious consequences. A bottleneck in customs clearance, a delayed approval, or an inaccurate inventory forecast can disrupt the availability of critical medical supplies and ultimately affect patient care. Three key Lean principles can help prevent such issues:

1. Office Gemba Walks

Gemba means “the real place.” Rather than managing solely from behind a desk, leaders should regularly observe the actual flow of paperwork, inventory movement, and approval processes. Direct observation helps identify bottlenecks, inefficiencies, and recurring challenges that may otherwise remain hidden.

2. Visual Management Systems

Visual management is a powerful tool for reducing errors and improving accountability. Dashboards that track purchase orders, contract renewals, inventory levels, and shipment status provide real-time visibility and enable teams to respond quickly to emerging issues.

3. Preventive Compliance Auditing

Instead of preparing for audits at the last minute, organizations should maintain a culture of continuous compliance. Regular internal audits and systematic document reviews help ensure ongoing readiness for standards such as ISO 9001 and ISO 13485 while reducing the stress and disruption associated with external inspections.

Smart Risk Management in the Supply Chain

Supplier Quality Management (SQM) is a critical component of healthcare administration. Effective SQM requires:

- Clearly defined quality expectations and performance metrics.

- Transparent supplier evaluation and scorecard systems.
- Consistent monitoring of regulatory and contractual compliance.

Healthcare organizations must also ensure the integrity of medical supplies throughout storage and transportation. Temperature-controlled logistics, traceability systems, and anti-tampering measures are essential safeguards. When combined with Statistical Process Control (SPC) methods, these practices help reduce waste, control costs, and create efficient workflows that support organizational agility.

Alumni Society, there is a valuable opportunity to share and apply these proven management philosophies. By embracing continuous improvement in both clinical and administrative functions, we can build resilient healthcare institutions capable of delivering world-class services to our communities.

Quality is not a destination; it is a culture of continuous improvement.

Mukunda Chaulagain

Procurement and Logistic Officer
Tilganga Institute of Ophthalmology

Building a Culture, Not Just a Checklist

Quality tools such as Six Sigma, Total Quality Management (TQM), and Standard Operating Procedures (SOPs) are valuable, but their effectiveness ultimately depends on organizational culture. Sustainable excellence is achieved when quality becomes everyone's responsibility from frontline staff to senior leadership.

My experience in Japan taught me that quality is not merely a technical requirement or a regulatory obligation. It is a way of thinking that encourages every individual to seek better methods, eliminate waste, and create value. Whether on a manufacturing floor, in a warehouse, or within a healthcare administration office, the principles of Kaizen remain equally powerful and relevant.

As the partnership between Nepal and Japan continues to strengthen through initiatives such as the Nepal AOTS



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NEPAL'S AI TRANSITION: STRUCTURAL RISKS AND THE NEED FOR ETHICAL TECHNICAL SOVEREIGNTY



PROF. TIMILA YAMI THAPA
Academia & Entrepreneur

When we look at the rapid global transition toward an AI-driven and highly automated world, the structural vulnerabilities of a developing nation become impossible to ignore. Nepal Cabinet's approval of the National AI Policy is an important step on paper, but translating that framework into reality remains an uphill battle when the country's foundational systems are still fragile. The intersection of four major deficits has created a uniquely difficult bottleneck for Nepal.

The Human Capital Crisis: The Brain Drain Cycle

Nepal is witnessing a severe erosion of its intellectual and technical infrastructure. The IT and engineering sectors, in particular, are experiencing an unprecedented outflow of talent.

The Flight of Core Competence

Graduates and experienced professionals from leading technical institutions continue to leave the country at alarming rates. Low wages, institutional instability, limited research opportunities, and stronger international demand are accelerating this migration.

The Educational Disconnect

The domestic education system still relies heavily on rote learning rather than analytical, research-oriented, and STE(A)M-focused education. Without large-scale reinvestment in advanced technical education and innovation ecosystems, Nepal risks becoming dependent on foreign AI specialists even for core institutional functions.

The Ethical Deficit: A Transactional Society

Building a safe and human-centered digital ecosystem requires transparency, accountability, and institutional trust.

Institutional Erosion

When political interference, nepotism, and short-term transactional interests dominate public systems, meritocracy weakens. In such an environment, the ethical safeguards necessary to govern advanced technologies — including AI systems and automated financial infrastructure — become dangerously fragile.

The Risk of Manipulation

Unchecked algorithms can easily distort public discourse. In societies where digital literacy and media awareness remain

low, the risks of algorithmic manipulation, automated fraud, misinformation, and systemic corruption increase exponentially.

The Funding Bottleneck

Technological sovereignty cannot exist without long-term investment in research, infrastructure, and institutional capacity.

The Priority Dilemma

Nepal faces enormous pressure to allocate limited resources toward immediate necessities such as healthcare, food security, and physical infrastructure. As a result, investment in advanced technological development often remains underfunded.

Dependence on Foreign Aid

When critical technological initiatives rely entirely on foreign grants or bilateral assistance, national data sovereignty becomes vulnerable. Nepal risks becoming a testing ground for external technology providers rather than developing into a self-reliant innovator.

The Regulatory Void

A policy framework is only meaningful if supported by enforceable institutions and technical expertise.

Lack of Specialized Capacity

Regulatory agencies often lack the expertise required to understand, audit, or monitor complex algorithmic systems and AI-driven infrastructure.

Voluntary Guidelines vs. Binding Law

Although the new AI policy proposes AI Excellence Centers and regulatory councils, there remains a dangerous gap between policy ambition and enforceable legislation. Strong legal mechanisms are still needed to protect data sovereignty, ensure accountability, and prevent autonomous systems from operating without meaningful human oversight.

What Can Be Done?

Nepal cannot wait for a perfect top-down transformation before taking action. Progress must come through targeted, strategic interventions that strengthen institutional resilience over time.

Strengthen Institutes of National Importance

Premier technical institutions should receive academic, administrative, and financial autonomy through parliamentary

protection. Shielding these institutions from political instability would help create stable centers for research, innovation, and talent retention.

Regulate Technology Like Pharmaceuticals

High-risk technologies deployed in finance, healthcare, public infrastructure, or governance should undergo mandatory safety audits before deployment. Companies must prove transparency, accountability, and human oversight rather than relying on voluntary compliance models.

Protect National Data Sovereignty

Nepal must establish strict legal safeguards to ensure that citizens' biometric, financial, and personal data remain under domestic jurisdiction. Without strong protections, digital dependency could evolve into a form of technological colonialism.

Invest in Digital Hygiene and Critical Thinking

Infrastructure alone is insufficient. Long-term resilience requires investment in critical thinking, logical reasoning, media literacy, and psychological awareness. These are the foundations of societal resistance against algorithmic manipulation and disinformation.

The Role of the Private Sector and Academia

One of the most effective ways to bypass bureaucratic inertia is through stronger collaboration between universities, private industry, diaspora experts, and international research institutions.

Private companies can provide practical exposure, funding, internships, and research commercialization opportunities, while universities contribute long-term intellectual development and foundational research. Together, they can create independent innovation ecosystems that operate with greater flexibility than state institutions alone.

This is where models such as an Association of Overseas Technical Cooperation (AOTC) become highly relevant.

Why an AOTC Model Matters

An Association of Overseas Technical Cooperation (AOTC) could become one of the most practical mechanisms for helping Nepal build sustainable technological capacity without falling into dependency traps.

If designed properly, such an organization would not function as a traditional aid body. Instead, it would serve as a long-term bridge connecting Nepali universities and technical institutes, overseas engineers and researchers, diaspora scientists and entrepreneurs, ethical investors, international research institutions, private industry partners and strategic partner nations such as Japan. The core mission would be build self-sustaining technical sovereignty in Nepal through ethical international collaboration.

Breaking the Cycle of Institutional Weakness

Nepal currently faces a dangerous feedback loop: Weak institutions → brain drain → weak innovation capacity

→ dependence on foreign systems → further institutional weakness.

A sustainable technical cooperation framework could interrupt this cycle by focusing on capability transfer, institutional resilience, and local ownership rather than temporary outsourcing.

Human Capital Retention Through Global Networks

Diaspora as Strategic Infrastructure

Nepal's overseas engineers, researchers, and scientists should not be viewed as permanently lost assets. Through a structured AOTC framework, they could contribute as remote mentors, adjunct faculty members, startup advisors, visiting researchers, angel investors, technical auditors and reviewers. This would create intellectual continuity and institutional memory without requiring immediate permanent return migration.

Why Japan Could Be a Strategic Partner

Countries like Japan offer a valuable development model because of their emphasis on long-term industrial planning, institutional discipline, vocational excellence, precision manufacturing, quality control systems and infrastructure resilience. A partnership model grounded in these principles could help Nepal avoid many of the mistakes larger nations made during periods of rapid technological expansion.

A Possible Nepal AOTC Innovation Network

An AOTC-led ecosystem could focus on four interconnected pillars:

1. Technical Education covering AI institutes, Robotics centers, Vocational automation programs, Semiconductor and cybersecurity training
2. Research and Development covering Applied AI laboratories, Agricultural automation, Disaster prediction and response technologies, Nepali-language AI models and datasets
3. Ethical Governance covering AI audit boards, Safety certification systems, Data sovereignty councils and Digital rights frameworks
4. Startup and Innovation Ecosystem covering Incubators and accelerators, Diaspora venture networks, Public-private innovation grants and University-industry research partnerships

The Long-Term Goal

The objective should not simply be to "import AI" or consume foreign technology.

The real goal is to build Nepal's long-term institutional capacity to responsibly govern, develop, and deploy intelligent systems independently.

With strategic cooperation, ethical regulation, stronger universities, diaspora engagement, and disciplined public-private collaboration, Nepal still has an opportunity to build technological sovereignty rather than technological dependence.

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ROLE OF NEPAL AOTS ALUMNI SOCIETY IN

PROMOTING NEPAL–JAPAN PARTNERSHIP FOR HUMAN RESOURCE DEVELOPMENT OF THE NEPALESE PRIVATE SECTOR



MR. KISHORE BHAKTA MATHEMA
President, Nepal AOTS Alumni Society

Human Resource Development (HRD) has remained a central pillar of Nepal–Japan cooperation, and Nepal AOTS Alumni Society plays a strategic role in translating this partnership into practical and sustainable outcomes for Nepalese SMEs and industries, thereby supporting the nation's economic development. Acting as a bridge between AOTS Japan and Nepalese stakeholders, Nepal AOTS facilitates the transfer of Japanese skills, management philosophies, and work culture to Nepalese private sector enterprises.

For decades, with the strong support of AOTS Japan's training programs, many Nepali professionals have gained invaluable exposure to Japanese best practices in productivity, quality management, workplace safety, and continuous improvement. These professionals have, in turn, become ambassadors of a Japan-friendly business culture in Nepal.

Building Capacity Through Japanese-Style Management Training

One of Nepal AOTS's core contributions lies in strengthening the capacity of Nepalese industries through Japanese-style management training programs. By facilitating the participation of Nepalese professionals in AOTS training programs in Japan, as well as localizing selected programs within Nepal, Nepal AOTS helps disseminate proven Japanese management practices such as Kaizen, 5S, Quality and Productivity Management, and Workplace Safety.

These initiatives enhance leadership capabilities, professional competencies, managerial knowledge,

and organizational discipline across Nepalese industries, contributing to improved productivity and competitiveness.

Aligning Training with Industry Needs

Nepal AOTS also plays an important role in aligning HRD initiatives with the evolving needs of industry. Through regular engagement and dialogue with Nepalese businesses, Nepal AOTS identifies skill gaps and periodically communicates industry requirements to AOTS Japan, ensuring that training programs remain practical, relevant, and productivity-oriented.

This demand-driven approach supports workforce readiness and enhances the competitiveness of Nepalese industries in an increasingly globalized business environment.

Fostering a Japan-Friendly Investment Environment

By developing a workforce familiar with Japanese business culture, management systems, and work ethics, Nepal AOTS contributes to creating a Japan-friendly investment environment in Nepal.

Professionals trained through AOTS programs help build confidence among Japanese companies and facilitate the smoother implementation of Japanese-assisted projects, investments, and joint ventures in the country.

A Strong Alumni Network Driving Continuous Learning

The strong alumni network of Nepal AOTS further

strengthens Nepal–Japan cooperation in HRD. Nepal AOTS actively mobilizes Japan-trained professionals to share their knowledge and experiences through seminars, workshops, and periodic Benkyokai (study group) programs, thereby promoting continuous learning and professional development.

Nepal AOTS alumni serve as effective ambassadors of Nepal–Japan cooperation and contribute significantly to human resource development in both the public and private sectors.

Nepal AOTS also maintains close coordination with the South Asia Federation of AOTS Alumni Societies (SAFAAS), comprising AOTS alumni organizations from India, Bangladesh, Pakistan, Sri Lanka, and Nepal. Through this regional network, Nepal AOTS participates in the exchange of resource persons for the World Network of Friendship (WNF) programs supported by AOTS Japan.

Such collaboration enables the sharing of expertise among member countries and promotes regional learning and cooperation in management and human resource development.

Looking Ahead: Policy Dialogue and Inclusive Growth

Looking ahead, Nepal AOTS aims to contribute more actively to HRD-related policy dialogues by providing industry-based feedback, aligning training initiatives with national development priorities, and promoting inclusive and sustainable human capital development, particularly among SMEs and emerging sectors.

Conclusion

Through structured industry linkages, training programs, alumni engagement, and collaboration with private sector organizations, Nepal AOTS Alumni Society plays a pivotal role in strengthening the Nepal–Japan partnership in human resource development.

These efforts contribute meaningfully to enhancing the productivity, efficiency, and competitiveness of Nepalese SMEs and industries, fostering an attractive investment environment, and supporting the nation's sustainable economic growth through the development of skilled and capable human resources.



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BUILDING COMPASSIONATE ORGANIZATIONS

THE ROLE OF SOCIAL, EMOTIONAL & ETHICAL LEARNING (SEE LEARNING) IN MODERN BUSINESS



MR. MANISH KUMAR AGRAWAL

In today's fast-paced, technology-driven business environment, technical expertise and financial acumen alone are no longer sufficient for sustainable success. Organizations worldwide are recognizing that the true drivers of long-term performance lie in the human dimension. The ability of employees at all levels to navigate emotions, build meaningful relationships, act with integrity, and respond compassionately to challenges. This is where Social, Emotional, and Ethical Learning (SEE Learning) emerges as a powerful framework.

Developed by Emory University in collaboration with His Holiness the Dalai Lama, SEE Learning extends traditional Social-Emotional Learning (SEL) by integrating ethical development. It equips individuals with competencies to understand themselves, relate effectively with others, and make responsible decisions that benefit both people and systems.

For Nepali businesses operating in a rapidly evolving economy with unique cultural strengths and modern pressures SEE Learning offers a timely and culturally resonant approach to holistic organizational development.

The Three Pillars: Awareness, Compassion, and Engagement

At the heart of SEE Learning are three interconnected pillars - Awareness, Compassion, and Engagement, which operate across three critical levels in the business context: Personal, Social, and Systems.

1. Personal Level: Self-Awareness and Inner Mastery

Employees at every level often face high stress, burnout, and ethical dilemmas. SEE Learning begins with cultivating self-awareness, the ability to recognize one's emotions, triggers, biases, and values in real time.

- Awareness: Individuals who practice mindfulness and emotional self-regulation make clearer decisions and demonstrate greater resilience.
- Compassion: Self-compassion prevents harsh self-criticism and builds emotional stamina.
- Engagement: Personal ethical clarity fosters intrinsic motivation, purpose-driven work, and higher job satisfaction.

2. Social Level: Building Empathetic Relationships

Business is fundamentally about people. At the interpersonal and team level, SEE Learning strengthens social awareness and relationship skills across the entire organization.

- Awareness: Understanding colleagues' perspectives, cultural nuances, and emotional states — essential in Nepal's diverse workforce.
- Compassion: A culture of compassion boosts employee engagement, reduces burnout, and increases commitment at all levels.
- Engagement: When teams feel psychologically safe and valued, collaboration, innovation, and mutual support flourish.

3. Systems Level: Ethical Leadership and Sustainable Impact

At the organizational and societal level, SEE Learning encourages ethical discernment and systems thinking throughout the company.

- Awareness: Recognizing broader impacts, environmental, social, and governance (ESG) factors.
- Compassion: Extending care to internal teams, external communities, and future generations.
- Engagement: Building ethical organizational systems that promote fairness, transparency, and accountability at every layer.

Practical Implementation Tips for Nepali Organizations

Implementing SEE Learning organization-wide is both feasible and highly rewarding in the Nepali context. Here are practical steps:

1. **Company-Wide Rollout Through Phased Programs** Start with a pilot in one department, then scale across the entire organization. Conduct regular half-day or full-day workshops for all staff - from entry-level employees to senior management, covering practical tools such as Emotional Freedom Techniques (EFT), mindfulness practices, and Twin Heart Meditation.
2. **Integrate into HR Policies and Daily Operations** Embed SEE principles into onboarding programs, annual training calendars, performance appraisals, and wellness initiatives. Link them with existing employee health and safety policies, especially in sectors like insurance, banking, manufacturing, and services.
3. **Leverage Nepal's Cultural Heritage** Draw upon local spiritual traditions of karuna (compassion), mindfulness, and ethical living to make the training relatable and deeply rooted. This increases acceptance across all levels of staff, regardless of hierarchy.
4. **Low-Cost, Scalable Delivery Models** Use hybrid formats (in-person + virtual) to reach branch offices. Introduce short weekly 20–30 minute “SEE Wellness Huddles” for teams to practice together.
5. **Measure Impact Organization-Wide** Use simple pre- and post-program questionnaires to track improvements in stress levels, sleep quality, team cohesion, engagement, and collaboration. Monitor business indicators such as reduced absenteeism, lower turnover, and improved customer service scores.

6. **Create Cross-Level Support Networks** Form department-based “SEE Learning Circles” where employees from different levels regularly meet to share experiences, practice techniques, and support one another. This builds a strong, supportive organizational culture.
7. **Secure Visible Commitment from the Top** Encourage leaders to participate fully alongside staff. Their personal involvement reinforces the message that SEE Learning is a shared organizational value, not just a top-down initiative.

Business Benefits of Organization-Wide SEE Learning

Companies that implement SEE Learning across all levels report:

- Significantly higher employee engagement and retention
- Improved decision-making and ethical conduct at every layer
- Stronger innovation through widespread psychological safety
- Better stakeholder relationships and brand reputation
- Reduced workplace conflict and health-related absenteeism

These benefits are particularly valuable for Nepali organizations facing economic uncertainties, infrastructure challenges, and the growing demand for humane, sustainable workplaces.

Way Forward for Nepali Businesses

Nepal's corporate sector stands at a transformative moment. By embracing Social, Emotional, and Ethical Learning throughout the entire organization, businesses can create resilient, compassionate, and future-ready workplaces where every employee thrives.

Organizations are encouraged to pilot and then fully integrate SEE-inspired programs. The return on investment, measured in healthier, more motivated teams and stronger ethical foundations, will powerfully support Nepal's long-term economic and social development. Let us commit to building organizations that nurture not just skilled professionals, but wise, compassionate, and ethically grounded individuals at every level.

JOURNEY TO AOTS KKC, OSAKA FOR TRAINING ON CORPORATE MANAGEMENT (PJCM)



MR. TIL BAHADUR GURUNG

The AOTS Nepal Alumni Society plays a significant role in facilitating training opportunities for Nepalese professionals in Japan. The society also promotes knowledge sharing, professional development, and the application of Japanese management practices in Nepal.

I was fortunate to be selected for the PJCM (Program on Japanese Corporate Management) training held in Osaka, Japan from February 3–17, 2026. This opportunity provided me with valuable exposure to Japanese management philosophy, including practical insights into efficiency, discipline, and continuous improvement. I was particularly impressed by the professionalism, punctuality, and collaborative spirit demonstrated throughout the training. The knowledge and skills gained from this program will be highly beneficial in my professional field of banking, especially in improving operational efficiency, risk management, and organizational discipline.

Program Name: Program for Japanese Management (PJCM)

Course Schedule: February 3-17, 2026 (15 Days)

Number of Participants: 20 participants from 16 countries.

Program Directors:

- Dr. ISHII Shini, Professor, Graduate School of Business, Osaka Metropolitan University
- Dr. SONE Hidekazu, Professor, Faculty of Cultural Policy and Management, Shizuoka University of Art and Culture

Program Coordinator: YAMAMOTO Kanae

Venue: AOTS Kansai Kenshu Center(KKC), Osaka, Japan (Tel: 81666088260)

Objectives:

- Understanding of key management practices in successful Japanese corporations,
- Exploring management methods that strengthen employee commitment and embed organizational values.
- Developing managerial capacity by promoting a “hybrid management” approach that combines Japanese and global corporate practices.

Contents:

1. Understanding Japanese Philosophy on Corporate Management.
2. Understanding 5S and Amoeba Management, maintaining corporate discipline
3. Management in Different Cultures
4. Global Collaboration of Japanese Companies
5. Skill Succession and Family Business

Key learnings and experiences from the courses:

1. Three Spirits of Management (Citizenship, Entrepreneurship, Utilitarian Mindset)

The three spirits of management emphasize being a responsible member of society, taking initiative and embracing innovation, and making decisions that create the greatest overall value. This approach encourages organizations to balance social responsibility with business growth. It also fosters ethical behavior and long-term sustainability.

2. 5S Management Theory

5S is a workplace management method focused on organization, cleanliness, and discipline through five steps: sort, set in order, shine, standardize, and sustain. It helps improve efficiency, safety, and productivity by creating a well-structured work environment.

3. Amoeba Management

Amoeba management is a model dividing an organization into small, self-managed teams that operate like independent units. Each team is responsible for its own performance, promoting accountability and transparency. This system encourages employee participation and develops leadership skills at all levels.

4. Bonji

Bonji refers to maintaining a pure and humble mindset, often associated with a beginner's attitude toward learning and work. It encourages individuals to stay open-minded, disciplined, and focused on continuous self-improvement.

Case Study and exposure Visit

1. Yamada Manufacturing Co. Ltd.

Yamada Manufacturing is a Japanese company known for precision manufacturing and high-quality industrial components. It has been maintaining high quality and precision in every process to build strong customer trust.

2. Entrepreneurial Museum of Challenge and Innovation

This museum showcases the journeys of Japanese entrepreneurs, highlighting their struggles, innovations, and achievements. It serves as an inspiration hub promoting creativity and resilience in business.

3. Kyocera Inamori Library & Kazuo Inamori

The Kyocera Inamori Library presents the life philosophy and business success of Kazuo Inamori, founder of Kyocera. The success of Kazuo Inamori reflects the importance of ethical leadership and strong personal values in business with a fundamental criterion: "Do what is right as a human being".

4. Takenaka Corporation

Takenaka Corporation is one of Japan's oldest and most respected construction companies, known for



its advanced engineering and sustainable building practices. It also highlights that strong project management and environmental responsibility are key to maintaining a long-term reputation.

5. Marukyu Koyamaen

Marukyu Koyamaen is a renowned Japanese tea company specializing in high-quality matcha and traditional tea production. It shows that preserving tradition and consistent quality build a strong and trusted brand.

Apart from this, I had the opportunity to explore beautiful cities during the exposure visit, which reflect a remarkable blend of modern development and rich cultural heritage. The public behavior observed was highly disciplined, respectful demonstrating strong civic responsibility and social harmony.

I sincerely grateful to AOTs Nepal, AOTs Japan, Government of Japan and my organization for this opportunity and appreciate the valuable support and knowledge shared by professors and company executives. This exposure highlighted key professional lessons such as the importance of discipline, continuous improvement, teamwork, and ethical responsibility in achieving sustainable success.

THE PROGRAM FOR QUALITY MANAGEMENT [PQM]



MR. BINAYA RAJ KOIRALA

Participating in the Program for Quality Management (PQM) from 12 February to 25 February 2026 at the AOTS Tokyo Kenshu Center (TKC), Japan, was a memorable and valuable experience for me.

The training program was organized by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Tokyo, and brought together 24 participants from 12 countries. The program was conducted under the guidance of Executive Course Director Mr. Ando Yukihiro.

During the training, I gained valuable knowledge about Japanese quality management practices, which are well known around the world for helping organizations achieve high levels of quality, productivity, and continuous improvement. Through lectures, group discussions, practical exercises, and company visits, we learned various quality management tools and techniques that have contributed to the success of Japanese industries.

One of the most important lessons I learned was how organizations can improve productivity, enhance product quality, and solve workplace problems by involving employees in small group activities. Japanese companies strongly believe that employees who work closest to the process often have the best ideas for improvement.

The Human Element: QC Circles and Teamwork

One of the unique features of Japanese management is its strong focus on teamwork and mutual respect. The Japanese concept of "Wa",



which means harmony and cooperation, encourages employees to work together toward common goals rather than focusing only on individual achievements.

This approach is clearly demonstrated through Quality Control (QC) Circles.

A Quality Control Circle (QC Circle) is a small group of employees who come together to identify, analyze, and solve work-related problems, usually focusing on improving quality, efficiency, or safety. It's based on the idea that people closest to the work often have the best insights into how to improve it.

QC Circles are formed on the belief that the people closest to the work often have the best understanding of where issues occur and how they can be solved. By encouraging open discussion, brainstorming, and structured problem-solving, QC Circles help organizations improve processes, reduce defects, and enhance customer satisfaction.

For example: In developing countries such as Nepal, medical device industries, particularly those involved in intraocular lens (IOL) manufacturing, often face challenges in maintaining consistency during the final cleaning stage. Cosmetic rejection at this stage is frequently based on the operator's personal perception and visual judgment, leading to variability in acceptance rates. By establishing a Quality Control (QC) Circle, the process can be standardized through well-defined acceptance criteria formulated according to regulatory guidelines and team. This approach not only improves yield; ensures patient safety but also helps reduce overall production costs by minimizing unnecessary rejections and optimizing resource utilization.

Basic steps to follow for creating a QC Circle

1. Form a small team:

To establish an effective QC Circle, it is important to begin by selecting a small group of employees, ideally 2 to 3 members, from the Quality control department. The QC Circle team may consist of a balanced mix of operators, supervisors, and quality staff, ensuring that different perspectives are represented. This diversity helps to discuss the identification of problem, examine its impact across various factors, and analyze the reasons for selecting it as the focus of further research. By combining practical experience with managerial insight and quality expertise, the team is able to approach the issue/ non conformances.

2. Identify the Problem:

After establishing a QC Circle, the first step is to choose a specific issue that directly affects quality, efficiency within the process. Choosing a clear and specific problem helps the team stay focused and makes it easier to measure progress and results.

For example, in intraocular lens (IOL) manufacturing, one common challenge is the subjective cosmetic rejection of lenses during the final cleaning stage. Because this rejection often depends on individual operator perception, it leads to inconsistencies and unnecessary losses. While identifying a specific problem, the QC Circle can work together to carefully analyze its causes, possible root factors, and determine the areas that require improvement. In the case of cosmetic quality issues, it is important

to recognize that while such defects may not directly impact patient safety, they still influence product acceptance and customer confidence. Therefore, every detail must be considered when developing acceptance criteria. These criteria should be formulated in line with regulatory guidelines and industry standards, ensuring that the evaluation process is consistent, objective, and supportive of both product yield and patient safety.

3. Analyze the Causes:

Once the QC Circle has identified a problem, the next step is to investigate its root causes. This can be done using variety of tools such as fishbone diagrams or group brainstorming sessions. These methods help the team breaks down the issue into smaller parts and see where the real problem lies. For example, in intraocular lens manufacturing, differences in operator perception and the absence of standardized acceptance criteria may be key reasons behind inconsistent cosmetic rejection. By analyzing these causes, the team can focus on the most important factors and work toward practical solutions.

4. Develop Solutions:

After identifying the problem, the QC Circle should brainstorm possible corrective actions and then carefully evaluate each option. This allows the QC Circle to study the pros and cons of each action before implementing the solution. By weighing feasibility, cost, and impact, the group can select the most practical solution that delivers real improvement without unnecessary risk. For example, in intraocular lens manufacturing, one corrective action could be to create standardized cosmetic acceptance criteria based on regulatory guidelines. This approach improves consistency, and ensures that decisions are aligned with standards while keeping patient safety in mind.

5. Implement the Solution:

Once the QC Circle has selected the one best solution, it should first be tested in a pilot batch with clear instructions and proper training. This trial run helps ensure that the solution does not create any negative effects.

For example: operators and analyst shall be trained on the newly developed cosmetic acceptance criteria, and the process can be documented for small batches. During this stage, results should

be closely monitored across different operators and verified by analysts to confirm consistency. By comparing perceptions between operators and analysts, the team can ensure that the solution works reliably before applying it on a larger scale.

6. Review and Monitor:

To confirm that the chosen solution is truly effective, the QC Circle should evaluate it by tracking yield, rejection rates, and customer feedback. This monitoring should continue for several batches to observe consistent results. Continuous review helps the team see whether the solution is working as expected or if further adjustments are needed. Over time, trend reports of yield and performance provide evidence of the solution's impact. If necessary, improvements can be made to refine the process, ensuring that the solution remains effective and sustainable.

After studying several pilot batches, the QC Circle can confirm whether the solution is working effectively and delivering consistent results. A detailed report should then be prepared to document these findings. Once the solution has proven reliable, it can be implemented on a larger scale in manufacturing. During the initial batches of large-scale production, continuous monitoring is essential to check consistency and ensure that the improvements are sustained over time.

QC Circles are highly valuable in the medical device and other industries because they promote teamwork, problem-solving, and continuous improvement in areas where quality and patient safety are critical. By encouraging employees to identifying problems and developing solutions, QC Circles help reduce unnecessary cosmetic rejections, improve process consistency, and ensure compliance with regulatory standards. Additionally, this approach contributes to reducing manpower costs by streamlining workflows, increasing yield through fewer product losses, and enhancing overall efficiency in daily operations. As a result, QC Circles not only strengthen quality assurance but also deliver tangible economic benefits, making them a cornerstone of sustainable growth in these industries.

One Limitation is Resistance to change is common issue. Some staff members may be reluctant to adopt new methods or criteria, especially if they

are used to traditional ways of working. Overcoming this resistance requires strong leadership, clear communication, and evidence of the benefits of the new approach.

QC Circles need dedicated time, support, and sometimes financial resources from management to function effectively. Without this support, the group may struggle to sustain improvements or implement solutions on a wider scale. In developing countries, QC Circles are not just a tool for problem solving they are a driving force for higher quality, safer products, and more efficient industries, making them essential for sustainable growth.

The concept of QC Circles demonstrates that employees are not merely workers but valuable assets of an organization. When employees are encouraged to share their ideas, knowledge, and skills, they become more engaged, motivated, and committed to achieving organizational goals. This participative approach not only helps solve workplace problems effectively but also promotes a culture of teamwork and continuous improvement.

One of the key lessons I learned is the importance of employee involvement in improving quality, productivity, and operational efficiency. This learning has inspired me to promote teamwork, employee participation, and continuous improvement initiatives within my own organization to achieve better quality, higher productivity, and long term success.

In addition to the technical knowledge gained, the program provided an excellent opportunity to interact with participants from different countries, exchange ideas, and learn from diverse experiences and cultures. These interactions broadened my perspective and enriched my overall learning experience.



Binaya Raj Koirala

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Tilganga Institute of Ophthalmology,
Gaushala, Kathmandu, Nepal

WHAT NEPAL'S ENTREPRENEURS CAN LEARN FROM JAPAN'S CORPORATE CULTURE – AND WHY THE BRIDGE ITSELF IS THE OPPORTUNITY

BUILDING BRIDGES BETWEEN BAMBOO AND BINARY



MR. RAUNAK BASKOTA

Tokyo, September 2025: A Room Full of Contrasts

When I walked into the Executive Programme on Corporate Management (EPCM) in Tokyo last September, organised by AOTS, I was one of the few participants from Nepal. Around me sat professionals from across Asia, Africa, the Americas, and beyond, engineers, managers, civil servants, entrepreneurs, each carrying the weight and opportunity of their respective economies. What struck me most, however, was not the diversity of nationalities in that room, but the quiet, almost invisible thread that seemed to run through every Japanese session, every factory visit, every evening discussion over carefully poured tea: the idea that excellence is not an event but a practice.

I returned to Kathmandu with a notebook full of observations, a head full of frameworks, and a growing conviction that Nepal is sitting at a rare and unrepeatable inflection point. The question is whether we will recognise it in time.

What the Japanese Taught Me Without Teaching Me

The EPCM programme is not simply a management course. It is, in many ways, a cultural immersion into the Japanese philosophy of work. Over days of lectures, company visits, and structured dialogue, a few lessons crystallised with particular clarity.

The first was kaizen, continuous improvement, not as a boardroom slogan but as an operational discipline embedded in every layer of an organisation, from the shop floor to the C-suite. In Japan, improvement is not reserved for crisis moments. It happens relentlessly, incrementally, invisibly. A production line is not just optimised once; it is questioned every day. This is deeply at odds with how

many Nepali businesses operate, where we tend to fix things when they break rather than improve them while they work.

The second lesson was the sanctity of process. Japanese corporations do not merely achieve good results, they document, systematise, and institutionalise the pathways to those results. This means that when a key person leaves, the organisation does not collapse; the knowledge lives in the system. For a country like Nepal, where institutional memory is often housed in the heads of individuals and lost when they move on, this is a profound and urgently needed shift.

The third lesson was perhaps the most subtle: the culture of long-term thinking. Japanese firms routinely plan in decades, not quarters. They invest in relationships, in quality, in reputation with a patience that defies the short-term pressures of modern markets. In a Nepali business environment where survival often demands immediacy, cultivating this kind of long-horizon mindset is both difficult and transformative.

These are not new observations. Scholars and consultants have written about Japanese management philosophy for generations. But there is a difference between reading about kaizen in a textbook and watching a mid-level Toyota manager spend forty minutes explaining why a single step in a process was redesigned. That difference is what EPCM gave me.

Nepal's Moment — If We Choose to Take It

Nepal is at an interesting juncture. We have a young, increasingly educated workforce. We have a geographic position between two of the world's largest economies. We have a diaspora spread across Japan, the Gulf, Europe, and North America that is slowly beginning to reinvest not just remittances but knowledge and networks back

into the country. And we have a growing number of Nepali professionals who, like the participants of programmes such as EPCM, are beginning to understand the world's best practices firsthand.

What we have lacked, historically, is the institutional connective tissue, the structures, systems, and relationships that allow global knowledge to flow into local practice. This is the gap. And it is also the opportunity.

Japan, in particular, represents a relationship that Nepal has not yet fully leveraged. Japanese corporations are increasingly interested in markets and talent beyond their borders as their domestic population ages and labour pools shrink. Nepali professionals who speak Japanese, understand Japanese work culture, and can navigate both worlds are extraordinarily rare, and extraordinarily valuable. The alumni of AOTS programmes, the graduates of Ritsumeikan APU and other Japanese universities, the Nepalis who have lived and worked in Japan. We are not simply returnees. We are, potentially, the infrastructure of a new economic relationship.

The Digital Dimension: Where Kumo Labs Fits In

This is the context in which Kumo Labs was founded. Established in late 2024 as a Foreign Direct Investment company in partnership with Ship Inc. of Japan, Kumo Labs is not simply another technology company in Lalitpur. It is, by design, a bridge entity, a company whose very structure embodies the Japan-Nepal connection that many speak of but few have formalised.

Kumo Labs specialises in delivering high-quality digital solutions, with a particular focus on Japanese clients. This means building software that meets Japanese standards of precision and reliability, no small feat, and one that requires not just technical competence but genuine cultural fluency. A Japanese client does not simply want working code; they want transparency in process, meticulous documentation, predictable timelines, and communication styles that reflect respect and clarity. These are not merely professional preferences; they are cultural expectations rooted in the same philosophy I observed at EPCM.

What Kumo Labs is building, therefore, is a model of what Japan-Nepal technology collaboration can look like at its best: Nepali engineering talent, shaped by rigorous standards, delivering value to Japanese organisations while creating skilled employment and knowledge transfer at home. The name itself, 'Kumo,' meaning cloud in Japanese, reflects the company's identity as something that belongs to both skies simultaneously.

But the ambition extends beyond software delivery. The

deeper goal is to demonstrate that Nepali companies can compete and be trusted in demanding international markets, not by cutting corners or competing on price alone, but by genuinely internalising the quality disciplines that make Japanese organisations world-class. In this sense, every project Kumo Labs delivers is also a small act of national brand-building.

Lessons From the Field: Mandala, LDDC, and the Power of Applied Learning

My conviction in the Japan-Nepal bridge did not begin with Kumo Labs. It has been built over more than a decade of moving between these two worlds - living and working in Japan for over ten years, studying and graduating as valedictorian from Ritsumeikan Asia Pacific University, training government officials from Thailand, Cuba, El Salvador, and Cambodia on Japan's One Village One Product (OVOP) methodology, and then returning to Nepal to apply those learnings across very different contexts.

At Mandala Agrifresh, which I co-founded and where I serve as Chief Operations Officer, we applied technology-driven thinking to one of Nepal's most persistent agricultural challenges: post-harvest loss. Farmers in Koshi Province and beyond were losing significant portions of their produce not because of bad farming but because of broken supply chains. By introducing systematic post-harvest management training, drawing on the same structured, process-oriented thinking I had absorbed in Japan, and building market linkages that empowered cooperatives rather than bypassing them, we helped shift the economics for dozens of farming households. The recognition by the Water Energy for Food (WE4F) Global Grand Challenge in 2022 was affirming, but the more important validation came from the farmers and women cooperative members whose incomes improved.

More recently, co-founding the Liver and Digestive Disease Center (LDDC) in Kathmandu has offered yet another lens on what Japanese-influenced thinking can mean in a Nepali context. Healthcare in Nepal has long suffered from the same institutional fragmentation that affects many sectors: talented specialists operating in silos, systems that depend on individuals rather than processes, and a gap between the quality of care available and what patients need. LDDC was built with the intention of changing that, not just as a medical facility, but as an institution designed around patient-centred processes, integrated specialist care, and the kind of operational discipline that produces consistently excellent outcomes.

Across these ventures, agrifood, digital technology, healthcare, the through-line is the same: that the application of structured thinking, long-term orientation, and genuine respect for process can transform outcomes

in Nepali contexts. This is what I brought back from Japan. This is what EPCM reinforced.

The Bridge Is the Business

There is a metaphor I find myself returning to often. For decades, Nepal has been described as a country between two giants, sandwiched between India and China, navigating geopolitical pressures that it cannot control. But there is another way to read that geography: not as vulnerability, but as position. A bridge is not squeezed between two banks. A bridge is what makes movement between them possible.

The same is true of the professionals who move between Nepal and Japan. We are not merely migrants or returning workers. We are translators, of language, certainly, but more importantly of culture, of expectation, of what quality means and how trust is built. In a world where technology increasingly enables remote collaboration and cross-border value creation, this translational capacity is becoming one of the most valuable things a person or a company can offer.

For the AOTS Nepal alumni community, this is our particular inheritance. We have been given, through programmes like EPCM and decades of Japan-Nepal exchange, a firsthand education in how one of the world's most successful economies thinks and works. The question we must each ask, and that I have tried to answer through the companies I have built and the training programmes I have designed, is what we do with that education.

The answer, I believe, is not to replicate Japan in Nepal. Our cultures are different, our histories are different, our constraints and our resources are different. The answer is

to translate, to take what is transferable, to adapt it with intelligence and humility, and to build institutions that reflect both the rigour we have learned abroad and the ingenuity, resilience, and community-centeredness that is distinctly, powerfully Nepali.

A Note to Fellow AOTS Alumni

To those who have participated in AOTS programmes, studied in Japan, or built careers at the intersection of these two countries: you are not simply individuals with interesting professional backgrounds. You are, collectively, a resource that Nepal needs.

The bridge between Japan and Nepal, in technology, in management practice, in agricultural innovation, in healthcare systems design, in governance, will not be built by policy alone. It will be built by people. By people who have stood in both worlds and can see clearly what each has to offer the other. By people who are willing to do the patient, incremental, sometimes unglamorous work of institution-building that turns individual knowledge into collective capability.

That is the work I am committed to. Through Kumo Labs, through Mandala Agrifresh, through LDDC, through the training programmes I design for women entrepreneurs and farming cooperatives and government officials, in every context, the underlying project is the same. Build the bridge. Strengthen it. Keep it open.

Because the traffic, I am convinced, will come.

Raunak Baskota, MBA

Managing Director, Kumo Labs Pvt. Ltd.

Chief Operating Officer, Mandala Agrifresh

Managing Director, Liver and Digestive Disease Center



Lasting organizational success comes from making small, consistent improvements rather than relying only on major innovations. This philosophy has become one of the defining characteristics of Japanese management systems.

— Masaaki Imai

DOMESTIC TRAINING CONDUCTED BY NEPAL AOTS ALUMNI SOCIETY

ENHANCING WORKPLACE SAFETY AND PRODUCTIVITY THROUGH CAPACITY BUILDING



MR. BIDUR KHANAL

The Nepal AOTS Alumni Society (NAOTS) continues to support Nepalese industries by organizing practical training programs that promote Japanese management practices, workplace safety, and continuous improvement. As part of its commitment to human resource development, the Society successfully conducted two domestic training programs at Salt Trading Corporation Limited in May 2025 and MAW Earthmovers Private Limited in April 2026.

5S – Workplace Improvement at Salt Trading Corporation Limited

A one-day training program on “5S – Workplace Improvement” was organized for 39 frontline employees and supervisors of Salt Trading Corporation Limited. The program was inaugurated by the Deputy CEO, who emphasized the importance of employee development, workplace organization, and continuous improvement for enhancing productivity and service quality.

The President of Nepal AOTS Alumni Society welcomed the participants and highlighted the Society’s long-standing contribution to the development of Nepalese industries through training and knowledge sharing.

The technical sessions were conducted by Mr. Ramesh Man Singh and Mr. Bidur Khanal, who explained the importance of teamwork, communication, and workplace discipline using practical examples and video demonstrations. Prof. Dinesh Prasad Chapagain, Advisor to Nepal AOTS Alumni Society, further enriched the program by presenting real-life examples of Japanese management practices and the practical application of the 5S methodology.

Participants learned the five pillars of 5S—Sort, Set in Order, Shine, Standardize, and Sustain—and discussed

how these tools improve workplace efficiency, reduce waste, enhance safety, and create a culture of continuous improvement.

The program concluded with an interactive question-and-answer session, where participants expressed their confidence in applying the concepts learned to improve teamwork and service delivery. The training ended with a Vote of Thanks by Vice President Mr. Prajwal Shrestha, followed by the distribution of certificates to all participants.

Safety Practices and 5S Training at MAW Earthmovers Pvt. Ltd.

Building on the success of the previous program, Nepal AOTS Alumni Society conducted another domestic training program at MAW Earthmovers Private Limited in April 2026. The training covered two important topics:

- Safety Practices in Heavy Equipment Workshops
- 5S – Tools for Workplace Improvement

The program was attended by 25 technical employees and supervisors involved in the maintenance and servicing of heavy equipment. The President of Nepal AOTS Alumni Society welcomed the participants and emphasized that safety and workplace organization are essential for sustainable industrial growth.

The resource persons explained that workplace safety begins with identifying hazards and following safe work practices. Participants learned about the four major categories of workplace hazards: physical, chemical, biological, and ergonomic hazards, along with effective methods for minimizing associated risks.

Special emphasis was placed on the proper use of Personal Protective Equipment (PPE), including safety helmets, gloves, safety shoes, goggles, ear protection, and

appropriate work clothing. The training also covered the safe operation of machinery, electrical safety, emergency preparedness, accident reporting, and the importance of regular maintenance to prevent workplace incidents.

The program highlighted that workplace accidents result in both direct losses, such as medical expenses and compensation, and indirect losses, including equipment damage, production delays, reduced productivity, and reputational harm. Participants were encouraged to integrate 5S principles into their daily work to create safer, cleaner, and more efficient workplaces.

Conclusion

Both training programs demonstrated Nepal AOTS Alumni Society's commitment to strengthening Nepalese industries through knowledge transfer, capacity building, and the promotion of Japanese management practices. The participants appreciated the practical nature of the sessions and expressed confidence in implementing the lessons learned within their organizations.

By promoting 5S, teamwork, and occupational safety, the Society continues to contribute to improved productivity, better workplace culture, and sustainable organizational development across Nepal.

Training Feedback and Response

The training received highly positive feedback from participants. Participants found the sessions on 5S Methodology and Workplace Safety practical, informative, and relevant to their daily work. They expressed confidence in implementing the knowledge gained and recommended conducting similar training programmes regularly with more practical sessions to further strengthen workplace safety and productivity. Following are scores on Full Marks of 4.00.

Dimensions of Training	MAW	SALT Trading
Content Usefulness	3.84	3.97
5S Implementation Ease	3.95	3.95
Presenter Clarity	3.84	3.84
Training Management	3.68	3.81
Training Effectiveness	3.89	4
Time Mgt	3.58	3.63
Average Score	3.8	3.9

"Safety is not merely a rule—it is a culture. Continuous improvement begins with organized workplaces, teamwork, and personal responsibility."



PURE
CASHMERE
PASHMINA
PRODUCTS
MANUFACTURER
& EXPORTER











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VISUAL HIGHLIGHTS





PAST EXECUTIVE COMMITTEES

1991

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

1992

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

1993-1994

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

1994-1996

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

1996-1998

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

1998-1999

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

1999-2000

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

2000-2002

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

2006-2008

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

2002-2004

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

2008-2010

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

2004-2006

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

2010-2012

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

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

2022-2024

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	Er. Shiv Bhushan Lal	Treasurer
6	Mr. Shiva Kumar Shrestha	Joint Secretary
7	Ms. Aju Giri	Internal Auditor
8	Ms. Nishma Bajracharya	Executive Member
9	Ms. Shanta Baskota Koirala	Executive Member
10	Mr. Mukunda Joshi	Executive Member
11	Mr. Mahesh Swar	Executive Member
12	Mr. Naveen Prakash Adhikari	Executive Member
13	Mr. Manish Kumar Agrawal	Executive Member
14	Mr. Raj Kumar Gupta	Executive Member
15	Mr. Rajendra Chapagain	Executive Member

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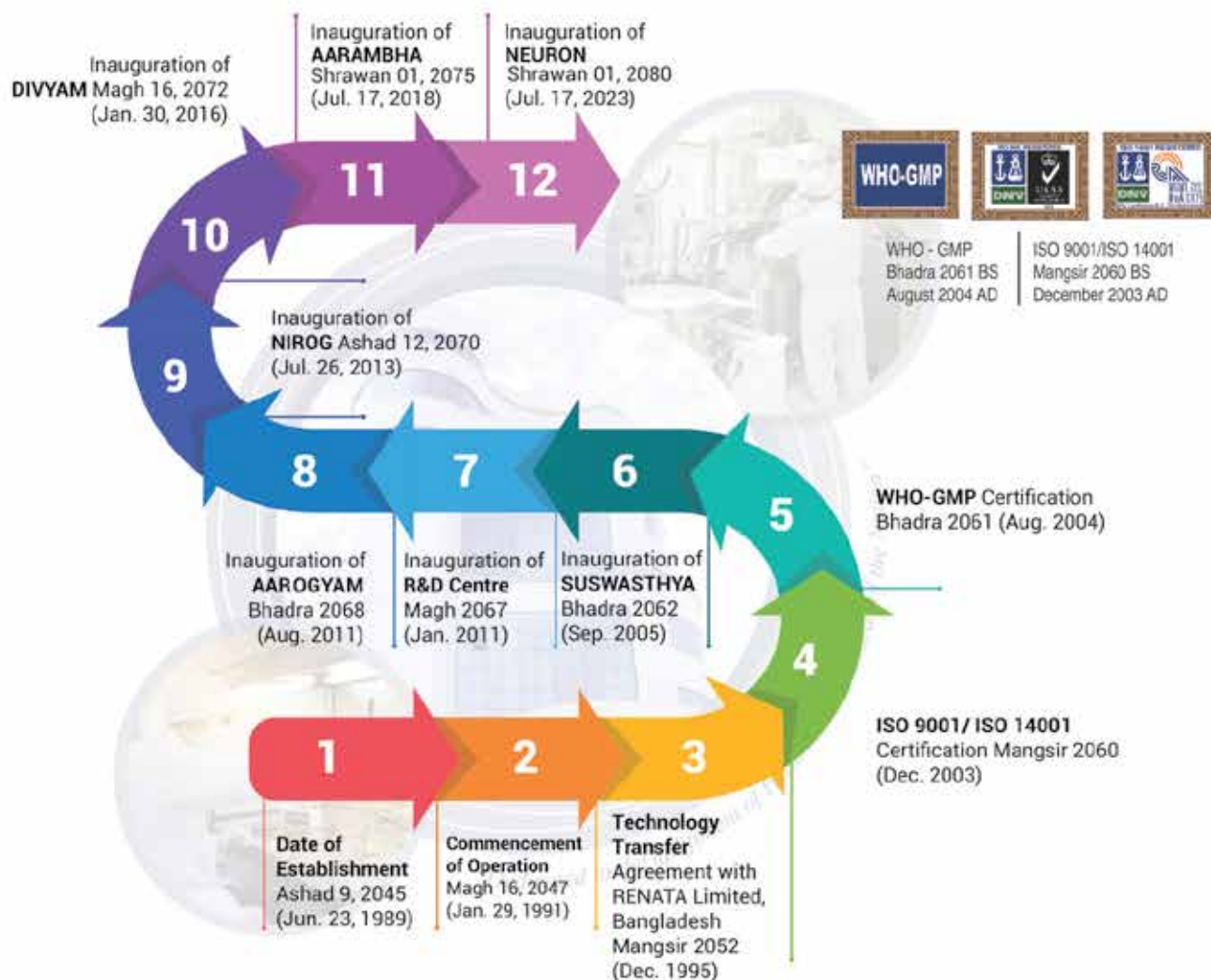
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