

# TALIM

ANNUAL PUBLICATION

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JUNE 1996



NEPAL AOTS ALUMNI SOCIETY

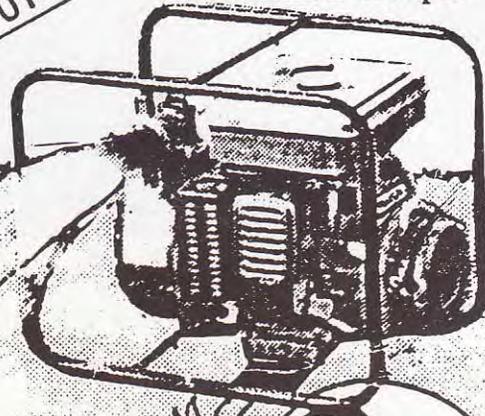
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## EDITORIAL

We are happy to bring out this 6th issue of TALIM in time for the 6th annual general meeting of Nepal AOTS Alumni Society (NAAS) on 26th June 1996. This year's AGM will also hold elections for a new executive body.

The 4th SAFAAS Convention hosted by NAAS in December 1995 was highly successful. NAAS now is proud to have its own building, the Yamamoto Talim Ghar (YTG), which was graciously inaugurated by Mr. Nagaaki Yamamoto, President, AOTS amidst the august gathering of all the delegates of SAFAAS convention. These events are the major milestones in the history of NAAS.

The publication of this issue also coincides with the 40th anniversary of the establishment of Nepal-Japan diplomatic relationship. Nepal - Japan relationship has always been marked with cordiality and Nepal's development process has been greatly enhanced through economic and technical cooperation with Japan. The contributions of AOTS in the human resource development activities in Nepal through NAAS is another important feature that has been enhancing the relations between the two countries even further. NAAS also strives to work with the "Equal Partnership" concept of AOTS to consolidate the Nepal-Japan relations, as well as to further the mutual cooperation throughout the region and beyond.

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# TALIM

Annual Publication of Nepal AOTS Alumni Society

Vol. 6

June, 1996

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Cover : **YAMAMOTO TALIM GHAR**

*Yamamoto Talim Ghar*, located at Koteswor, Ring Road, Kathmandu is the Nepal AOTS Alumni Society's own building built on a land space of 160 sq.m. The three storey building having a total floor area of 224 sq.m. has facilities of an audio visual room, a meeting room, a training hall, a library, a reception/lobby and a pantry.

The NAAS building was formally inaugurated by Mr. N. Yamamoto, President, AOTS on 8th December 1995 during the 4th SAFAAS Convention.

**WITH BEST COMPLIMENTS  
TO  
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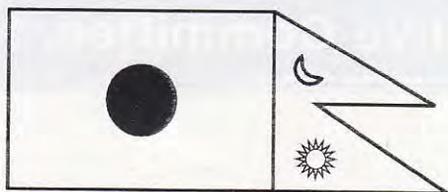
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**NEPAL AOTS ALUMNI SOCIETY**

**Office Address :**

Nepal AOTS Alumni Society  
P.O. Box : 3190, Koteswar, Kathmandu,  
NEPAL  
TEL : 478467 (YTG) 521295, 419841  
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Senior Advocate

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Dillibazar, Kathmandu, Nepal  
Tel No. : 412025, 412759

## Fourth SAFAAS Convention

The fourth convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS) was held in Hotel de l'Annapurna, Kathmandu from 7-8 December 1995.

Mr. Nagaaki Yamamoto, President, AOTS, Dr. AKM Moazzen Hussian, Representative, AOTS Dhaka Office, Mr. Noriyu Takeuchi, Regional Representative, AOTS, New Delhi Office and 40 delegates



representing 15 different alumni societies from Bangladesh, India, Iran, Pakistan, Sri Lanka and Nepal attended the two-day convention. Rt. Hon. Mr. Ram Chandra Poudel, Speaker of the House of Representatives was the chief guest at the opening ceremony which was also attended by among other guests of honour, H. E. Shigenobu Yoshida, the Japanese Ambassador to Nepal and H. E. Yadav Kant Silwal, the then Secretary General of SAARC. The convention concluded with the adoption of the Kathmandu Declaration.

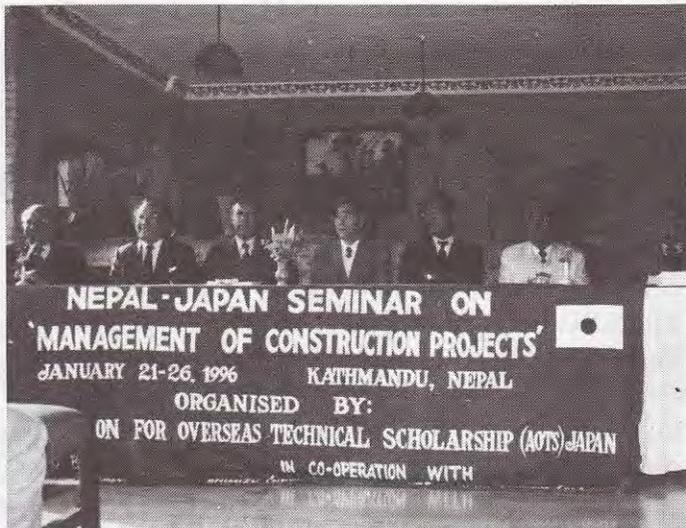
Yamamoto Talim Ghar, the NAAS building, was formally inaugurated by Mr. N. Yamamoto, who also planted a cherry blossom tree in the YTG premises.

An awards presentation ceremony was later held at YTG during which Mr. N. Yamamoto, Dr. AKM Moazzen Hussian, Mr. Purushottam N. Manandhar, Mr. Asoka M. S. Bania and M/s Shimizu Corporation were conferred with various awards for their outstanding contributions towards the development of NAAS.



## AOTS - Shimizu Seminar on Management of Construction Projects

NAAS successfully organised a six-day training seminar on "Management of Construction Projects" at Greenwich Village Hotel in Kathmandu, January 21-26, 1996. The main objective of the training course was to assist Nepal in developing appropriate human resources in the management of construction projects for the further development of construction industries in the country. Altogether, 62 participants affiliated to various construction industries as proprietors, managers or supervisors keenly participated in the training which was implemented by Shimizu Corporation, Japan in cooperation with Shimizu Corporation Nepal and NAAS. Mr. K. Kido from Shimizu Corporation, Japan was the main trainer in the training which included a site visit to the Japanese Embassy complex being constructed by Shimizu itself.



Minister of State Sharad Singh Bhandari inaugurated the seminar amidst a ceremony which was attended by His Excellency Shigenobu Yoshida, Japanese ambassador to Nepal, Dhaka-based AOTS representative and president of Contractors' Association of Nepal. Besides these, a number of local industrialists, businessmen, AOTS members, and journalists attended this ceremony.

The participants enthusiastically attended the seminar and this spirit was summed up by Dr. AKM Hussain, General Manager AOTS Dhaka office, during the certificate distribution and closing ceremony saying that "the full fledged participation of the trainees with zero drop out rate speaks for itself how productive the training had been."



## Seminar on Japanese Management for Improvement of Quality & Productivity

A one day seminar on "Japanese Management for Improvement of Quality and Productivity" was organised on January 27, 1996 at NAAS training center, YTG, Kathmandu. 25 participants from various industrial organisations took part in this seminar, jointly organised by AOTS Japan and Nepal AOTS Alumni Society.



## Seminar on Japanese Management for Improvement of Quality & Productivity

Under the Domestic Lecturing Tour (DLT-2) a two day seminar on "Japanese Management for Improvement of Quality and Productivity" was conducted on 29-30 January, 1996 at Pokhara, Kaski District. The program was jointly organised by AOTS Japan, Nepal AOTS Alumni Society and Pokhara Chamber of Commerce and Industry, Pokhara. 19 participants from various organisations of western Nepal took part in the seminar.

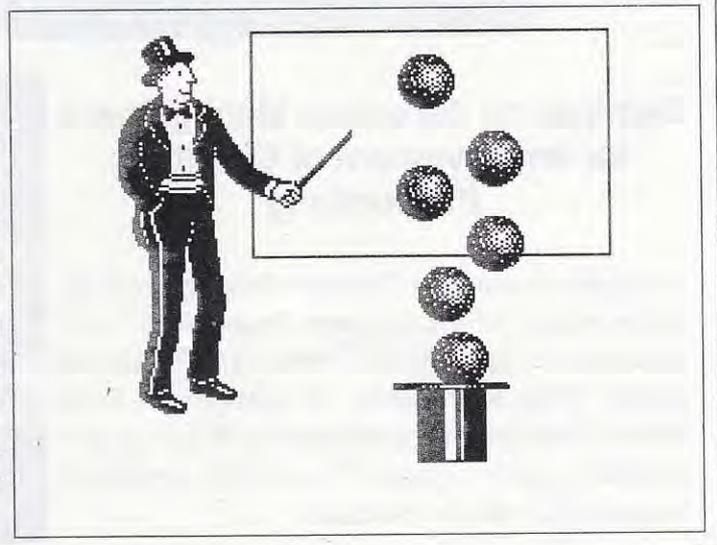


## Workshop on Quality Circle

A 5-day workshop on "Quality Circles in Improving Employee Relations" was organised jointly by AOTS Japan, NAAS and NEBICO Pvt. Ltd. on 1-5 April, 1996 under the Inter Alumni Society Resource Exchange Program of AOTS. Mr. A.M.M. Khairul Bashar, representing the Bangladesh AOTS Alumni Society (BAAS), was the resource person. The workshop program was implemented at a request from NEBICO Pvt. Ltd., one of the pioneering biscuit manufacturing industries in Kathmandu, Nepal. A total of 32 employees of the industry attended the training which was successful in promoting Quality Circles in the factory.

## Seminar on Kaizen

Under the lecturing Tour Program, NAAS organized a half-day Japanese management seminar on "Kaizen" on March 13, 1996 at Yamamoto Talim Ghar. The seminar was conducted by Dr. Seiichi Fujita who is a professor at Sanno College, School of Management and Informatics, Kanagawa. The short but very interesting program on Kaizen conducted by Dr. Fujita was keenly attended by enthusiastic participants by NAAS members and other interested business managers.



## NAAS Training on Basic Tools of Operations Management (BATOM)

A two-day training program was organised by Nepal AOTS Alumni Society (NAAS) on Japanese Management titled "BASIC TOOLS OF OPERATIONS MANAGEMENT (BATOM)" on 23 and 24 February 1996 at the YAMAMOTO TALIM GHAR, Kathmandu with a purpose of disseminating the knowledge gained from training at AOTS, Japan. This training program was thirteenth in the series of human resource development programs of NAAS and second in the series of training on BATOM.

The objective of the BATOM course was to develop basic skills of operations managers and supervisors on tools and techniques required to improve productivity and quality at the operational level of a company. The main topics covered by the course were :

- Introduction to Operations Management
- Workplace Improvement
- Systematic Problem Solving
- Seven Tools of QC.

BATOM-2 was conducted by a team of four resource persons, namely Mr. Madhusudan Bhattarai, Mr. Bidur Khanal, Mr. Ramesh P. Nepal and Mr. Dinesh P. Chapagain,

Altogether 22 operational level managers and supervisors from various industrial units participated in the training program.

## Program for Nepalese Entrepreneurs (PNEE -4)



As part of special activities, Nepal AOTS Alumni Society (NAAS) and AOTS Japan jointly organised PNEE-4 at Osaka from 9-22 May, 1996.

The 16 entrepreneurs who came from various fields of business like manufacturing industry, hotel, construction company, consultancy, etc. left for Japan on 7th May 1996.

An orientation program for the entrepreneurs was organised at the Yamamoto Talim Ghar before their departure to Japan. Mr. Shanta Malla shared his experience with the participants on the similar program he had participated in. Mr. Asta Shakya explained about Japanese tradition and customs. Mr. Madhusudhan Bhattarai briefed the participants about the program itself. This orientation helped the participants to know something about Japan and acquaint with fellow participants better. Also during the orientation program, Mr. Kishore Kumar Pradhan and Mr. Arun Pokhrel were unanimously nominated Team Leader and Deputy Team Leader respectively.

### BAAS, AOTS Training Course on Productivity Improvement Techniques

Under the Inter Alumni Society Resource Exchange Program of AOTS, executive member of NAAS, Mr. Ramesh P. Nepal participated in the BAAS-AOTS training course on "Productivity Improvement Techniques" held in Dhaka, Bangladesh as a resource person. The four day training program organised by the Bangladesh AOTS Alumni Society (BAAS) on 11-14 May 1996 was attended by 23 participants from different sectors of business.



- The main objective of the training course was to
- understand the concept of productivity
  - recognise the need for measurement of productivity
  - identify the factors which affect productivity of an enterprise
  - describe and implement different management and industrial engineering techniques in improving productivity.

### Training on Design and Fabrication of Metal Furniture

Under the Inter Alumni Society Exchange Program NAAS had nominated two candidates, Shyam Prasad Shrestha and Chandra Khanal, for a training program on "Design and Fabrication of Metal Furniture" at OTOBI Ltd. in Dhaka, Bangladesh which was held from 19 May to 9 June, 1996. The program was sponsored under the Inter AOTS Alumni Society Resource Exchange Fund of AOTS, Japan and organised by the Bangladesh AOTS Alumni Society (BAAS).



## Japanese Feature Film Show

As part of the celebration of the 40th anniversary of establishment of Nepal-Japan diplomatic relations, the Embassy of Japan at Kathmandu graciously arranged for the screening of a Japanese film specially for NAAS members and their family at the new Durbar Hotel on 5 May, 1996. The film, *Moving*, directed by Somai Shinji, one of Japan's best directors, was based on the story of how a little six grader girl copes through the turmoils of her parents' separation. The film was breathtakingly compelling, largely due to the beautiful photography and the performances of the main artists.

## Training on Handicrafts

Under the Inter Alumni Society Exchange Program of AOTS, Ms. Nazma Akhtar of Bangladesh visited Kathmandu for a training on "Manufacture and Marketing of Cottage Industry Products" from May 19 to June 2, 1996. Ms. Nazma was nominated by Bangladesh AOTS Alumni Society (BAAS) and during her program which was organized by NAAS, she visited a number of cottage industries manufacturing handknotted carpets, wood carvings and other handicrafts. A welcome dinner was organized by NAAS for Ms. Akhtar on her arrival in Kathmandu.



## NAAS gets a Computer

NAAS has recently purchased a 486 DX2 personal computer along with a printer which was in dire need at the NAAS office at Yamamoto Talim Ghar especially after recruiting a full time office assistant. The computer will greatly facilitate the functioning of the numerous activities of NAAS and relieve some of the active members who have always been kind enough to provide their individual time and also computer aided support for NAAS.



## Training Under AOTS

### Alumni Recommended Scholarship :

This year for the Alumni Recommended Scholarship, four persons are being selected by NAAS for different training programs to be held in Japan. The trainees are :

- |                         |                          |
|-------------------------|--------------------------|
| 1. Mr. Sanam Amatya     | 3. Mr. Surya K. Shrestha |
| 2. Mr. Dinesh Chapagain | 4. Mr. Om K. Shrestha    |

### Alumni Exchange Program :

Under this year's Alumni Exchange Program, two persons from Nepal attended a training in Bangladesh, whereas, a trainee from Bangladesh was invited to attend training in Nepal. The exchange programs were between BAAS and NAAS.

- |                               |                               |
|-------------------------------|-------------------------------|
| a) From Nepal to Bangladesh : | b) From Bangladesh to Nepal : |
| i) Mr. Chandra Khanal         | i) Ms. Nazma Akhtar           |
| ii) Mr. Shyam P. Shrestha     |                               |

## Forthcoming NAAS Programs

1. Domestic Lecturing Tour-3 : Japanese Management for Improvement of Quality and Productivity to be held at Biratnagar
2. OTP-3 : Seminar on Hotel Management in collaboration with Hotel Himalaya
3. Starting Computer school at Yamamoto Talim Ghar
4. OTP-4 : Seminar on Management of Garment Industries
5. Lecturing Tour : Export Promotion
6. PNEE-5 : Focussing specially on export oriented garment industry

### Heart-Felt condolence

We are deeply grieved by the news of sad demise of our Akimoto sensei on 13th December 1995.

Taiki Akimoto sensei, Senior Management Consultant at the Chu-San-Ren (Central Japan Industries Association) had greatly contributed towards the human resource development objectives of NAAS through his lecturing tours under the AOTS programs. We have been privileged to have him with us here three times during his seminars on subjects like Behaviour Modeling for Productivity, Quality Management for Export Promotion and Management for Improvement of Quality and Productivity. Many of us had the benefit of his lively sessions during our training in Japan under the AOTS. We shall greatly miss this fine teacher who was among us during his last visit to Nepal in September 1995. May his kind soul rest in Peace.



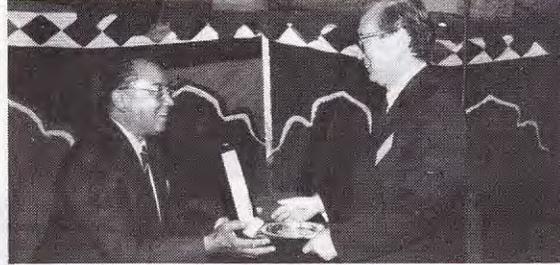
- Nepal AOTS Alumni Society

## Congratulations

During the 4th SAFAAS Convention held on 7-8 December 1995 in Kathmandu, in the presence of the august gathering of all the delegates and guests of honour at the Yamamoto Talim Ghar, various awards were presented to the following people and a corporate body for their outstanding contribution and support to the development of NAAS :

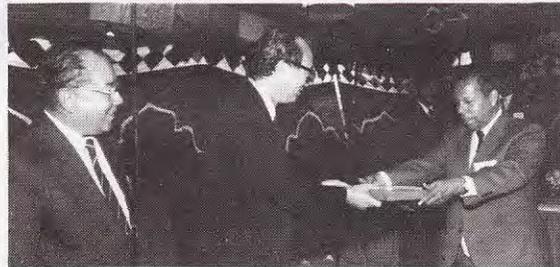
### **SAGARMATHA PURUSKAR**

**Mr. Nagaaki Yamamoto,**  
President, AOTS



### **YAMAMOTO AWARD**

**Dr. AKM Moazzem Hussain,**  
Representative, AOTS Dhaka Office



### **YAMAMOTO AWARD**

**Mr. Purushottam N. Manandhar,**  
President, NAAS



### **YAMAMOTO AWARD**

**Mr. Asoka M. S. Bania,**  
Member, NAAS



### **AWARD OF APPRECIATION**

**M/s Shimizu Corporation,**  
Corporate Member, NAAS



*We congratulate the recipients of the various awards and hope for their continued support to NAAS*



*Kangaerarenai*



*Tottemo Kirei ...*



*Neparu Wa Yokatta Desu*

*Dansu Wa Dekinai No Ni  
No Problem!*



## Fourth Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS)

**I**t was the privilege of Nepal AOTS Alumni Society (NAAS) to host the Fourth Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS) which was held in Hotel de l' Annapurna, Kathmandu from 7-8 December 1995. Mr. Nagaaki Yamamoto, President, Mr. Noriyuki Takeuchi, Regional Representative, AOTS New Delhi Office, Dr. A.K.M. Moazzem Hussain, Representative, AOTS Dhaka and 40 delegates (some with their family members) representing 15 alumni societies from Bangladesh, India, Iran, Pakistan, Sri Lanka and Nepal attended the two-day convention. NAAS, which was registered in 1991, has gained significant momentum within a short period of time and the holding of this convention in the presence of Mr. N. Yamamoto has been one of the highlights of the year and a milestone in its history.

At the opening ceremony, Mr. Purushottam N. Manandhar, Chairman, SAFAAS Executive Board of Management and President, NAAS warmly welcomed all the guests and the representatives on behalf of NAAS and SAFAAS. The formal inauguration began with the

lighting of "panas" by the chief guest, the Right Honorable Mr. Ram Chandra Poudel, Speaker of the House of Representatives. The opening ceremony was also attended by, among others, His Excellency Shigenobu Yoshida, the Japanese Ambassador to Nepal and His Excellency Yadav Kant Silwal, the then Secretary General of the South Asian Association of Regional Cooperation (SAARC). In their addresses, they appreciated the role of AOTS in promoting mutual cooperation and human resource development in particular, which they emphasized was very important for a developing country like Nepal. Mr. Yamamoto, in his address, gave a detailed account of the developing history of AOTS, describing AOTS programs and achievements in developing overseas cooperation. He also praised the cooperative work and achievements of the alumni societies of SAFAAS. Mr. Madhusudhan Bhattarai, Vice President, NAAS delivered the vote of thanks.

In the first session of the convention, the representatives from individual alumni societies

presented reports on their respective activities and achievements in 1995, and put forward working plans and proposals for 1996. Mr. Dinesh Chapagain, delegate designate of NAAS, made a report on the activities of NAAS. The session also reviewed decisions made at the previous SAFAAS convention held in New Delhi.

Different sessions were held in succession to deliberate on the following topics as per the agenda :

- Promotion of Business and Investment among Alumni Members Through the Alumni Linkage
- Strengthening the AOTS Inter Alumni Society Resource Exchange Program
- Information and Cultural Exchanges
- Promoting Friendship Among the Member Societies
- Establishment of a SAFAAS Technical Training and Information Centre in Kathmandu.

The sessions were held in a free and lively atmosphere and enjoyed active participation of all the delegates. Discussions also

centered on the role of FAAA as the secretariat of SAFAAS, compilation of a SAFAAS business directory, hosting of a SAFAAS business convention to include FOSAAS members, etc. The rationale behind the proposal of NAAS for the establishment of a SAFAAS Technical Training and Information Center in Kathmandu was dwelt on at large. In the end, all the representatives were unanimous in the conclusion that cooperative efforts through AOTS was very significant to all the alumni societies.

After the convention, the representatives moved on to the newly constructed NAAS building at Koteswor for the formal opening by Mr. N.

Yamamoto, after whom it was named as "Yamamoto Talim Ghar" (Yamamoto Training Center) or YTG in short. The building was dedicated to Mr. Yamamoto for his untiring support and help to the NAAS activities. Mr. Yamamoto also planted a cherry blossom tree at the YTG premise and, he along with all the representatives, inspected the building. After the formal opening of the YTG, the Kathmandu Declaration was read out.

An awards presentation ceremony was later held at YTG during which Mr. Yamamoto, President, AOTS, Dr. AKM Moazzem Hussain, Representative AOTS Dhaka Office, Mr. Purushottam N. Manandhar, President, NAAS

and Mr. Asoka M. S. Bania, Member, NAAS, and Shimizu Corporation, Corporate Member of NAAS were conferred with various awards for their significant contribution to the development of NAAS. Finally, commemorative gifts were presented and the representatives exchanged gifts on behalf of their alumni societies. In the evening of the first day, a dinner was hosted at the lawns of Hotel de l'Annapurna for all the representatives attending the convention. Similarly, the next day, the convention was wrapped up with a dinner amidst joyous moments of laughter and dance at the YTG. Thus, the Fourth Convention of SAFAAS came to a successful conclusion.

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SAFAAS IN CAMERA



SAFAAS IN CAMERA



# KATHMANDU RESOLUTION

## Resolution passed at the Fourth Convention of South Asian Federation of AOTS Alumni Societies (SAFAAS) held at Kathmandu on December 7-8 1995

In today's global economic scenario, the nations of the world today are more interdependent in every aspect of development in economy, technology, science and culture. It is only with the understanding and cooperation of our mutual dependency can we achieve the overall objectives of economic and industrial development.

SAFAAS, with these objectives, have convened in Kathmandu to exchange ideas and examine our past efforts to further develop cordial friendship and promote technical collaboration for mutual benefits.

The delegates of this fourth convention have jointly resolved as follows:

- 1) Convention places their greeting to the President of AOTS, Mr. Nagaaki Yamamoto whose vision for AOTS has made SAFAAS a reality and whose extraordinary drive and support has contributed to the rapid growth of SAFAAS since its inception in 1991.
- 2) It is resolved that FAAAI has decided to be proactive in its functions and responsibilities as SAFAAS Secretariat as decided in Delhi Resolution Number 7 and 8 FAAAI will receive U.S. \$100 subscription fee after they start functioning.
- 3) It is resolved that FAAAI will compile a business directory of entrepreneurs of AOTS alumni network with their fields of expertise, names, contact addresses, subjects in which they can provide training, type of training wanted and potential areas for business collaborations. FAAAI will send the questionnaires/formats to all alumni societies by January 31, 1996. All the alumni societies should send the filled formats on or before March 31, 1996. FAAAI will compile and publish the directory by July 1, 1996.
- 4) The delegates of the convention greatly appreciate that JASTECA will host the SAFAAS seminar and business convention in Sri Lanka in September, 1996. In this seminar, FOSAAS members will be invited as observers. This seminar will include exhibitions of products and catalogs of companies associated with AOTS alumni members.
- 5) Having identified the need, the delegates of the convention unanimously support the establishment of a technical training and information center in Nepal with the cooperation of SAFAAS member societies. NAAS is kindly requested to identify all the resources necessary as early as possible so that this center can be made operational.
- 6) It is resolved that the NAAS should identify the need and the type of technical training, and should establish a guideline after conducting a survey.
- 7) It is resolved that the fifth SAFAAS convention will be held at Dhaka, Bangladesh in 1998. The convention will be hosted by BAFAAS. The SAFAAS Executive Board of Management is elected and will be effective from June 1, 1996. The

elected officers are as follows:

President - Chairman of BAFAAS  
 Vice President - Mr. Nariman K. Irani  
 Karachi, Pakistan  
 General Secretary - Mr. Rusi Gista  
 Bombay, India  
 Treasurer - BAFAAS Treasurer

Representatives:

Mr. C. L. DeAlwis - Sri Lanka  
 Mr. R. Nepal - Nepal  
 Ms. S. R. Divekar - Pune, India  
 Mr. K. Moosa - Lahore, Pakistan

- 8) It is resolved that FAAAI will publish a SAFAAS newsletter bi-annually. All SAFAAS members are kindly requested to forward all such news for publication to FAAAI Secretariat as and when available.
- 9) The Convention places grateful thanks to Rt. Honorable Ram Chandra Poudel, Speaker of House of Representatives, Nepal for having graced the inaugural session as Chief Guest.
- 10) The Convention places grateful thanks to H.E. Mr. Yadav Kant Silwal, Secretary-General, SAARC and H.E. Mr. S. Yoshida, Ambassador of Japan to Nepal for attending the inaugural ceremony.
- 11) The Convention places grateful thanks to the press and Nepal Television for their extensive converge.
- 12) The delegates of the Convention convey their gratitude to Nepal AOTS Alumni Society and all their executive committee members for their excellent coordination and all the arrangements made for the successful completion of the convention in Kathmandu.
- 13) The Convention places grateful thanks to Mr. N. Yamamoto, President AOTS for offering to introduce a special program for small and medium scale enterprises for SAFAAS region. This program is contingent on the availability of funds.
- 14) The delegates of the convention places on record its appreciation and thanks to staff of Hotel Annapurna for arranging the convention facilities and Hotel Mountain for having made their stay comfortable.

## **Wishing the 6th Annual General Meeting of Nepal AOTS Alumni Society a grand success**



**Kathmandu Maida Mills Pvt. Ltd.**

Balaju Industrial District, P. O. Box 351 Kathmandu, Nepal.  
 Phone : 977-1-272221, 272285 Telex : 2722 NEBICO NP

## 40 YEARS OF NEPAL - JAPAN RELATIONS : AN OVERVIEW

Ramesh Man Singh  
BISCON



Nepal and Japan have enjoyed very close and old relationship which is marked by cordiality and mutual understanding. Besides sharing common bonds of religion and culture, and a comparable political system with constitutional monarchy, these relations have rapidly undergone a qualitative change in the past two decades since the establishment of diplomatic relations in 1956. The common concern for the improvement of a better and meaningful life of the people has moved both the countries to enter into technical and economic cooperation in sectors ranging from education, health and agriculture to power, transportation, telecommunication and human resource development. The assistance offered by Japan in these sectors has been playing an increasingly important role in the socio-economic development of Nepal. As a matter of fact, today Japan has emerged as the most prominent donor country for Nepal.

### Brief History

Almost a century ago, a young Buddhist monk, Rev. Ekai Kawaguchi visited Nepal as the first Japanese while on his way to Tibet in 1899. In 1902, during the Rana regime, a group of eight

Nepalese students went to study in Japan for three years in different trades and returned with new knowledge and greater exposure to the technology of that time. These two events were the chronicled initial direct people to people contact between Nepal and Japan. After formal diplomatic relations was established between the two countries in 1956, the ties were further strengthened through the subsequent state visit to Japan by Their Majesties King Mahendra and Queen Ratna and the visit to Nepal by Their Imperial Highnesses Crown Prince Akihito and Princess Michiko in 1960. These early visits were subsequently followed by many other individuals, both Japanese and Nepalese, whose endeavours have contributed to enhancing the close relationship as it stands today. *(Please see chronology of exchange of significant visits that have shaped Nepal-Japan relations.)*

In the latest development, in 1995, this cordial relationship was further consolidated by the visits of two foreign ministers of Nepal to Japan. The new Bagmati Bridge at Thapathali, Kathmandu, which was completed ahead of scheduled time and opened recently has greatly facilitated the smooth flow of otherwise slow traffic in that juncture linking Patan with Kathmandu. In January, Nepal shared the deep grief at the loss of life and

property due to earthquake in Kobe and extended help to the victims. The starting of Royal Nepal Airlines direct flight between Kathmandu and Osaka last year has helped the steady increase of Japanese tourists who come to enjoy the beautiful scenery and friendly people of Nepal. Nepal's cooperation in the relief and rescue operations to help trapped Japanese trekkers in the tragic avalanche accident in November which took the lives of many Japanese as well as Nepalese has been very much appreciated. Similarly, Japan has been extending strong support to the democratization process in Nepal from the very initial stage.

The year 1996 marks the 40th anniversary of the establishment of diplomatic relations between Nepal and Japan. And the Embassy of Japan in Nepal has been conducting a number of activities to celebrate this happy occasion through exhibitions, cultural programs, festivals, talk programmes and many other events highlighting the development of the Nepal-Japan cordial relations.

### Economic Cooperation

Nepal-Japan economic cooperation started from 1970. Undoubtedly, Japanese economic and technical support, whether in the grant or loan form, has been

instrumental in accelerating the development and nation building process of Nepal. Until 1969, Japan extended only technical cooperation through OTCA (later changed to JICA). From 1970, financial assistance, grant and loan, and volunteer services were added.

The first loan assistance of 36 million yen was provided to NIDC in 1970 by the Export-Import Bank of Japan for the

industrial development of Nepal while the second and the third loan assistance of 4 billion was provided for the construction of Kulekhani No. 1 hydro electric project and subsequently, for the Kulekhani No. 2. Upto October 1982, Japanese economic and technical cooperation with Nepal amounted to 42.4 billion yen (about Rs. 220 crores) out of which 58 percent was provided under grant assistance. As of

1995, more than a billion dollar amount of grants and loan aid including debt relief measures have been disbursed to Nepal under the ODA.

Under the Official Development Assistance (ODA) of Japan, assistance is provided under the five sectors: Social Sector, Economic Infrastructure Sector, Agriculture Sector, Environment Sector, and Industry Sector.

### MAIN ACHIEVEMENTS OF JAPAN'S ODA IN NEPAL

#### Social Sector

- Construction and Expansion of T. U. Teaching Hospital  
(Project Type Technical Cooperation : 1980-96)  
(Grant Aid : 5,942 million yen)
- Water Supply Project  
(Grant Aid : 9 Rural Cities - 4,333 million yen, Kathmandu Valley - 3,372 million yen)

#### Economic Infrastructure Sector

- Provision of Blue Buses (Sajha Bus)
- Construction of Gongabu Bus Terminal in Kathmandu
- Construction of 10 bridges and the new Bagmati Bridge at Thapathali in Kathmandu
- Broadcasting Transmission Services  
(Grant Aid : 4,821 million yen)
- Rural Telecommunication  
(Grant Aid : 6,215 million yen)
- Kulekhani Hydro Power Station  
(Loan : 18,865 million yen)

#### Agriculture Sector

- Provision of Chemical Fertilizers and Agricultural Machinery  
(Grant Aid : 31,472 million yen)

#### Project Type Technical Cooperation :

- Janakpur Agriculture Development (JADP) (1974-84)
- Forestry Extension (1991-94)
- Horticulture Development  
(Phase I) (1985-90)  
(Phase II) (1992-97)
- Community Development and Forest/Watershed Conservation (1994-99)
- Natural Water Fisheries Development (1991-96)

#### Mini Project Type :

- Construction of Quality Improvement Center (1995-98)

#### Environment Sector

- Provision of Gabion Wire for the Protection of River Banks
- Water Induced Disaster Prevention Technical Center (DPTC)

#### Industry Sector

- Udaipur Cement Factory  
(Loan : 1,877 million yen)

### Cultural Grant

Japan has been extending the cultural grants to Nepal under the ODA for several years. The main objective of this grant program is to assist projects designed to help develop educational, cultural activities

and preserve cultural heritage through provision of equipment and services. A number of institutions like the Janak Educational Material Center, Royal Nepal Academy, Geology Department, Center for Nepal and Asian Studies (CNAS) and International Languages

Campus of Tribhuvan University, the National Museum, Kathmandu City Hall, National Sports Council, Nepal Television have benefited from this type of grant which has been enhanced not only in terms of volume, but also in terms of frequency over the years.

### JAPAN'S ODA DISBURSEMENTS TO NEPAL

(\$ Million)

Year	Grants			Net Loan Aid	Total
	Grant Aid	Technical Cooperation	Total		
1989	42.24	14.57	56.81	20.58	77.39
1990	34.27	12.86	47.13	8.04	55.17
1991	44.33	15.52	59.85	67.69	127.55
1992	52.32	24.83	77.16	29.59	106.67
1993	68.11	35.28	103.39	7.50	110.89
Total	535.16	189.97	725.14	203.63	928.79
1994			89.42		
1995			53.29		

Source : 1989-1993 data - Japan's ODA Annual Report 1994  
1994 & 1995 data - Japanese Embassy handouts on Japan Grant Aid to Nepal

### Technical Cooperation Through JICA

The Japan International Cooperation Agency (more familiar as JICA) is the government organization which engages in Japan's international cooperation with developing countries. Japan's growing commitment towards economic cooperation was highlighted when JICA Kathmandu office was opened in 1978. Ever since, JICA has been actively assisting

Nepal through, among others, technical cooperation, grant aid cooperation promotion program, dispatch of Japanese volunteers, development cooperation program, and recruiting and training of qualified Japanese experts for technical cooperation.

1. Training Program : JICA has been accepting Nepalese trainees in such fields as agriculture, administration, health and welfare, construction,

telecommunications, management, education, public works, transport, etc.

2. Expert Dispatch Program : Under this program, Japanese experts have been dispatched to Nepal to work in various areas like agriculture, health, cottage and small scale industries, project management, etc.

3. Equipment Supply Program : Since the early years, when ophthalmological equipment were

supplied to the Eye Hospital in Kathmandu and machinery equipment for the Horticulture Development Project at Kirtipur, Japan has been supplying numerous state of art equipment for various projects like the recent supply of printing equipment to Royal Nepal Academy and materials for construction of primary schools.

4. Project Type Technical Cooperation Program: This is an integrated technical cooperation from planning to implementation phase combining the above three forms, i.e. training, expert dispatch and equipment supply. Some of JICA's major contributions under this program are highlighted here separately. (Please see *Main Achievements of Japan's ODA to Nepal.*)

5. Development Survey Program: Under this program, JICA offers consultancy services through dispatch of experts in field surveys and office work for development projects in the public sector. Some examples are the Survey of Rural Telecommunication System Project, Survey for Kosi River Basin Water Resources Development Project, etc.

6. JOVC: Japanese volunteers in nursing was the largest group followed by the ones in agriculture. Volunteers' efforts have enabled off-season

vegetables like radish, cauliflower, carrot and tomato to be grown in Kakani and Daman. At present, volunteers are also involved in areas of civil engineering, education, handicrafts and forestry.

### Human Resource Development Through AOTS

Another dimension of Nepal-Japan relation that has been emerging as a significant feature is cooperation in human resource development in Nepal through the Association for Overseas Technical Scholarship (AOTS). AOTS, a non-profit organization, was established in 1995 with the support of the Japanese Ministry of International Trade and Industry (MITI). Its main purpose is to promote technical cooperation for the industrialization and development of developing countries and enhance mutual understanding and friendly relationships between those countries and Japan. To date, AOTS has trained approximately 65,000 persons in Japan from about 150 countries including Nepal. The activities of AOTS are financed by Japanese government subsidy, company contributions, and other sources.

In Nepal, AOTS has been conducting various programs in the development of managerial and technical capabilities through

the Nepal AOTS Alumni Society (NAAS) which was established in 1991 by the Nepalese ex-trainees of AOTS training programs. Already more than 500 Nepalese have directly benefitted from various programs of NAAS in cooperation with AOTS, Japan. Some of the major programs carried out by NAAS under the AOTS programs are as follows:

1. Alumni Recommended Training Program: Every year, the alumni recommends 4 to 5 participants, generally managers and middle level managers, for various specialized management and technical training in Japan.
2. Overseas Training Program: AOTS in collaboration with sponsoring Japanese companies, has been sending Japanese resource persons to train Nepalese manpower in sectoral business and industries. Already two 6-day management training seminars have been held for batches of 60 participants in the garment manufacturing and construction industries. Another such training for the management of hotels is soon going to be held.
3. Lecturing Tour Program: Japanese management experts and consultants are sent to Nepal to conduct short seminars for batches of 25 trainees on Japanese Management in various aspects like quality control, productivity improvement, etc.

4. Program for Nepalese Entrepreneurs : Four batches of about 20 Nepalese each have already participated in the special training program for Nepalese entrepreneurs in Japan. The training has been specially designed for entrepreneurship development in Nepal.

5. Inter Alumni Exchange Program : Under the special Alumni Exchange Resource Fund of AOTS, NAAS has been sending both trainees and trainers to Bangladesh and India in cooperation with the AOTS alumni societies in those countries. NAAS has also been reciprocating by inviting trainees and trainers of those countries.

6. Domestic Lecturing Tour Program : NAAS has been conducting management training programs in various parts of the country in collaboration with the local chambers of commerce and industry. Such programmes have been conducted in Hetauda, Pokhara and Biratnagar.

### **Highlights of Other Forms of Cooperation**

Besides all those already mentioned, lately Japan has been putting lots of emphasis on

directing closer relations at the people's level. Contacts in institutional, business and NGOs and local government levels are noteworthy. Some of the other areas of Japan's involvement in Nepal are as follows :

1. Performing Arts : Japan has so far dispatched several cultural troupes to perform Japanese culture in Nepal. Osuwa Daiko (Drums), Hougaku and Japan Minyo Group are some of the performances made in Nepal. Similarly from Nepal, the Japan Foundation invited Nepalese Traditional Performing Arts (Mahakali Pyakhan) to participate in the Asian Performing Arts Show in Tokyo in 1981. In 1987, a group of artists from the Royal Nepal Academy was also invited to Japan by the Foundation to make stage performances.

2. Scholarships and Fellowships: Besides JICA trainings, Japan offers various scholarship and fellowship programs to Nepalese students and scholars to pursue higher studies in Japan.

3. Support for Japanese Language Education : The Japan Foundation is providing substantial support through Japanese language schools for the promotion of Japanese language education in Nepal. It is learnt that there are

more than 25 Japanese language schools in the Kathmandu valley run by private people.

4. Scientific and Cultural Studies: Japanese academic and research institutes have dispatched teams to conduct scientific and cultural studies in Nepal notably in several areas of anthropological and socio-cultural studies, research in the climatology and vegetation in the Himalayas, studies on hypertension and so on.

5. Mountain Expeditions : There is a long history of Japanese mountain climbing expedition in Nepal starting with the Mt. Annapurna expedition in 1953 . In 1989, Japan joined the successful tripartite China-Japan-Nepal Chomolongma (Sagarmatha) Expedition.

### **Private Level Cooperation**

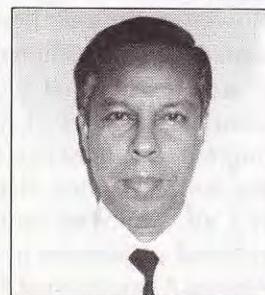
In recent times, almost parallel to the official level cooperation, Japanese individuals and non-government agencies have been extending substantial assistance in virtually all conceivable areas, most prominently in community development, health care, preservation of culture and heritage, joint mountaineering and scientific expeditions,

**CHRONOLOGY OF MAJOR EVENTS IN NEPAL-JAPAN RELATIONS**

- 1899 Rev. Ekai Kawaguchi visited Nepal as a first Japanese
- 1902 A group of 8 Nepalese students sent to Japan for study till 1905
- 1953 The first Japanese Himalayan expedition to Mt. Annapurna
- 1956 Nepal-Japan diplomatic relations established
- 1960 King Mahendra and Queen Ratna paid an official visit to Japan
- 1960 Their Imperial Highnesses Crown Prince Akihito and Princess Michiko paid a visit to Nepal
- 1964 Japan-Nepal Society founded
- 1965 Royal Nepalese Embassy established in Tokyo
- 1967 His Royal Highness the Crown Prince Birendra stayed for sometime in Japan for study
- 1968 Japanese Embassy established in Kathmandu
- 1970 Their Imperial Highnesses the Prince and Princess Hitachi visited Nepal to attend the Wedding Ceremony of then Crown Prince Birendra
- 1970 King Mahendra and Queen Ratna paid a visit to Japan to attend the Expo '70 in Osaka
- 1970 Nepal-Japan Society founded (reorganized as Nepal-Japan Friendship and Cultural Association in 1980)
- 1974 Gyanendra Bahadur Karki, Minister of Foreign Affairs of Nepal visited Japan
- 1974 Rastriya Panchayat Chairman Nain Bahadur Swar visited Japan
- 1975 Their Imperial Highnesses Crown Prince Akihito and Princess Michiko visited Nepal to attend the Coronation of His Majesty King Birendra
- 1975 Their Royal Highnesses Prince Gyanendra and Princess Komal visited Japan
- 1977 Parliamentary Vice Minister of Foreign Affairs, Keiwa Okuda paid an official visit to Nepal
- 1977 Iichiro Hatoyama, Minister of Foreign Affairs of Japan paid an official visit to Nepal
- 1977 Krishna Raj Aryal, Minister of Foreign Affairs of Nepal paid an official visit to Japan
- 1978 Their Majesties King Birendra and Queen Aishwarya paid a state visit to Japan
- 1978 Japan-Nepal Parliamentary Friendship Association established
- 1980 Parliamentary Vice Minister of Foreign Affairs, Kazuo Aichi visited Nepal
- 1985 Princess Chichibu of Japan paid a visit to Nepal
- 1987 Foreign Minister Shailendra Kumar Upadhyaya paid an official visit to Japan
- 1987 His Imperial Highness Prince Naruhito paid a visit to Nepal
- 1989 His Royal Highness Prince Gyanendra represented Nepal at the Funeral Ceremony of Late His Majesty Emperor Hirohito
- 1990 His Royal Highness Crown Prince Dipendra represented Nepal at the Enthronement Ceremony of His Majesty Emperor Akihito
- 1991 The Japanese Parliamentary Election Observation Mission led by Keiwa Okuda, President of Japan-Nepal Parliamentarians Friendship League visited Nepal
- 1991 Finance Minister Ryutaro Hashimoto of Japan visited Nepal
- 1991 Acting President of Nepali Congress, Mr. Krishna Prasad Bhattarai paid a visit to Japan
- 1995 Deputy Prime Minister and Minister of Foreign Affairs, Mr. Madhav Kumar Nepal paid an official visit to Japan
- 1995 Minister of Foreign Affairs of Nepal, Dr. Prakash Chandra Lohani visited Japan
- 1996 International Buddhist Research Center constructed at Lumbini by the Reiyukai International was inaugurated by His Majesty King Birendra

# Aiming Towards The Self-Reliant Process of Technology Transfer by BAAS/CAAS/NAAS

Dr. AKM Moazzem Hussain  
Representative, AOTS Dhaka Office



## 1. Introduction

During my student life in Japan (1961-71) I had the opportunity of becoming very close to Late Hozumi-Sensei, the founder of AOTS. He always used to say to me and to the other Asian students like me, "Study hard, pick up the good things of Japan and then try to apply those for development of your own country as well as the neighbouring countries which are less developed than yours". He further said, "Japan looks like prospering at the moment, but it cannot survive alone; for its own survival, Japan must support and help the Asian countries in their development process and your country must stand on its own feet within the shortest possible time". These words of Hozumi-Sensei, inscribed in my heart like the verses of a holy book, have been reminding me of my duties every moment during the last 30 years.

According to the law of nature, Hozumi-Sensei passed away in due course and Mr. Nagaaki Yamamoto became his successor in the early eighties. Mr. Yamamoto, having been exposed to the UNIDO activities for a decade, introduced his new slogan of "Equal Partnership" between AOTS and its alumni societies irrespective of national boundaries and economic situations. This slogan, based on the respect of human dignity, gave a tremendous boost in exploring the dormant but unlimited potential of the

AOTS alumni societies throughout the world.

To explain his concept of "Equal Partnership" Mr. Yamamoto has been saying to the alumni societies, "If you try to do something meaningful out of your own initiative and need some help to accomplish your objectives, AOTS will always come forward to support you within its limited resources". In other words – "Don't expect anything free one-sidedly from AOTS". In no time this slogan started to change the attitude of the alumni societies and for the first time, they really came to realize that they themselves must think and initiate something at first. That means, they got the stimulus for self-reliance.

Within a decade of Yamamoto administration, the AOTS alumni societies here and there came up with concrete proposals for establishment of their offices or training centres by themselves. Most of the proposals received sympathetic consideration of Mr. Yamamoto.

Under the spirit of equal partnership, the achievements made so far by the AOTS alumni societies in Bangladesh and Nepal are briefly explained in this article as examples of success towards the self-reliant process of technology transfer.

## 2. Bangladesh AOTS Alumni Society (BAAS)

The root of BAAS dates back to 1968 when a group of AOTS

ex-trainees in Dhaka formed the Asia Bunka Kaikan Dosokai (ABKD) which was reorganized by the writer in 1972 just after the independence of Bangladesh. The activities of ABKD were mainly culture-oriented supported by the Embassy of Japan in Dhaka.

During the next decade, a lot of changes took place at AOTS HQ including the change of the Director General and shifting of the HQ to TKC at Kita Senju. Under the changed circumstances and in response to a general call from AOTS HQ, the majority members of ABKD in Dhaka formed an exclusive AOTS Alumni Association in 1982 to concentrate mainly on technical activities under the support of AOTS. The first overseas training program of AOTS for Bangladesh (Maintenance of Diesel Engine by Kubota Limited) was implemented in Dhaka in 1983 and this program opened up a new horizon of alumni activities. To give further support to the alumni activities, AOTS opened its Dhaka Office under the administration of its Bangkok Office in 1984. This was a bold step taken by Mr. Yamamoto.

The magnitude of alumni activities grew many folds quickly and AOTS HQ appointed the writer (a Bangladesh citizen) in 1987 to look after the Dhaka Office as the Deputy Representative. Just after one year, the post was elevated to Representative under the direct control of AOTS HQ.

However, an unexpected turmoil started within the alumni on the issue of an election result and the conflict went to the court of justice which lingered for almost two years without any justified verdict. Naturally, AOTS HQ got annoyed and decided to suspend its support to the litigated Alumni Association of Dhaka.

To overcome such an undesirable and damaging situation, the majority members of the Alumni Association again reorganized themselves in 1990 as Bangladesh AOTS Alumni Society (BAAS). Since then, BAAS got continued support from AOTS.

AOTS started the Program for Bangladeshi Entrepreneurs (PBGE) in 1990 and the participants of this special program (which continued in the following years) became a new power to propel BAAS towards a very rapid development in terms of both organization and financial capability.

In 1992, BAAS procured, with its accumulated fund and some advance rent from AOTS Dhaka Office, 180 sq.m. of floor space in a newly constructed modern building, Eastern Plaza, located in the central part of Dhaka city to establish "BAAS - AOTS Training Centre" which was officially inaugurated by Mr. Nagaaki Yamamoto in March 1993. Since then, the Centre continued to function very effectively offering regular Japanese language courses and training courses/seminars on the Japanese style of management. So far the Centre conducted 22 Japanese language courses and more than 40 training courses/seminars related to Japanese management with the help of alumni experts who were trained in Japan by AOTS. Some of the training courses/seminars have been implemented as "Domestic Lecturing

Tours" at smaller cities of the country, namely, Khulna, Rajshahi, Faridpur and Barisal. These activities have been appreciated very much by the concerned authorities in Bangladesh and received wide publicity in the mass media.

Apart from the Domestic Lecturing Tours, BAAS successfully implemented at least one Overseas Lecturing Tour of AOTS in Dhaka every year on different aspects of Japanese management. BAAS also cooperated very actively in implementing altogether 17 Overseas Training Courses of AOTS in Dhaka so far. The areas covered by these training courses are Maintenance of Diesel Engine, Maintenance of Motorcycles, Energy Conservation of Industrial Boilers, Maintenance of Industrial Sewing Machines, Management of Garment Industry, Management of Construction Projects, and Digital Telecommunication Technology. Significant contribution has been made in the development of human resources locally through these courses.

BAAS continued to explore new areas for HRD and established the AOTS Alumni Computer School (AACS) on a newly acquired additional space of 80 sq.m. on the same floor of the BAAS-AOTS Training Centre with donations raised from the members and a loan from AOTS. The Computer School was formally inaugurated by Mr. Nagaaki Yamamoto in January 1995 when AOTS Dhaka Office celebrated its 10th anniversary of establishment. Since then, AOTS has been supporting the School in the form of providing the salary of one instructor-cum-coordinator. This assistance will

be phased out by the end of FY1996. AACS, being run by a very capable School Committee on non-profit basis, became a centre of attraction very quickly. During the last 15 months the School implemented 25 courses involving more than 300 students. Out of these courses, 3 courses were specially designed for two government departments (Road and Highways and Water Development Board) of Bangladesh. These facts indicate the initial success of the School in the context of the need of the country.

To cater to the specialized needs of different clients, AACS is now aiming at some expansion in terms of additional adjacent space and more powerful hardwares. Hopefully, this will be accomplished within FY1996. Meanwhile, BAAS is in the process of refunding the AOTS loan in one installment out of the further advance rent of AOTS Dhaka Office.

BAAS has initiated the Quality Movement in Bangladesh through the formation of a "TQM Club" in 1995. The Club is now in the process of publishing booklets and posters in Bengali language on the different aspects of Japanese management and helping the local industries which are very keen to implement TQM activities such as "QC Circles".

BAAS has recently submitted a 5-year plan of activities to AOTS HQ which indicates that the need of assistance of AOTS to the BAAS activities will decrease year by year and will be completely phased out by the end of FY2000. This indicates the self-reliant attitude of BAAS which has been resulted through following the principle of "Equal Partnership" introduced by Mr. Yamamoto more than a decade ago.

### 3. Chattagram AOTS Alumni Society (CAAS)

The origin of CAAS dates back to 1970 when ABK Dosokai was established in Chittagong. But for a very long time this society did not have much activities. In 1988, the majority members of this society reorganized themselves into CAAS under the guidance of the writer to undertake more and more technical activities. Since then, CAAS continued to undertake similar activities like BAAS and it established an independent office on rental basis in 1992. CAAS has recently applied to Chittagong City Corporation for a piece of land to establish its own Training Centre by the year 2000.

Meanwhile, to promote mutual cooperation between BAAS and CAAS, a national federation called "Bangladesh Federation of AOTS Alumni Societies (BAFAAS)" was established in January 1995.

### 4. Nepal AOTS Alumni Society (NAAS)

Under the guidance of AOTS Dhaka Office, NAAS was formally established in July 1989 and the first general meeting of the Society was attended by the writer along with Mr. Y. Shiota of AOTS HQ in December of the same year. Since then, NAAS continued to grow step by step with the generous support of AOTS HQ on "Equal Partnership" basis and under the guidance of AOTS Dhaka Office. The personal attention of Mr. Nagaaki Yamamoto, the then Director General of AOTS, helped them to build up a strong foundation of self-confidence.

The activities of NAAS continued to grow more or less in the same pattern of BAAS. The seminars/

training courses on different aspects of Japanese management conducted by the NAAS experts at Kathmandu and at other cities like Hetauda and Pokhara made significant contribution in improving the management capability of many Nepalese industries.

The special program of AOTS for Nepalese Entrepreneurs (PNEE) started in 1993 and the participants of this program became the main motive force to propel the development of NAAS one step further. In the same year, NAAS purchased a small piece of land (160 sq. m.) within the city area of Kathmandu with its own accumulated fund with the aim of constructing the NAAS building. At the beginning, such idea was laughed at by many people due to the small membership of NAAS (about 120 members) and the huge financial involvement for the purpose. But the writer encouraged them to go ahead with strong will force and mutual integrity.

As the first step, NAAS started a vigorous fund-raising campaign among its members and potential outsiders. The result was amazing. Almost 25% of the estimated cost was raised within several months. At this stage, a formal proposal was submitted to AOTS HQ requesting for possible assistance. Mr. Yamamoto came forward with his helping hand and NAAS was granted a loan equivalent to 50% of the total project cost. The writer was given the honor to lay the foundation of the NAAS building (having a total floor area of 244 sq. m.) in September 1994 when the real challenge started. To reduce the construction cost, most of the things were done by NAAS members on purely voluntary basis when each member has his own job to earn his

bread. So, it was difficult task to be accomplished.

However, the NAAS members proved that there is nothing impossible in this world. Many of them sacrificed their precious time for the NAAS building to mobilise the resources in time and to supervise the work. As a result, the building was completed exactly in one year time as per the original target and the NAAS dream came true.

To show respect to Mr. Nagaaki Yamamoto, the President of AOTS, and in recognition of his continuous support to NAAS, the building has been named as "YAMAMOTO TALIM GHAR (YTG)" meaning Yamamoto Training Centre - which was officially inaugurated by Mr. Yamamoto on 8 December 1995 in presence of the delegates of the 4th SAFAAS Convention which was also hosted by NAAS in Kathmandu very successfully. In fact, the delegates were extremely surprised to see that such a significant achievement was possible to accomplish by a small society like NAAS.

The first activity at YTG started in January 1996 with a one-day seminar on Japanese management. It is now planned to have at least one such activity and some other training courses at YTG every month. In addition, Japanese language and Ikebana courses are also planned to be introduced very soon.

The next stage of development of YTG will be to house the NAAS Computer School. A fund-raising campaign for the school has already started and Mr. Yamamoto has recently made generous personal contribution for the purpose. The school is now proposed to be inaugurated by Mr. Yamamoto in August this year.

Like BAAS, NAAS has also proved that the concept of "Equal Partnership" is feasible even in a country having the per capital income of less than US\$ 200.

#### 5. NAAS - BAAS Cooperation Through the Alumni Exchange Program of AOTS

The Inter AOTS Alumni Society Resource Exchange Fund, which is still in the process of accumulating fund to reach the target amount of 100 million Yen, has created a new era for inter alumni cooperation in the field of HRD. Till such time the fund is fully established and functional, AOTS has been providing a special allocation in limited scale to encourage the alumni exchange activities. NAAS was the first alumni society to take advantage of this facility in sending a trainee to Bangladesh (BAAS being the host alumni society) in January 1991 for a 6-week training program on "Maintenance of Motorcycles". Since then, NAAS has been sending two trainees to Bangladesh every year and the areas covered so far are Automobile Maintenance, Welding and NTD, Civil Construction,

Assembly and Maintenance of Colour TV, Assembly and Maintenance of UPSs and Voltage Stabilizers, and Design and Fabrication of Metal Furniture.

The exchange program was not purely one-sided. So far, BAAS also sent two trainees to Nepal - one for Himalayan Architecture (Wood Carving) and the other for Manufacture and Marketing of Cottage Industry Products.

NAAS-BAAS cooperations has not been limited to the exchange of trainees only. BAAS was the first alumni society to send an expert (Ex-trainee of AOTS) to Nepal in 1995 to conduct a training course on "5S and QC Circle". The expert made a second visit to Nepal in March 1996 to conduct a follow-up program. According to the schedule for FY1996, BAAS will send one expert to Nepal and NAAS will send one expert to Bangladesh to conduct jointly a training course on "Productivity Improvement Techniques" at Kathmandu and Dhaka respectively. The exchange of experts between BAAS and NAAS has opened a new dimension in the

alumni exchange program of AOTS.

Finally, it can be said that NAAS and BAAS, both being members of SAFAAS, have established an unique example of "South-South Cooperation" for HRD through the provision of the Alumni Exchange Fund of AOTS. This is a great contribution of AOTS in helping the developing countries and such efforts must continue so that more and more alumni societies of the AOTS family can follow the examples of cooperation set by BAAS and NAAS.

#### 6. Conclusion

I believe that nobody can help us unless and until we try to help ourselves. The efforts of AOTS, as initiated by Late Hozumi-Sensei and nurtured by his successor Mr. Nagaaki Yamamoto, can work only as catalyst in the process of our self-reliant endeavour for HRD through technology transfer for development and prosperity of our developing countries. So, let us go ahead with the concept of "Equal Partnership" and try our best to stand completely on our own feet within the shortest possible time.

**Wishing the 6th Annual General Meeting of  
Nepal AOTS Alumni Society  
a grand success**

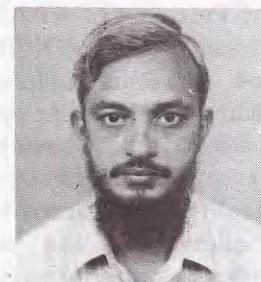
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## Quality Circles in Improving Employee Relations In Nepal

A. M. M. Khairul Bashar

(Management and HRD specialist in Bangladesh)



### Abstract

Quality Circle activities has started in NEBICO Private Limited, a biscuit manufacturing industry in Kathmandu, Nepal. The programme has been assisted under AOTS Inter-Alumni Exchange Fund. I visited Nepal from 31 March to 7 April 1996, during which QC activities in NEBICO has been initiated. This is the second exchange programme in the region under AOTS Alumni Exchange Fund. Earlier, QC activities were promoted in Nepal Synthetic Industries at Hetauda, Nepal.

### Introduction

The programme has been implemented following a request from NEBICO Private Limited through Nepal AOTS Alumni Society (NAAS) which was supported by the authorities in AOTS Headquarters. I reached Nepal on 31 March, 1996 and had a meeting with the authorities of NEBICO on the same day. In the meeting, the management authorities were briefed thoroughly regarding their responsibilities in promoting QC activities and employees learning. Following detailed discussion, the management expressed its desire to involve the employees working in 'A' and 'B' shift in Quality Circle workshop. This emphasized the need for organising two workshops on the same day. One workshop from 10 a.m. to 1 p.m. for 'B' shift employees and the other from 2 p.m. to 5 p.m. for 'A' shift employees. This was agreed considering the

greater interest of the employees and the management.

### Objective

The objective of the programme was set as follows on the first day:

- Formation of Quality Circles in NEBICO through training and motivation.
- Selection and nomination of at least 3 facilitators and developing their aptitude.
- Formation of a steering committee to promote Quality Circles in NEBICO.

### QC Workshop

The inauguration ceremony was attended by top officials of NEBICO and NAAS. The programme was held in the meeting room of NEBICO. Mr. Pashupati Singh, Production Manager, NEBICO, who is also a NAAS alumni assisted the workshops and also worked as interpreter.

The issues which were dealt with were

- Evolution of Quality Circles in Japan
- How do QC's work ?
- Problem solving, QC Tools with practice sessions
- Working together
- Dealing with problems in QC
- Management presentation.

The programme was interactive in nature and the participants were

allowed to work in groups followed by presentation. Participants were allowed to practice data collection and analysis.

During the training programme, participants organized themselves into 5 Quality Circles (list attached) with due consideration of their working place. The circle members also decided a promising name, a slogan, a leader, and a weekly meeting date for their circles. Three facilitators were identified to help the promotion of circles. They are Mr. Pashupati Singh, Production Manager, Mr. Rup Kumar Shakya, Asst. Production Manager and Mr. Dharma Bahadur Shakya, Laboratory Assistant. All of them attended the two workshops. Besides, representatives from NAAS were present by turn in all the sessions. This helped in group discussions. The facilitators were briefed by the resource speaker about their role in promoting Quality Circles.

In total, 32 participants attended the training course which also included trade union leaders. The president of Collective Bargaining Agent (CBA) attended the course voluntarily who showed keen interest and assured his commitment to help promote Quality Circles in NEBICO.

The closing ceremony was attended by the corporate leaders of NEBICO. The Managing Director was the chief guest who distributed certificates among the participants prepared by NAAS.

The representatives of the participants,

the President of NAAS, Mr. B. L. Shrestha, Director, NEBICO, myself and Mr. Ramesh Nepal of NAAS, addressed the closing ceremony. The formation of a Steering Committee having 16 members to promote Quality Circle activities has been declared by the management authorities with strong commitment.

On the final day, among other things, it became apparent that the training programme has been successful in building trust and improving relationship between the management and the employees. The enthusiasm of the workers was noticeable to all guests. Complaint was heard regarding exclusion of employees working in 'C' shift. Management authorities assured to organise another training programme for them with the help of Mr. P. Singh, Production Manager. Copies of training materials were given to him who also experienced the two workshops. Both sides understood that Quality is important to both of them as well as important to the customers. This is leading to the development of a learning culture and making continuous efforts for improvement.

#### Recommendations and Conclusion

The training programme in NEBICO has been beneficial in improving the relationship between the management and the employees. Quality Circles and Steering Committee were formed. Facilitators appointed. It is necessary to continue this effort of improvement by NEBICO.

NAAS has started a wave of change in Nepal. Its cooperation is whole hearted and support is enthusiastic. It is very important to continue this effort. To help continuous effort of learning, it may concentrate on development of trainers and organising more training courses on various other issues of management.

#### LIST OF QUALITY CIRCLES FORMED

Name of the Circle :

#### "QUALITY AND PRODUCTIVITY IMPROVEMENT TEAM"

Slogan :

"Unity among all Friends"

Leader :

1. Purna Man Shakya

Members :

2. Hira Devi Dangol
3. Hari Krishna Maharjan
4. Rajendra Malakar

Meeting Time :

Each Friday at 10:00 a.m.

Name of the Circle :

#### "NEBICO Q. C. C. GROUP"

Slogan :

"Where there is Nebico, there is customer satisfaction."

Leader :

1. Surendra Man Shakya

Members :

2. Kumar Prasad Gautam
3. Sita Ram Thapa
4. Brajesh Prasad Poudel
5. Dambar Bahadur Sunuwar
6. Indra Bahadur Chakatu
7. Bal Krishna Bhadel
8. Shree Krishna Shrestha

Meeting Time :

Each Thursday at 02:30 p.m.

Name of the Circle :

#### "CREATIVE QUALITY CIRCLE"

Slogan : "Unity in Productivity Improvement and High Quality"

Leader :

1. Gita Ram Ghimire

Members :

2. Kanchha Thapa
3. Ramesh Tandukar
4. Indra Bahadur Lama
5. Chandra Bahadur Chhetri
6. Damodar Dhital
7. Purushottam Man Shrestha

Meeting Time :

Each Friday at 10:00 a.m.

Name of the Circle :

#### "NEBICO WORKERS CIRCLE"

Slogan : "Creators not destructors"

Leader :

1. Satya Narayan Tandukar

Members :

2. Harsha Maharjan
3. Narayan Devkota
4. Uttam Mudavari
5. Rameshwar Fuyal
6. Surya Narayan Tandukar
7. Bal Hari Rawal
8. Surendra Mudavari

Meeting Time :

Each Friday at 10:00 a.m.

Name of the Circle :

#### "FREEDOM QUALITY CIRCLE"

Slogan : "Do work and be respectable"

Leader :

1. Chandra Kumari Joshi

Members :

2. Gyanu Adhikari
3. Purna Laxmi Shrestha
4. Rabindra Shrestha
5. Ramesh Kumar Khadka

Meeting Time :

Each Friday at 10:00 a.m.

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**June 26, 1996**

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**Tel. : 271140**

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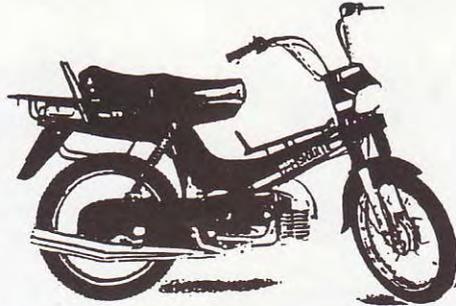
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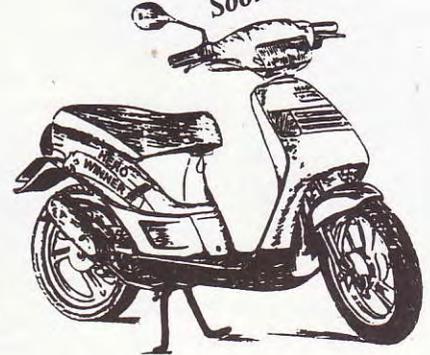
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