

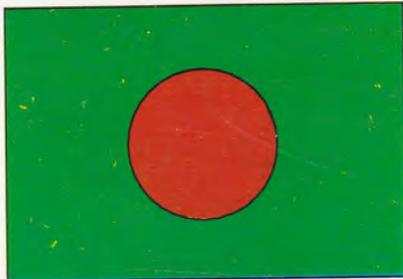
# TALIM

ANNUAL PUBLICATION

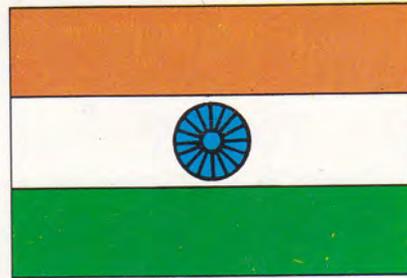
**SPECIAL ISSUE**

VOL. 5

DECEMBER 1995



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**SAFAAS**

KATHMANDU'95



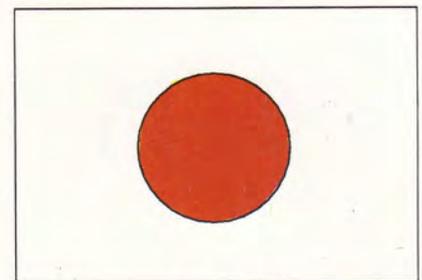
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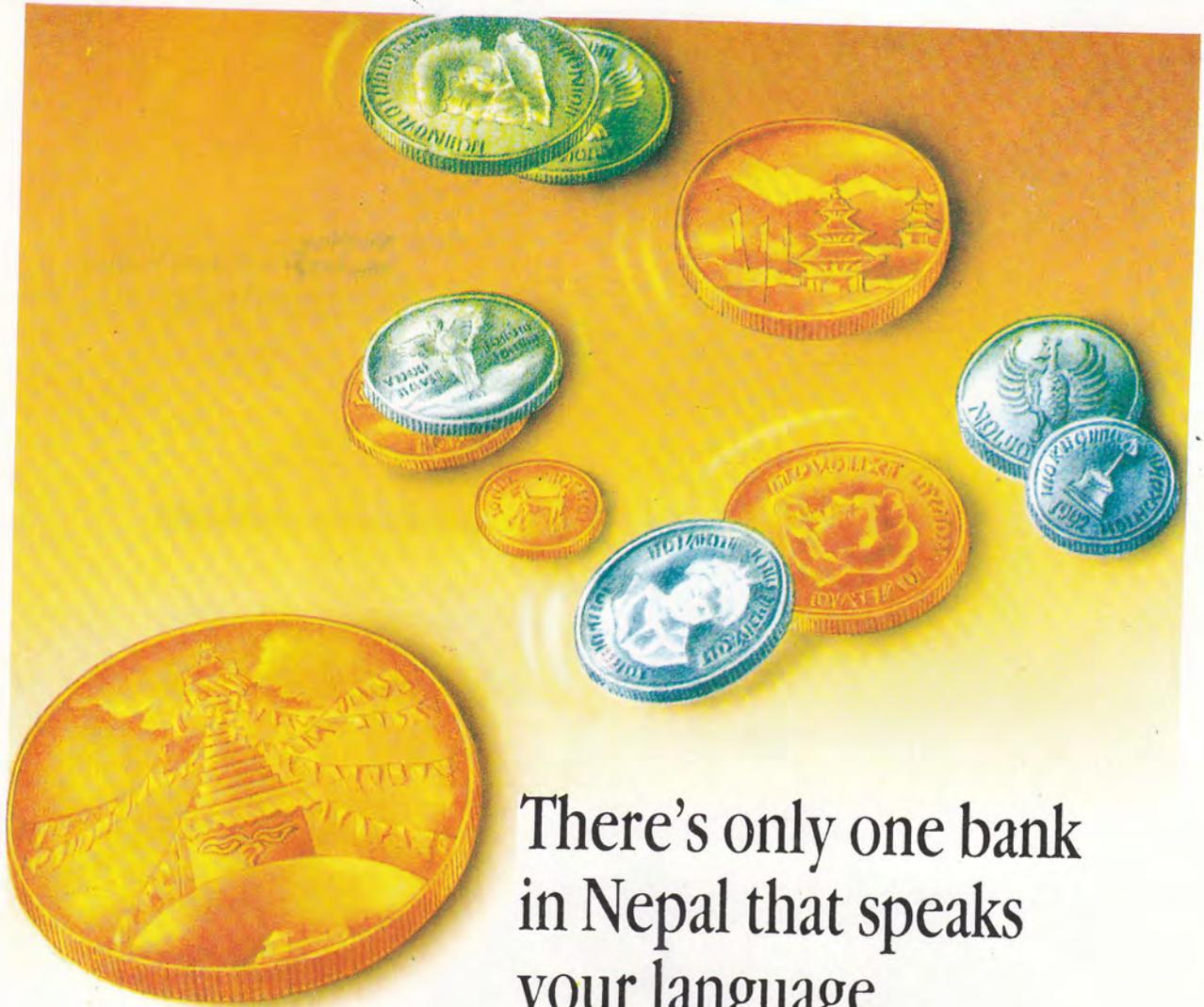
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the Himalayan Kingdom of Nepal  
and  
we hope for your pleasant stay*

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# EDITORIAL

This fifth volume of "TALIM" is published as a special commemorative issue to celebrate the auspicious occasion of the SAFAAS '95 convention, to be held in Kathmandu, 7-8 Dec. We are greatly privileged to receive encouraging messages from distinguished people. We heartily express our gratitude for the encouraging words.

We are very much thankful to Mr. N. Yamamoto, President of AOTS, Tokyo, Japan for the kind subsidy from "Dosokai Shienhi" for this publication.

We requested all the countries participating in SAFAAS '95 for advertisements and articles for this special issue. Bangladesh responded to our call with articles and advertisements. We feel privileged, and honoured to publish them in this issue.

As usual we have tried to stress the importance of Human Resource Development by highlighting the NAAS activities from last year in the form of news, reports and articles and other materials as well. We always welcome reports from trainees and their experiences after their AOTS trainings. This will help us to share and disseminate experience via this publication.

We would like to thank all those, who helped to bring out this publication. We assure you that with the continued encouragement from the AOTS Japan, Regional AOTS Alumni Societies, and our valued contributors and readers, we will continue to grow towards a prosperous future.

The editors sincerely apologize for any lapses and mistakes in this issue.

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Designer : A. B. Shakya

# TALIM

Annual Publication of Nepal AOTS Alumni Society  
SAFAAS SPECIAL ISSUE

Vol. 5

December, 1995

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**Warm Felicitation to**

**Nepal AOTS Alumni Society**

*on the occasion of the*

**4th SAFAAS Convention**

*in Kathmandu*

**Dec. 7-8, 1995**

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*The Prime Minister*

KATHMANDU  
NEPAL

November 17, 1995



### Message

It brings me pleasure to learn that *Nepal AOTS Almuni Society* is bringing out a special issue of its publication 'TALIM' to mark the Fourth South Asian Federation of AOTS Almuni Society Convention (SAFAAS '95) scheduled to be held in Kathmandu on December 7-8, 1995.

The world is preparing to enter in the Twenty First Century with emphasis to realize the common goal of progress and prosperity of human society. The cherished dream that we have in mind can only be translated into deeds, if our collective endeavours are directed to this noble task. It is encouraging to note that non-governmental organizations like Association for Overseas Technical Scholarship (AOTS) have been engaging itself in extending co-operation to develop human resource through its development-oriented activities. I appreciate its efforts and wish the *Convention* all success.

*Sher Bahadur Deuba*  
(Sher Bahadur Deuba)

*Warm Felicitation to*

**Nepal AOTS Alumni Society**

*on the occasion of the*

**4th SAFAAS Convention**

*in Kathmandu*

**Dec. 7-8, 1995**

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**MESSAGE**

I am very much pleased to know that Nepal AOTS Alumni Society is publishing a Souvenir to commemorate the South Asian Federation of AOTS Alumni Society (SAFAAS) convention to be held in Kathmandu on December 7-8, 1995.

Since its establishment, SAFAAS has served as a useful forum for its members to share knowledge and experience in the profession. Seminars, talk programmes and trainings organized by the SAFAAS member countries has provided ample opportunities for wide ranging consultations among trainers and trainees of South Asian Region.

I am confident that the deliberations in this convention will certainly contribute in finding out a concrete and viable means to enhance Human Resource Development; Business, Investment and Information among member countries, and the Souvenir will prove to be substantial document in this direction.

I express my best wishes for the successful accomplishment of the convention.

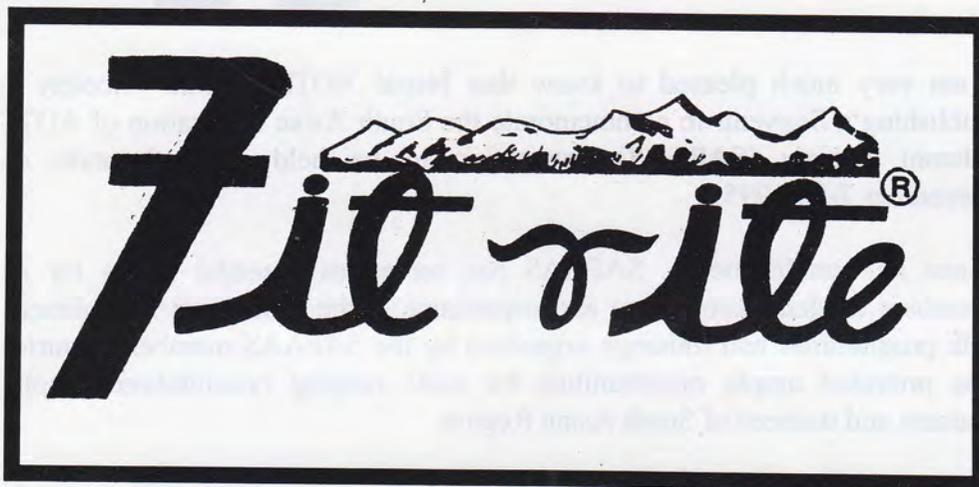
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## MESSAGE



I am most delighted to learn that the Nepal AOTS Alumni Society (NAAS) is due to publish a special issue of "TALIM" on the occasion of the Fourth SAFAAS Convention in December this year in Kathmandu.

While extending my hearty congratulations and best wishes for the success of the convention, I acknowledge the Society members' endeavors in bringing out its annual publication. This kind of publication will serve as a useful medium to people in the fields of production and management for sharing the ideas, innovations and experiences with AOTS members.

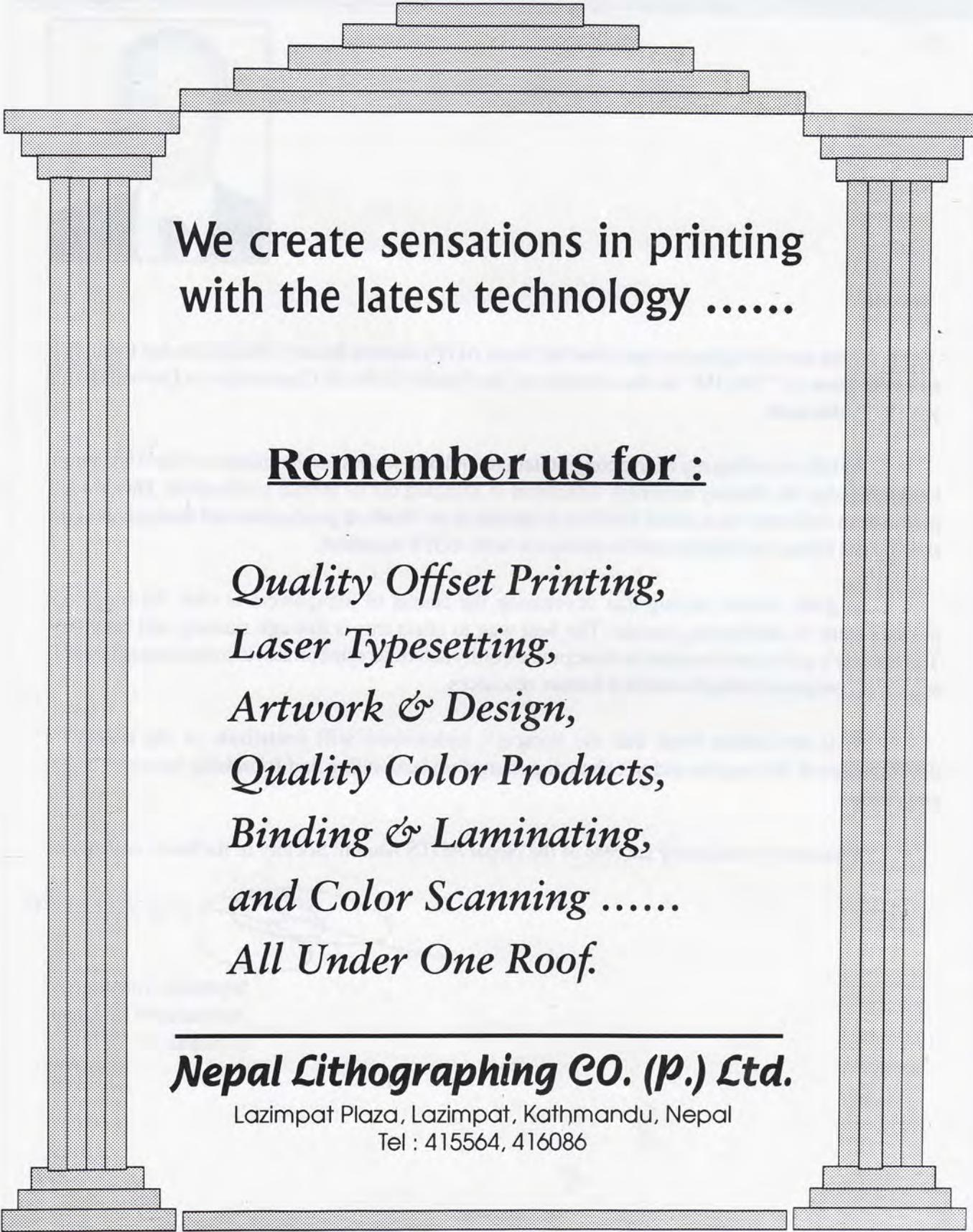
It goes without saying that developing the talents of manpowers is vital for industrial advancement of developing nations. The best way to attain this is through training and publicity. The Society's active involvement in those praiseworthy activities symbolizes its commitment towards achieving progress through enriched human resources.

It is my ardent hope that the Society's endeavours will contribute to the industrial development of this region and to enhancing mutual understanding and friendship between Nepal and Japan.

I sincerely wish every success of the Nepal AOTS Alumni Society in its future endeavors.

A handwritten signature in black ink, appearing to read "S. Yoshida". The signature is stylized with a large, circular flourish at the beginning.

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It gives me great pleasure to express my heartfelt congratulations to the Nepal AOTS Alumni Society (NAAS) on the publication of this special issue of "TALIM" on the occasion of hosting the fourth Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS) in Kathmandu in December this year.

As you may already know, the Association for Overseas Technical Scholarship (AOTS) was established in 1959 with the strong support of the Government of Japan, especially Ministry of International Trade and Industry (MITI). It aims at promoting industrial development in developing countries through technical cooperation between these countries and Japan. Since its establishment, AOTS has invited more than 65,000 people from over 150 countries and regions of the world for technical and managerial training in Japan. Quite a number of training programs are also being held outside Japan, jointly organized by AOTS and the Alumni Societies. We owe the success of such programs greatly to the consistent support of dedicated AOTS ex-trainees like the members of NAAS.

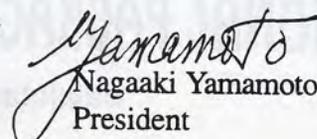
1995 has truly been an eventful year for your Alumni Society. The first NAAS-AOTS Domestic Lecturing Tour on Japanese Management was successfully held in March this year followed by another in September. The AOTS Overseas Training Program was also launched in Nepal for the first time this year, with the cooperation of JUKI in July and Shimizu Corporation in October. The fourth SAFAAS Convention is also being held in the Himalayan Kingdom for the first time.

My special congratulations go to NAAS for the opening of its Training Center called the "Yamamoto Talim Ghar" in the newly constructed NAAS building completed recently. What the NAAS members have managed to accomplish on their own, in only 6 years from the Society's establishment, is indeed a great feat. Their achievement can truly be attributed to the dedicated efforts of the members. NAAS present an ideal model for the other AOTS Alumni Societies by its democratic administration. I also express my personal thanks for your special consideration to give my Name to the newly established Training Center.

On behalf of AOTS, I would like to take this opportunity to express my sincere appreciation to the members of NAAS for the untiring efforts in promoting Alumni activities in Nepal and abroad. I also hope that NAAS will continue to evolve and be an active contributor to the industrial development of Nepal and that our friendly relationship be further strengthened.

With my best wishes for your country's peace and prosperity.

Dated : December 1995

  
Nagaaki Yamamoto  
President  
AOTS



**Warm Felicitation to**

**Nepal AOTS Alumni Society**

*on the occasion of the*

***4th SAFAAS Convention***

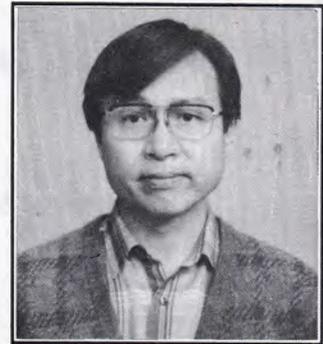
***in Kathmandu***

***Dec. 7-8, 1995***

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## MESSAGE



On the occasion of the 4th Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS) being organised by the Nepal AOTS Alumni Society (NAAS) at Kathmandu I wish to extend my heartiest felicitations to NAAS and members of SAFAAS.

Such Conventions not only keep the spirit of AOTS alive but also promote friendship and good relations among ex-trainees of The Association for Overseas Technical Scholarship (AOTS).

I wish to congratulate NAAS members for their sincere involvement in AOTS activities for the fulfillment of the aims and objectives of AOTS and also for the development of their country and of this region.

I wish this Convention to be a grand success and also wish the members of SAFAAS a very prosperous future.

A handwritten signature in black ink, consisting of stylized characters that appear to be 'Takeuchi'.

Noriyuki Takeuchi  
Regional Representative  
AOTS New Delhi Office

*On the occasion of the  
4th SAFAAS Convention in  
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## MESSAGE



I would like to congratulate NAAS on their success in hosting the 4th SAFAAS Convention and also in publishing this special issue of its annual journal - TALIM.

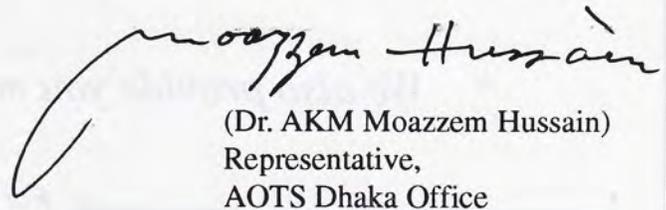
NAAS is a small and relatively young member in the world-wide family of AOTS alumni societies, but I believe that it is one of the most active alumni societies having a great potential to grow and to excel. Such potential is already proved through its various activities within Nepal for technology transfer and HRD. One shining example of its sincere efforts for contributing to HRD in Nepal is the recent establishment of the YAMAMOTO TALIM GHAR in Kathmandu which deserves appreciation from all quarters.

NAAS was also the pioneer in sending trainees to a neighbouring country under the alumni exchange program which stimulated other alumni societies of the region to take active part in the program.

NAAS has recently started an industrial assistance program through domestic lecturing tour on Japanese Management by its own experts and this effort is greatly appreciated by the local Chambers of Commerce & Industry. Dissemination of knowledge of the ex-trainees in such a manner is also appreciated by AOTS.

The great significance of a technical journal like TALIM in technology transfer and dissemination of knowledge does not need any further explanation. I wish the special issue of the journal a grand success !

June 1995

  
(Dr. AKM Moazzem Hussain)  
Representative,  
AOTS Dhaka Office

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## MESSAGE



It gives me a great pleasure since Nepal AOTS Alumni Society (NAAS) is organizing the fourth convention of SAFAAS in Kathmandu this December.

The seeds of goodwill and cooperation that were planted in Yokohoma in 1989 have sprouted in regional conferences in Colombo, Karachi, Delhi and in Kathmandu. The series of conventions including the present one in Kathmandu have forged all of us in a chain of close association and cooperation.

Various members of the Executive Committee and fellow members of Nepal AOTS Alumni Society have all contributed to this convention to be successful. Many industrial houses of Nepal have contributed graciously for the success of this convention through sponsorship, advertisements and voluntary contributions. I express my gratefulness and thanks to all of them.

I would also like to express heartfelt gratitude to Mr. Nagaaki Yamamoto, President AOTS Japan for his kind guidance and multifaceted encouragements in this venture. I must make a special mention of Dr AKM Moazzem Hussain, General Manager AOTS Dhaka Liaison Office and sincerely thank him for his cooperation.

I sincerely hope that the delegates, participants and observers of this convention will have a pleasant stay in Kathmandu. I wish that they will further strengthen our bonds of cooperation.

A handwritten signature in dark ink, appearing to read 'P. N. Manandhar'. The signature is stylized with a long horizontal stroke at the end.

P. N. Manandhar  
President  
SAFAAS Executive  
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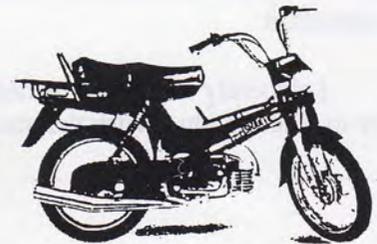
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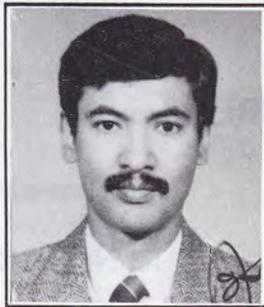
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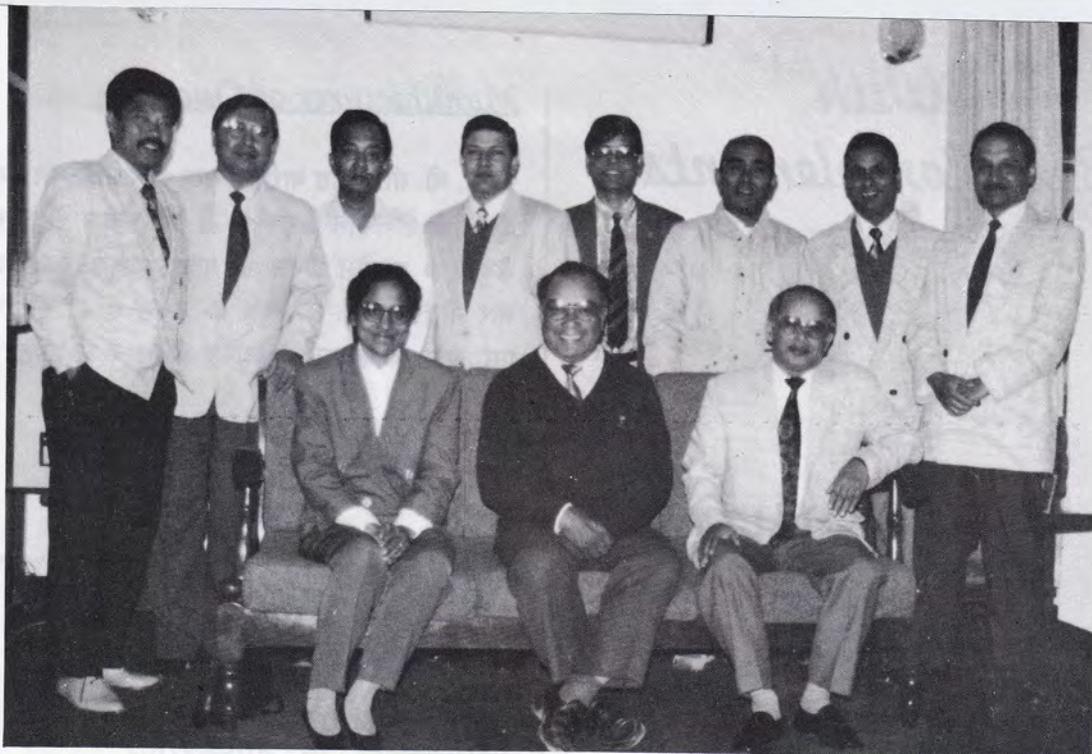
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5. Mr. Asoka M. S. Bania - Member
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## Fourth Annual General Meeting

The fourth Annual General Meeting was held at Hotel Himalaya on the 17 June, 1994. Mr. N. Takeuchi, General Manager, AOTS, New Delhi was present on the occasion.



## NAAS Participation in the Fourth Convention of AOTS Alumni Societies

A five member delegation from NAAS participated in the Fourth Convention of AOTS Alumni Societies which was held at the New Kansai Kenshu Center in Osaka, Japan from 24 to 28 June, 1994. The participants were Mr. Madhusudhan Bhattarai, as an official representative of NAAS, and Mrs. Amira Dali, Mr. Ashok Aryal, Mr. Ashoka Man Singh Bania and Mr. Dinesh Chapagain as observers.

## Memorandum of Cooperation between Nepal-Nigeria AOTS Alumni Societies

A Memorandum of Cooperation (MOC) was signed with Nigerian AOTS Alumni Society during the Fourth Convention of AOTS Alumni Societies on June 27th 1994. This MOC will further strengthen the relationship with two Alumni Societies in the future.

### Memorandum of Cooperation Between Nepal-Nigeria AOTS Alumni Societies

This memorandum of cooperation is hereby made today 27th day of June 1994 between NEPAL : AOTS ALUMNI SOCIETY and NIGERIA (AOTS) ALUMNI SOCIETY at KKC Osaka Japan for the following :

- 1) Dissemination of information considered to be useful to both Alumni from one another.
- 2) Seeking joint cooperation in business and industries among ex-trainees of both countries.
- 3) Promotion of Technical Exchange Program of ex-trainees and
- 4) Promotion of mutual and cultural cooperation between the two countries.

Signed this 27th day of June 1994 in presence of Mr. Nagaaki Yamamoto-President AOTS - Japan

## Yamamoto Talim Ghar

NAAS has constructed its own building on the 160 m<sup>2</sup> (approx.) land purchased a year ago. It has been made possible with the generous assistance from AOTS, Tokyo and the active involvement of NAAS members. The building is going to be called the "YAMAMOTO TALIM GHAR", meaning Yamamoto Training Center in recognition of the great contribution of Mr. N. Yamamoto in bringing up NAAS. This place will be the centre for all the NAAS activities. A proposal to utilize and maintain the house has been made and submitted to AOTS, Tokyo.



## Lecturing Tour on Total Quality Management for Export Promotion

A two-day Seminar on "Total Quality Management for Export Promotion" was organised by NAAS on 28-29 October 1994 at Hotel Himalaya in Kathmandu. Mr. T. Akimoto, a Senior Management Consultant, at Central Japan Industries Association, the well known Chu-San-Ren of Nagoya, Japan was the resource person.

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

A one and half day seminar on "Japanese Management for Improvement for Quality and Productivity" was organised from 21 to 22 March, 1995 Hetaunda, Makwanpur District. The program was jointly organised by AOTS, Tokyo; NAAS, Kathmandu; and Makwanpur Chamber of Commerce and Industry (MCCI), Hetaunda.



## Fifth Annual General Meeting

The Fifth Annual General Meeting was held at Hotel Garden on the 30 June, 1995. Mr. M. Sato, General Manager, Overseas Affairs Division, AOTS, Tokyo and Dr. AKM Hussain, General Manager of Bangladesh AOTS were present on the occasion.



## Nepal-Japan Training Course on Management of Garment Factory

A week long training course on management of garment factory was organized from July 2nd to July 7th in cooperation with AOTS Japan, implemented by Juki Corporation Japan, and Juki (Singapore) Pte. Ltd., Singapore. Two resource persons Mr. Kazunori Sakae, and Mr. Shigetaka Koiso from Juki Corp. Japan provided extensive theoretical and practical sessions to 60 participants affiliated with garment industries.

## Seminar on "The Japanese Management to improve the Workplace, Quality and Productivity using 5S technique

In the seminar organized on Sept. 11 and 12, Mr. T. Akimoto of Chu-San-Ren was the resource person who delivered lecture on various practical aspects of Japanese Management. There were 29 participants who came from different types of organizations like manufacturing industries, financial institutions and consultancy agencies.



## Training Program on Improvement of Workplace Through Japanese Management Using QC and 5S Techniques

A training programme on Improvement of Workplace through Japanese Management using QC and 5S Techniques was held in Hetaunda from 17 to 22 Sept., 1995. Makwanpur Chamber of Commerce and Industry and Nepal AOTS Alumni Society implemented the programme under the inter-alumni resource exchange programme between Bangladesh AOTS Alumni Society and NAAS.



## Programme for Nepalese Entrepreneurs (PNEE)

Nepal AOTS Alumni Society (NAAS) with the help and support from AOTS, Tokyo, Japan is organising the PNEE-3 program. A group of 24 Nepalese entrepreneurs will be participating in this programme to be held at Osaka, Japan from 27th Nov. to 8th Dec., 1995.

The PNEE-1 program, held from 7th Dec. to 20th Dec., 1994, was attended by 20 entrepreneurs. In the PNEE-2, 16th entrepreneurs attended the program from 27th Feb. to 10th Mar., 1995.

## Kite Flying

Nepal AOTS Alumni Society has been participating in Japan Nepal Friendship Kite Flying competition organised every year by Embassy of Japan in Nepal, since 1993.

Kite flying in Nepal has had a long history like in Japan. Dashain is the period when most of the kite flying takes place.

There are two categories of events in this regular kite flying competition - first is kite flying and another is kite designing.

Last year in 1994, a contestant from Nepal AOTS Alumini Society, Mr. Kiran N. Shakya won the second prize among the 32 contestants altogether.



## Trainings Under AOTS

Between the period of 1994 June to 1995 December, Nepal AOTS Alumni Society sent following number of trainees from Nepal to Japan and other countries under various programmes.

Program Title	Field	Country	Number of Trainees
1. Alumni Recommended Scholarship	Technical	Japan	3
2. " " "	Management	Japan	5
3. SFQM	Management	Japan	3
4. PNEE-1	Management	Japan	20
5. PNEE-2	Management	Japan	16
6. PNEE-3	Management	Japan	24
7. Inter AOTS Alumni Society Resource Exchange Program	Technical	Bangladesh	5
8. " " "	Technical	India	1
Total			77

Besides, we accepted one trainee from Bangladesh to Nepal on Himalayan Architecture under Inter AOTS Alumni Society Resource Exchange Program in the year 1994.

## Forthcoming NAAS Programs

- \* AOTS - SHIMIZU Training Course on Construction Management.
- \* AOTS - HIMALAYAN KANKO Training Course on Hotel Management
- \* Lecturing Tour from AOTS, Tokyo, Japan
- \* Domestic Lecturing Tour to Hetaunda, a follow-up seminar.
- \* Domestic Lecturing Tour to Phokhara.
- \* Executive Committee election and Annual General Meeting, etc.



MOMENTS



*Yoku Irrashaimashita*



*Oh ! kirei desu ne*



*Omoshiroi Taiko*



*Bhaktapur - mata aaimasho*



*Kampai ...*

*Irrashaimase - SATO San*



*Oukhiiso ...*



*Yoku dekimashita ne ...*



## PROCEEDINGS OF THE FOURTH ANNUAL GENERAL MEETING OF THE NEPAL AOTS ALUMNI SOCIETY

- Kishore R. Bhandary

The Fourth Annual General Meeting of NAAS was held on the 17th of June, 1994 at the Hotel Himalaya in the presence of the Chief Guest, Mr. N. Takeuchi, General Manager, AOTS, New Delhi Office.

The first part of the meeting consisted of election of members to the Executive Committee of NAAS. Mr. Sindhunath Pyakuryal, Senior Advocate and Honorary Life Member, presided over the election.

The following members were elected to the Executive Committee unanimously:

Mr. Purusottam Manandhar	President
Mr. Madhusudan Bhattarai	Vice President
Mrs. Amira Dali	General Secretary
Mr. Ashok K. Aryal	Treasurer
Mr. Bhavani B. Joshi	Executive Member
Mr. Asta B. Shakya	Executive Member
Mr. Prakash R. S. Suwal	Executive Member
Mr. Kishore R. Bhandary	Executive Member
Mr. Ramesh P. Nepal	Executive Member
Mr. Pradeep Bista	Executive Member

This concluded the first part of the programme.

The second part of the programme started with the Chief Guest, the President, the Vice President and the General Secretary taking their chairs. The meeting observed a minutes silence in memory of Mr. Uma Shankar Rauniyar NAAS member whose untimely death grieved and saddened the Society.



Welcoming the members, the Vice President, highlighted the activities of NAAS and stressed on the need for more active participation of the members during the coming year. As it was Nepal's turn to host the 1995 SAFAAS Convention, he called on all members for suggestions and guidance to make the momentous occasion a grand success. Following which, the General Secretary presented the annual report of NAAS. She briefed the members about the various activities held during the previous year such as the Seminar on Introduction of Japanese Language, a one day Seminar on Profitability Analysis, the Third SAFAAS convention and the purchase of land for the NAAS building.

The General Secretary then highlighted some of the programmes and activities planned for the coming year. Among these were the choosing of delegation for the Osaka Convention, plans for fund raising for the NAAS building, seminar on Export Promotion and the bi-annual PNEE programme scheduled for December 1994. She told the gathering that the coming year would be very busy especially with NAAS planning on completion of its building in time for the fourth SAFAAS Convention to be held in Kathmandu.

The Chief Guest, Mr. Takeuchi, then kindly addressed the meeting. Although it was his first visit to Nepal, he spoke of the warm hospitality extended to him and was impressed with the wide range of activities undertaken by NAAS. He assured the gathering of continuous close and fruitful co-operation from AOTS, New Delhi to NAAS.

Following Mr. Takeuchi's address, the President of NAAS spoke of his satisfaction with the remarkable progress made by the Society during such a short time. That the key to development of the Society was active participation and inter action between members and he appealed to all to give their whole hearted support and co-operation to all activities of NAAS.



The immediate past Treasurer, Mr. Ashok M. S. Bania then submitted the annual financial report of the society in the meeting. Among the highlights was the remarkable increase in income from the annual publication of the society, 'Talim'.

The meeting was then opened to the floor for general discussion. Various ideas, suggestions and comments were made by the members including suggestions to make the PNEE programme more meaningful, resource generation necessary for the NAAS building and the forthcoming SAFAAS Convention.

Following the floor discussion, Mr. Ramesh P. Nepal, proposed a Vote of Thanks after which the president closed the meeting and invited the gathering to dinner.

*Wishing the 4th SAFAAS  
convention in  
Kathmandu, Dec. 7-8, 1995  
a grand success*

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## NAAS PARTICIPATION IN THE FOURTH CONVENTION OF AOTS ALUMNI SOCIETIES IN OSAKA

- Amira Dali

A five member delegation from NAAS participated in the Fourth Convention of AOTS Alumni Societies which was held at the New Kansai Kenshu Center in Osaka, Japan from 24 to 28 June 1994.

NAAS Vice-President Mr. Madhusudhan Bhattarai, represented NAAS in the convention and General Secretary Mrs. Amira Dali, Treasurer Mr. Ashok Aryal, Mr. Ashoka Man Singh Bania and Mr. Dinesh Chapagain attended the convention as observers. Altogether 174 overseas participants from 35 countries took part in the convention. Together with the host country Japan, people from 36 countries and regions joined together as members of the worldwide AOTS Alumni Society Family to form a network of friendship and cooperation transcending difference in political systems, race, religion and sex. The five days of the convention were passed in amicable yet intense discussions on the collaboration work to be carried out between Japan and the developing countries in future.



NAAS participants actively participated in the General Assembly, various working group sessions and Regional Federation Meeting : South Asia Federation of AOTS Alumni Societies (SAFAAS : Fifteen Alumni Societies from Bangladesh, India, Nepal, Pakistan, Sri-Lanka and Iran).

During the period, the representatives of the convention were provided with unique opportunity to visit Asia Pacific Trade Center, which is taken as a symbol of Osaka's Internationalization drive and New Osaka International Airport together with its adjoining Rinku Town. This tour programme was organized by Osaka Prefectural and Municipal Government.

NAAS delegates had the privilege to discuss extensively on NAAS plan and future activities with the AOTS President Mr. Nagaaki Yamamoto and together with AOTS staff. The meeting has been very fruitful in away that NAAS will get more opportunities for the manpower development in technical & management fields.

A Memorandum of Cooperation (MOC) was signed between Nepal AOTS Alumni Society (NAAS) and Nigeria AOTS Alumni Society (NAAS) on June 27, 1994. This MOC will promote relationship between two societies across the continent. A copy of the memorandum is attached with this report.

Accompanying family members took part in home stay programmes and visited many cultural centers.



## Memorandum of Cooperation Between Nepal-Nigeria AOTS Alumni Societies

This memorandum of cooperation is hereby made today 27th day of June 1994 between NEPAL : AOTS ALUMNI SOCIETY and NIGERIA (AOTS) ALUMNI SOCIETY at KKC Osaka Japan for the following :

- 1) Dissemination of information considered to be useful to both Alumni from one another.
- 2) Seeking joint cooperation in business and industries among ex-trainees of both countries.
- 3) Promotion of Technical Exchange Program of ex-trainees and
- 4) Promotion of mutual and cultural cooperation between the two countries.

Signed this 27th day of June 1994 in presence of Mr. Nagaaki Yamamoto-President AOTS - Japan

*Nagaaki Yamamoto*  
\_\_\_\_\_

**For NEPAL AOTS ALUMNI SOCIETY**

1) Madhusudhan Bhattarai  
Vice President

*Madhusudhan Bhattarai*  
\_\_\_\_\_

2) Amira Dali  
General Secretary

*Amira Dali*  
\_\_\_\_\_

3) Ashok Kumar Aryal  
Treasurer

*Ashok Kumar Aryal*  
\_\_\_\_\_

**For NIGERIA ALUMNI SOCIETY**

1) M. O. Alabi  
President

*M. O. Alabi*  
\_\_\_\_\_

2) O. A. Adeoye  
General Secretary

*O. A. Adeoye*  
\_\_\_\_\_

3) E. O. Adewumi

*E. O. Adewumi*  
\_\_\_\_\_

## LECTURING TOUR ON "TOTAL QUALITY MANAGEMENT FOR EXPORT PROMOTION "

- Mr. A. B. Shakya

With the support of AOTS Japan, NAAS conducted a two-day seminar entitled "Total Quality Management for Export Promotion " on 28 - 29 October 1994 at Hotel Himalaya in Kathmandu. AOTS Japan despatched an experienced management consultant T. Akimoto sensei as a resource person. He is a senior management consultant in Central Japan Industries Association, the well known Chu-San-Ren of Nagoya, Japan.

For the management of the seminar, a Coordinating Committee consisting of the following members was formed .

- |    |                        |   |             |
|----|------------------------|---|-------------|
| 1) | Mr. Ashoka M.S. Baniya | - | Coordinator |
| 2) | Mr. Asta B. Shakya     | - | Member      |
| 3) | Mr. Dinesh Chapagain   | - | Member      |
| 4) | Mr. Mahesh Nakarmi     | - | Member      |

Besides other NAAS members were also actively involved in organizing this seminar.

The schedule of the seminar was published in the local daily newspaper, inviting those interested for registration. We received tremendous response from various organizations and individuals.

The two - day lecturing tour was aimed to develop the quality management for export promotion efficiency to meet the goal of the business, and to identify how the export promotion can assist to utilize the human resources on the right track.



All the participants were encouraged to gain fruitful results. They were deeply involved in discussion as Mr. Akimoto went through each participants to discuss their problems. This was very interesting.

Most of the participants appreciated the program as this was very useful for the application in their organizations. On the last day of seminar Mr. Akimoto distributed certificates to all the participants.

Mr. T. Akimoto was presented a souvenir by the participants. The seminar started with a welcome speech by president of NAAS, Mr. P. N. Manandhar and concluded with a vote of thanks by coordinator of the Seminar Committee.

We are very much thankful to Mr. Akimoto, AOTS Japan and the participants for their active cooperation in making this seminar a grand success.

## SEMINAR ON JAPANESE MANAGEMENT FOR IMPROVEMENT OF QUALITY AND PRODUCTIVITY

- Madhusudhan Bhattarai

One and half day seminar on "Japanese Management for Improvement of Quality and Productivity" was organized in Hetaunda, Makawanpur District. Hetaunda is an industrial city situated in inner terai region south of Kathmandu. This seminar was conducted with an objective of building up awareness of the Japanese Management practice for the improvement of quality and productivity in the industrial units to the top and middle level managers working in that region. The program was jointly organized by Association for Overseas Technical Scholarships (AOTS), Japan, Nepal AOTS Alumni Society (NAAS), Kathmandu and Makawanpur Chamber of Commerce and Industry (MCCI), Hetaunda. Dr AKM Hussain, General Manager, AOTS, Dhaka office and Nepalese ex-AOTS trainees Mr Madhusudhan Bhattarai, Mr Dinesh Chapagain and Mr. Ramesh P. Nepal were the resource persons. Introduction of Japanese Management, the Five 'S', QC Circle activities, and Total Quality Control were the topics covered in the program.



Total of 22 participants attended the seminar. Mr. Hitler Bishet, president of Makawanpur District Chamber of Commerce & Industry and other participants have strongly requested AOTS and NAAS to make arrangements for organizing such seminar in that region in continuous basis and also requested to guide MCCI to implement the 5 'S' and QC Circle activities in some selected industries of Hetaunda. All three parties involved - AOTS, NAAS and MCCI have mutually agreed to organize the follow-up program of this seminar in near future at Hetaunda.

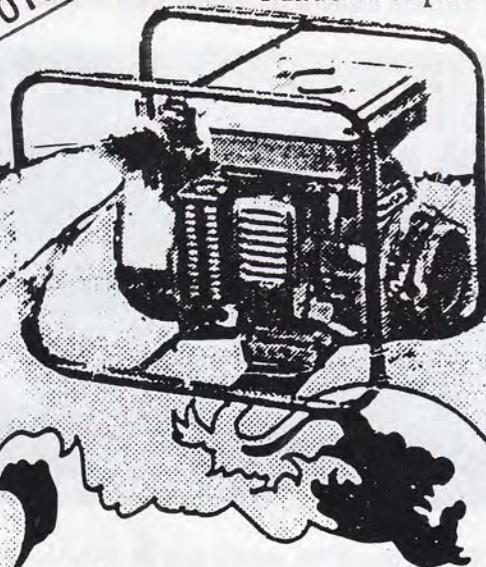
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## PROCEEDINGS OF THE FIFTH ANNUAL GENERAL MEETING

- Brajesh Vaidya

The Fifth Annual General Meeting was held in Hotel Garden on June 30, 1995 in Kathmandu. Mr M. Sato, general manager, Overseas Affairs Division, from AOTS Tokyo office was the chief guest and Dr. AKM Hussain, general manager of Bangladesh AOTS also attended the meeting.

Before the meeting, there ex-trainees and AOTS members, Mrs. Ruby Shrestha, Mr Binod Rajbhandari and Mr. Bishnu Sharma briefly talked about the Japanese management and their training experiences in Japan.

The meeting began with a welcome address by the vice president of NAAS, Mr Madhusudhan Bhattarai. After his welcome address, the general secretary Mrs. Amira Dali presented the annual report. Her reports were previous year on election, on news from Japan, on latest information on NAAS building that is going to be ready for December SAFAAS convention, on the programs for coming year and on the types of memberships. The voting was done after her report for amendment of several points in the constitution.

The amendments of the NAAS constitution :

- a. The number of executive committee members of NAAS to be increased to 15.
- b. Inclusion of the provision of advisors to NAAS.
- c. Establishment of awards :
  - i. Award of appreciation
  - ii. Yamamoto Award
  - iii. Sagarmatha Puraskar (Everest Award)
- d. The name of the NAAS building is going to be "Yamamoto Talim Ghar" meaning Yamamoto Training Center in recognition of great contribution of Mr Yamamoto in bringing up NAAS.



The next speaker on line was Dr. Hussain, who declared that 1995 was going to be the milestone year for NAAS, because NAAS put out many activities such as domestic lecturing tour construction of Talim Ghar (NAAS building), the Juki tour for garment manufacturers and at last but not least, the SAFAAS convention.



Dr. Hussein stressed on saying that to achieve is not the end but to sustain the achievement is more difficult. And he further said that Mr. Sato will help in sustaining development activities of NAAS.

The key speaker of the afternoon, Mr. Sato spoke next. He praised NAAS by saying that NAAS is a model case among all for different activities. He supported his idea by showing the number of members actively participating in alumni society which is the highest among AOTS alumni societies.

He also spoke on various programs of AOTS. In the beginning there were only 43 trainees, and by last year the number rose to be 5000. The number of trainees increased dramatically but the duration of training period is getting shorter too.

He suggested by saying that the NAAS and other alumni societies could benefit more if there were mutual visits, exchange of information, experts, trainees, and knowledge among the alumni association.

Mr. Sato concluded his remarks with his satisfaction on performance and activities of executive committee and other members of NAAS.

## NEPAL - JAPAN TRAINING COURSE ON MANAGEMENT OF GARMENT FACTORY

- Mr. Dinesh Chapagain

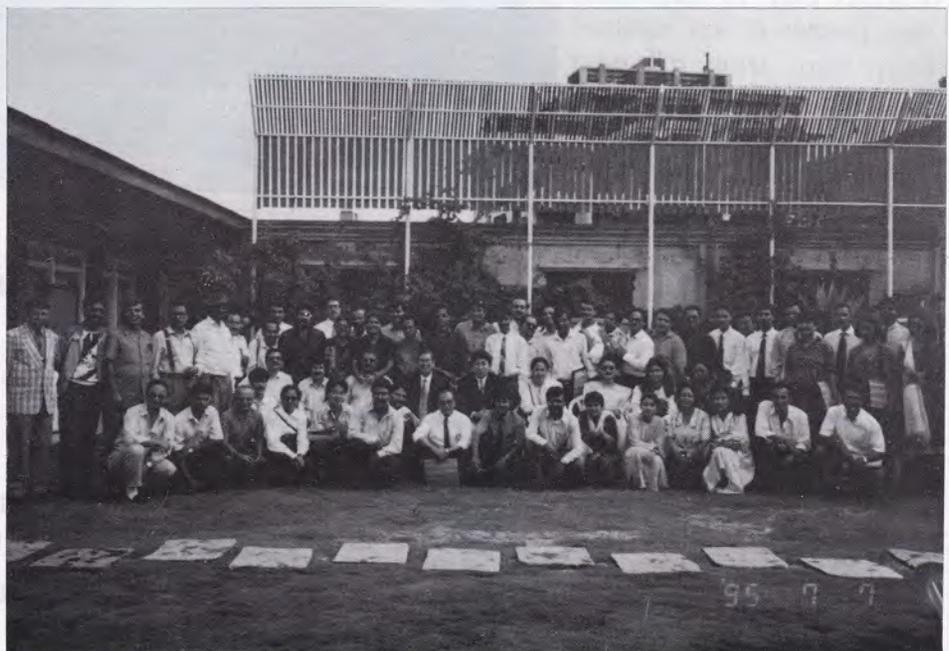


A week long training course on "Management of Garment Factory" was conducted in Kathmandu from 2nd July to 7th July 1995. The training programme was organized by the Association for Overseas Technical Scholarship (AOTS) Japan and was implemented by Juki Corporation, Japan in co-operation with Juki (Singapore) Pte. Ltd., Singapore and Nepal AOTS Alumni Society (NAAS), Nepal.

The objective of the training programme has been to assist Nepal in developing appropriate human resources in the area of management of garment factory for further development of garment industries in Nepal and, thereby enhancing effective cooperation and friendship between Japan and Nepal.

Mr. Kazunori Sakae, and Mr. Shigetaka Koiso from Juki Corporation Japan were the resource persons for the training course. They provided extensive theoretical and practical sessions sharing their knowledge and experience with the participants to suit garment factory conditions in Nepal.

There were 60 participants affiliated with garment industries who were directly benefited from the training program.



## SEMINAR ON "THE JAPANESE MANAGEMENT - TO IMPROVE THE WORKPLACE, QUALITY AND PRODUCTIVITY USING 5S TECHNIQUE."

- Bidur K. Khanal

As a part of its regular activities, Nepal AOTS Alumni society in collaboration with Association for Overseas Technical Scholarship Japan, conducted two days seminar on "The Japanese Management - to improve the Work place, Quality and Productivity using 5S technique." on 11th and 12 th September 1995 at Hotel Blue Star in Kathmandu.

Mr. T. Akimoto of Central Japan Industries Association (Chu-San -Ren ) was the resources person of this seminar.

A Coordination Committee consisting of following members was formed for the organization of this seminar.

1. Mr. Bidur kumar Khanal
2. Mr. Ashok Aryal
3. Mr. Prakash Suwal
4. Mr. Asta Bahadur Shakya
5. Mrs. Ram Badan Shrestha

The total number of registered participants were 30. However only 29 participants were present in this seminar. They were from different disciplines and from different organizations such as Manufacturing industries, financial institutions and consultancy services.



Akimoto Sensei delivered lecture on various practical aspects of Japanese Management. The topics were very interesting and the participants interacted with each other very actively.

At the end of the Seminar, Certificate of Attendance were distributed to all the participants by Akimoto Sensei and President of NAAS. The seminar began with the welcome speech by the president of NAAS Mr. P. N. Manandhar and concluded with vote of thanks by Vice President of NAAS, Mr. Madhusudan Bhatarraai.

The participants evaluated the seminar as high on account of theme of the subject and organization. Some of the participants suggested to organize such type of program outside Kathmandu too.

Our sincere thanks goes to Akimoto Sensei, all the participants and to AOTS, Japan whose joint effort made this program very successful.

## IMPROVEMENT OF WORKPLACE THROUGH JAPANESE MANAGEMENT USING QC AND 5S TECHNIQUES AT NEPAL SYNTHETIC INDUSTRIES

- Dinesh Chapagain

A week long training programme on Improvement of Workplace Through Japanese Management Using QC and 5'S' Techniques was conducted at Nepal Synthetic Industries in Hetauda from 17 to 22 September 1995. The programme was organised by the Association for Overseas Technical Scholarship and implemented jointly by Makwanpur Chamber of Commerce and Industry and Nepal AOTS Alumni Society under inter-alumni resource exchange programme between Bangladesh AOTS Alumni Society and NAAS. The objectives of the programme were to form QC and steering committees, implement 5 'S' after determining necessary policies, and to develop a person to provide backup services to promote the QC at the industry.



Twenty two participants of supervisors and foremen level representing various sections of the industry and two adjoining factories attended the training programme. Mr. A. M. M. Khairul Bashar of BAAS was the resource person for the training.

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## NAAS Dream Comes True "YAMAMOTO TALIM GHAR"

- Today, a dream has come true. Nepal AOTS Alumini Society (NAAS) has constructed its own building 'YAMAMOTO TALIM GHAR'.
- The building is located at Koteshwor, Ring road, Kathmandu municipality ward No- 35, a few minutes walk towards east (about 200m.) from Manohara Bridge.
- The foundation laying ceremony of this building was held on Sept. 4th, 1994 by Dr. AKMM. Hussain, General Manager of AOTS Dhaka, Bangladesh and Mr. Purusottam N. manandhar, president of NAAS.
- YAMAMOTO TALIM GHAR is scheduled to be innagurated by Mr. Nagaaki Yamamoto, President of AOTS Japan, on December 8th, 1995 during SAFAAS '95 convention.
- This building is designed as per requirement of NAAS Programms and activities. The details of the land and building is as follows :

**Land** - 160 sq. m.

**Plinth area** - 96 sq. m.

**Total floor area** -244 sq. m.

### Building Facilities

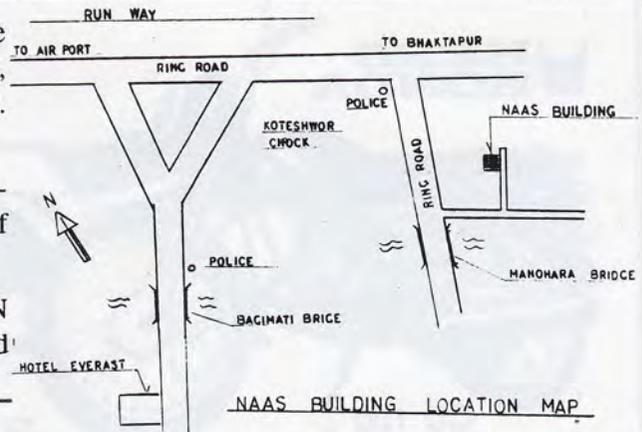
- |              |                                                                       |
|--------------|-----------------------------------------------------------------------|
| Ground floor | - Lobby/Reception room<br>Audio Visual Room<br>Meeting Room<br>Toilet |
| First floor  | - Training hall<br>Office Room<br>Toilet                              |
| Second Floor | - Library<br>Pantry<br>Terrace                                        |



The members of house construction committee are Mr. P. N. Manandhar, President, Mr. Madhusudhan Bhattarai, V.P, Mr. Srawan K. Bajaj, Mr. Subash Pradhananga, Mr. R. Adhikari and Mr. Sanam Amatya.

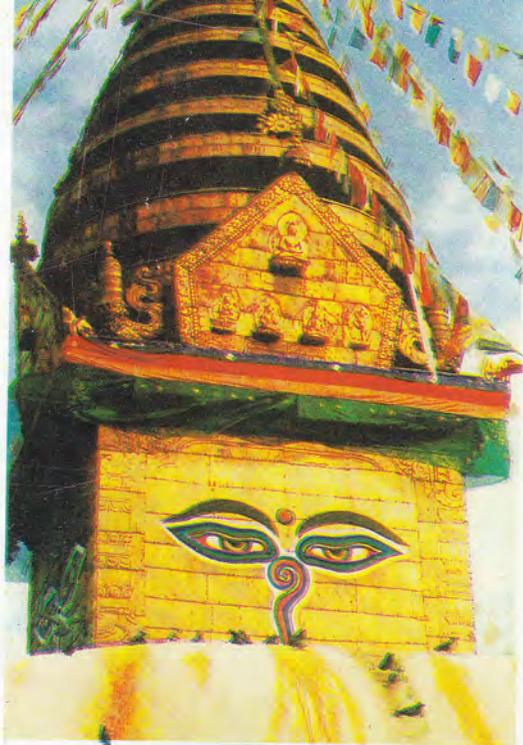
The committee's sincere thank goes to all NAAS members for their active support and guidance for completion of the building.

Our thanks also goes to contractor ALPHA-1 ECCON for completing the construction work as per design and schedule.



### Thank You

NAAS Expresses its heartfelt thanks to Mr. Subash Pradhananga for his valuable time devoted for the planning and execution of construction work, and also to Mr. Srawan K. Bajaj, Mr. Sanam Amatya and Mr. R. Adhikari for their design concept of the building.



# Hotel Aquamarine

Kathmandu

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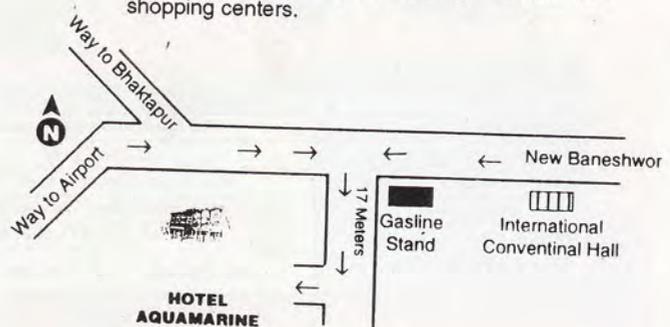


## LOCATION

Hotel Aquamarine is just 10 minutes from the Kathmandu Tribhuvan Domestic and International Airport and close to the city convention center. Just 10 minutes drive to city's business, industrial and shopping centers.



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1-Needle, Lockstitch Machine with an Automatic Thread Trimmer

**DDL-5550-1-00/NP-1**

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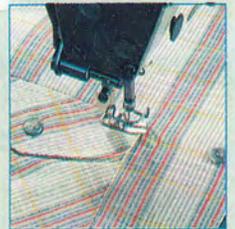
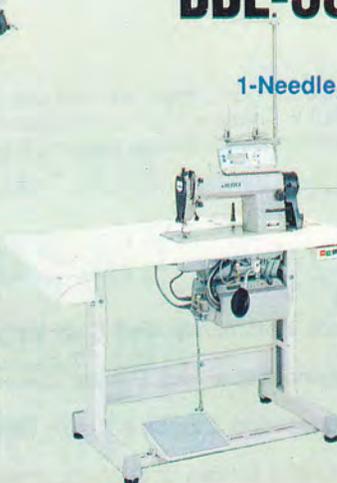
**DDL-5550-3-0B/EG-10**

1-Needle, Lockstitch Machine with an Automatic Thread Trimmer



**DDL-5550-7-WB/CP-133**

1-Needle, Lockstitch Machine with an Automatic Thread Trimmer



**SPECIFICATIONS**

Model name	DDL-5550-1-00	DDL-5550-3-0B	DDL-5550-7-WB/CP-133
Sewing speed	Max. 5,000 s.p.m.		
Stitch length	Max. 4 mm		
Needle bar stroke	30.7 mm		
Presser foot lift	By hand lifter	5.5 mm	
	By knee lifter	13 mm	
Needle	DB x 1 #14		
Automatic thread trimmer	Provided		

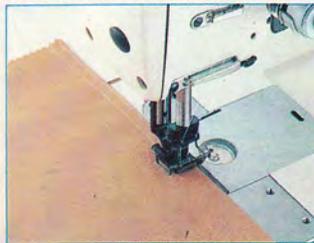
2-Needle, Needle-feed, Lockstitch Machine

**LH-3100 SERIES**



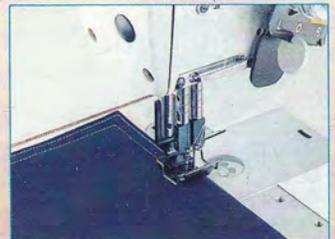
**LH-3128**

2-Needle, Needle-feed, Lockstitch Machine



**LH-3168**

2-Needle, Needle-feed, Lockstitch Machine with an Organized Split Needle Bar



**SPECIFICATIONS**

Model name	LH-3128S	LH-3168S
Application	For medium-weight materials	
Max. Sewing speed	3,000 s.p.m.	
Stitch length	Max. 5 mm (Reverse feed: 5 mm)	
Lift of presser foot	5.5 mm (By hand lifter), 12 mm (Knee lifter)	
Needle	DP x 5 #14 (#11 to #18)	
Organized split needle bar mechanism	Not provided	Provided as standard

## Overlock Machine

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## MO-3700 SERIES MO-3704E



## MO-3704E-0E4-40K/F

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## MO-3714E-BE6-40K/F

2-Needle, overlock machine for runstitching



## MO-3716E-DE4-40K/F

2-Needle, safety stitch machine for runstitching



### SPECIFICATIONS

Model name	MO-3704E	MO-3714E	MO-3716E
Stitch type	1-Needle overlock	2-Needle overlock	Safety stitching
Stitch style in the U.S.A.	504	514	516
Sewing speed	Max. 7,000 s.p.m.		
Stitch length	0.8 to 4 mm (up to 5 mm by special specification)		Max. 5,500 s.p.m. 1.5 to 4 (5) mm
Needle gauge (mm)	—	2, 2.4, 3.2	3.2, 4.8
Overedging width (mm)	1.6, 2, 3.2, 4, 4.8, 5.6, 6.4	3.2, 4, 4.8	3.2, 4, 4.8, 5.6, 6.4

## High-speed, 1-needle, lockstitch, zigzag stitching machine

## LZ-2200 SERIES

### LZ-2280

Standard zigzag stitching machine



### LZ-2286

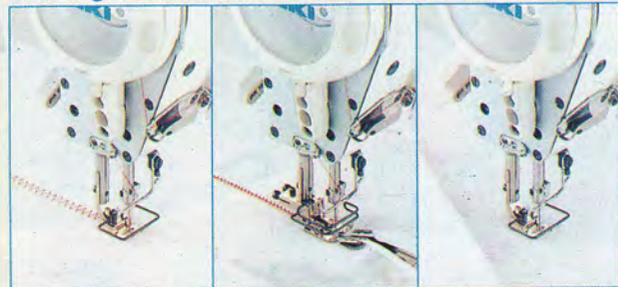
3-Step zigzag stitching machine

### LZ-2285

Fagoting machine

### LZ-2287

Scallop stitching machine



### SPECIFICATIONS

Model name	LZ-2280	LZ-2286	LZ-2285	LZ-2287
Stitch system	Standard zigzag	3-step zigzag	Fagoting	Scalloping
Stitch pattern				
Max. sewing speed (s.p.m.)	5,500	5,000	4,000	5,000
Max. needle throw (mm)	5.0	10.0	8.0	8.0
Max. feeding amount	2.5	2.0	2.2	2.0
Lift of the presser foot	By hand lifter: 5.5 mm, By knee lifter: 10 mm		By hand lifter: 5.5mm, By knee lifter: 8mm	By hand lifter: 5.5mm, By knee lifter: 10mm
Needle	SCHMETZ 438 (#75: at the time of delivery)		SCHMETZ 438SUK (#80: at the time of delivery)	SCHMETZ 438 (#75: at the time of delivery)

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# ROLE OF THE PUBLIC SECTOR IN THE DEVELOPMENT OF THE DRUGS AND PHARMACEUTICAL INDUSTRY IN NEPAL

- Kishore Ram Bhandary  
Royal Drugs Ltd.



## Over view

The manufacturing sector in Nepal has been characterized as the most vibrant sector of the Nepalese economy, recording average annual growth rates in excess of 10% during the 1987-1992 period. However, because of the predominance of agriculture within the national context, the manufacturing sector accounts for less than 5% of the gross domestic product (GDP). This is understandable in the sense that the main emphasis of successive five year plans starting in 1956 was on the development of agriculture and in the establishment of infrastructure necessary for it. It was only after the Fourth Plan that moved towards establishing industry within the public and private sector. And the realization were made that the necessary infrastructure to sustain and promote industrial growth was inadequate. During the Fifth and Sixth plans efforts were made to establish the infrastructure necessary for industrial growth (power, industrial districts etc.) as well as formulation of attractive industrial policy to encourage private sector and joint venture undertakings.

Within the manufacturing sector, the chemical branch has slowly but continuously expanded its share.

However, this sub-sector which includes polythene pipes, foam and plastics, soaps and detergents, pharmaceuticals etc. have shown mixed results. While some have shown impressive growth, development of drugs and pharmaceutical branch has been slow and sluggish. The reasons are many and these include the sophisticated nature of the industry coupled with low level of institutional support and very low effective protection levels against imports, absence of sub contracting and ancillerization and above all a very low level of health consciousness and inadequate health infrastructure have discouraged the growth of the pharmaceutical industry. In addition, multinational who have played a leading role in the development of the pharmaceutical industry in other developing countries are virtually absent in Nepal. This has not only deprived the country of a very significant source of financial and technical expertise but has also been one of the main factors in the non - development of the scientific base necessary for the pharmaceutical industry.

## Public Sector Pharmaceutical Industry

The foundation of the modern pharmaceutical industry in Nepal was laid in 1972 with the establishment

of Royal Drugs Ltd. (RDL), a wholly owned undertaking of HMG/Nepal. In its early days RDL was housed in buildings leased to it by the Department of Medicinal Plants, Ministry of Forests, within the Department's compound at Thapathali in Kathmandu. With the expansion of production, these facilities were found to be inadequate and consequently an expansion programme was undertaken. The company subsequently moved into new purpose built premises at Babar Mahal, Kathmandu with extensive production and store areas available in it. With sales turnover of approximately Rs. 100 million in 1994-95 RDL was able to meet about 10% of the country's requirement of drugs and pharmaceuticals.

As a wholly owned enterprise of HMG/Nepal, the aims and objectives of the company is closely related to those of the government's in this field. Consequently the company's production activities are heavily biased towards the production of essential drugs needed by the country's health services. This emphasis on essential drugs is seen in RDL's product range, of the approximately 75 products manufactured, 50 fall within the essential drugs category accounting for more than 70% of the sales turnover.

RDL is currently approaching a critical phase in its existence. The massive expansion programme undertaken during the 80's has severely stretched the company's financial resources. This unprecedented physical expansion of its manufacturing facilities was not supported to any appreciable extent by a corresponding upgrading of its organizational and managerial infrastructure. Consequently the company now finds itself in possession of extensive physical facilities but limited administrative and management expertise available to it. The company, therefore, must, evaluate and develop an effective strategy that will fully utilize its not inconsiderable potential strength at the same time remove and overcome its weakness. The 90's will probably see the consolidation and strengthening of the RDL's productive capacity and justify the huge investment that a resource scarce country has made in it.

### The Future

What then is the role of the public sector in the development of the pharmaceutical industry in Nepal ?

a) As a public sector undertaking RDL's priority must reflect those of the government's in this field and this means greater emphasis on the production of essential drugs. The government can compliment this by revising and updating the current National List of Essential Drugs and including commonly used dosage forms and strengths.

b) Again as public sector

undertaking RDL must encourage the use of generic names (as far as possible) as against brand names. Again the government can complement this effort by mandating all institutional procurement of drugs and pharmaceutical under generics.

c) RDL's pricing structure while reflecting those of a viable public sector undertaking should also reflect the company's social obligation rather than be guided by purely commercial considerations. Here the government's role should be in developing pricing guidelines for both the public and private sector that reflect legitimate financial consideration but at the same time protect the weaker sections of the society from excessive cost that are unreasonable and also unfair.

d) A total commitment to quality, irrespective of any other consideration must be the operative philosophy for both the public and private sector. In this regard RDL can and should be a real model by setting standards in areas of Good Manufacturing Practices (GMP), Quality Control (QC) and Quality Assurance (QA). Again the government can play a vital role in mandating generally accepted standard, for the production and quality control of drugs and pharmaceuticals. These rules and regulation must be applicable to both the public and private sector.

e) RDL's years of experience in the field of drugs manufacture has enabled the company to accumulate considerable information in areas such as manufacturers and suppliers of raw material, packaging material, machinery, plant and equipment etc. RDL could serve as a data bank for the private sector in this and other areas where the availability of information is vital. This will foster mutual co-operation that will benefit the drugs and pharmaceuticals industry as a whole.

f) As a public sector undertaking RDL could be instrumental in formulating government policies that are favorable to the industry and in consultation with the private sector advise the government in areas such as tariffs on raw & packaging material, machinery, plant & equipment etc.

### Conclusion

In conclusion it must be stated that both the public and private sector are part of the pharmaceutical industry and any factor that affects the industry will affect both the public and private sector. Healthy competition between these sectors is not only beneficial but necessary. An antagonistic attitude would be detrimental to both. Rather the attitude should be of one complementing the other, of sharing experiences and any rivalry and here it must be emphasised - healthy rivalry should be restricted to the market.

# REGIONAL COOPERATION FOR HUMAN RESOURCES DEVELOPMENT

AMM Khairul Bashar  
Bangladesh



## Abstract

Today, nations are mutually interdependent. International and regional cooperation is viewed as a means of economic development. This has resulted in springing up of new markets, unleashing the creativity and productivity of people. The forces of democracy has spread across many nations. People are asserting their right to determine their own destiny. The challenge are for development needs, identification of practical and pragmatic options. The best route is to unleash human abilities. Thus Human Resources Development (HRD) is absolutely necessary for economic development for which regional cooperation can play an effective role.

## Human Resources Development

Today many countries lack of adequately qualified personnel in industry, agriculture, health and other service sectors, which is considered to be a major obstacle for sustained development. The secondary and tertiary level general education is the basic step of acquiring knowledge and competence. The skills required in all sectors for economic development is much more than what is acquired at this level. Besides, new and changing technologies demand different specific skills. The skill and knowledge development between education and industry needs

interfacing. Knowledge, skills and behavior of people are developed through learning. This can be achieved through.

- education (formal or nonformal)
- training (in various forms)
- behaviour modelling on the job

Human Resources Development, popularly known as HRD is a wide area that covers education, health, population and nutrition. Human Resources are the most precious resources of a country for its development.

In the language of psychologists, a person can be intelligent or stupid, kind or cruel, dominant or submissive, liberal or conservative, anxious or calm, contended or unhappy, ambitious or lazy, crazy or save, dubious or straightforward, interesting or dull, outgoing or withdrawing and so on. Thus the programmes for converting human beings into resources must be designed carefully to develop his/her personality.

The HRD philosophy is a recognition of human potential and firm belief that individuals have creativity which can be utilised for a meaningful purpose. Thus HRD is a continuous effort. The success of an organization depends upon its ability to attract retain, maintain, develop and utilise its people at all levels. The career planning of an employee is a

means to show his potential to the fullest extent. Thus, career development is an integral element of whole HRM (Human Resources Management) Which increases productivity, personal satisfaction and growth. This should be an integral part of a manpower planning process.

The need for technology is universal. Major reason for economic backwardness of many countries is the lack of their technological development. The advances made in the second half of this century in different branches of Science and Technology, unleashing a new way of living and working. Technological advancement and HRD are interrelated. The next century, is expected to be characterized by many changes in technologies. The development of Human Resources commensurate to the expected changes will be an important issue.

Technological development emanates from technological manpower. Development of technological manpower is the key to sustainable economic development. Technological development is definitely a team effort of members with diverse level of education, training and abilities. "Rapid technological advances, declining costs and ever increasing acceptance of new technology will combine to reduce the labour component in work and extend human capabilities in unprecedented ways".

*The author is an Institutional Development Specialist in Bangladesh.*

Effective Human Resources Management is the responsibility of all successful managers. The importance and dignity of human beings should not be ignored for the sake of expediency. Through careful attention to the needs of employees, do successful organizations develop and prosper. Human Resources must be evaluated with respect to the contribution it makes to the organizations productivity. Management of successful Human Resources needs technological literacy. A Human Resources Manager must be business minded globalist. He should be capable to understand and deal with the implications of structural change in the world economy. He should be aware of the issues of gaining commitment from a new breed of employees who can not be managed by authoritarian standards of reward and punishment. An environment in and outside the organisation are necessary to grow such people through training, involvement and support.

#### Status of HRD: Global and Regional Scenario

Richest 20% of the world's population enjoy approximately 83% of the global income and poorest 20% only 1.4%. This gap is widening gradually. Countries with higher adult literacy rate enjoy high life

expectancy at birth, more daily calorie supply and other amenities for life (Table-1). Military expenditure as percentage of GDP is more in developing countries compared to highly developed countries. Developed countries are more industry oriented than agriculture. In countries with high and medium human development, industrial production as percentage of GDP is more than that of agriculture. The scenario is reverse in developing and least developed countries. Many countries are facing the phenomenon of jobless growth. Though developing countries experienced 45% growth in GDP, but employment grew only half as much. This region (SAARC countries) is also marked by similar characteristics (Table-2). Military expenditure (as percentage of GDP) has an increasing trend. Income from agricultural production still dominates over industry. Countries having higher adult literacy rate enjoy high life expectancy at birth, more access to health, safe water, sanitation, daily calorie supply and other amenities of life. These countries are also poor having low GDP.

The most exciting breakthrough may occur not only because of technology but because of an expanding concept of what it means to be human. Future world is expected to cope with too many changes in too short time.

Organisations, nations may become overloaded with too much changes too soon.

#### Regional Cooperation

Technical cooperation is an important way for developing countries to acquire skills, build capacity and pursue self reliant development. HRD is the key to development. Hence developing countries should consider common programmes for HRD. No single nation can undertake elaborate programmes to develop all its human resources. As opportunities and facilities are spread over, all countries may establish centres of excellence in different regions with common resources.

Countries in this region share many common natural resources. Besides governance, social and political issues of one country bears impact on another across the geographical boundaries. All such incidence influence peace, expenditure and GDP.

There are many common problems of under development in this region. These should be carefully examined and researched in most suitable centres with common fund and management.

TABLE - 1

INDEXES OF HIGH, MEDIUM AND LOW HUMAN DEVELOPMENT COUNTRIES

Category	HRD related indexes			Indexes related to standard of living							Production		
	Adult literacy rates (%) 1990	No of Scientists & Technicians per 1000 people 1986-90	R&D Scientists & Tech. per 10000 people 1986-89	Population with access to			Daily calorie supply (as % of required) 88-90	Television per 1000 people 1990	Daily news paper circulation per 1000 people 88-90	Life expectancy at Birth (year 1990)	Agri. Prod. (as % of GDP) 1990	Ind. Prod. (as % of GDP) 1990	Services (as % of GDP) 1990
				Health services (%) 88-89	Safe water % 88-90	Sanitation % 88-90							
High Human Development Countries	91	49.8	9.4	84	79	85	123	184	187	70.6	9	38	53
Medium Human Development Countries	76	10.8		68	73	84	114	67	55	68	16	39	45
Low Human Development Countries	49	2.9	2.4	56	62	20	98	29	13	56.6	30	28	42

Source: adopted from Human Development Report 1993, UNDP.

Many Japanese Management application techniques helped flourish its devastated economy after World War-II. Today many nations are endeavoring to adopt many of these Japanese techniques. Organisations like AOTS (Association for Overseas Technical Scholarship), its Alumni societies, JETRO (Japan External Trade Organisation) are engaged in disseminating these techniques across the world. Multinational companies operating in many countries practice advanced techniques. They invest in Human Resources Development suitable to their needs in various countries. Islamic Center for Technical and Vocational Training and Research (ICTVTR) is playing a significant role in developing technical manpower for its member countries. Similar cooperation on international and regional basis can help in appropriate Human Resources Development. Many educational institutions in the region attracted students from its neighbouring countries.

Free flow of scientists, engineers, and technicians among countries will be undoubtedly beneficial. This should be planned and encouraged. A common programme may also be drawn for this purpose.

Thus it is evident that the impact of

technological advances are not confined by the national boundaries. Development of Human Resources can be accelerated by sharing resources and experiences of nations. Thus, a common directory of resource personnel may be prepared and published for the countries for mutual benefit.

Development of appropriate technology brought spectacular changes even in many poor countries. The oral dehydration programme for life saving, Food for Education, Grameen Bank System for income generation in Bangladesh; various environmental improvement and entrepreneurship development programmes of India and Pakistan; education programmes in Sri Lanka had been very successful and drawn the attention of the world. Regional Cooperation among these countries will not only help in Human Resources Development but will also enhance economic development.

Changes in the concept of "quality", and "peoples participation" improved the quality of "work life". Humanisation of work has been immensely contributed by the participatory concepts of "Quality Circles (QC)", "Company Wide Quality Control (CWQC)", "Total Quality Management (TQM)" etc. evolved in Japan. Effort of AOTS in

disseminating these concepts are encouraging. Besides, top quality AOTS training courses in various field helped in technology transfer. Involvement of its Alumni Societies in organising various skill development programs have been successful to a large extent. It is necessary to strengthen the activities of AOTS Alumni Societies to organise more in house programs for skill development. In this respect Societies can make effort for best utilisation of the AOTS Inter Alumni Exchange Fund. Alumni Societies in this region can endeavor to develop a five years plan of actions to utilise this fund effectively.

**Conclusion**

Human Resources Development is essential for economic development of a nation. Cooperation among nations are essential for effective Human Resources Development. Common resources, solution of common regional problems, free flow of technical manpower, common research and share of experiences is necessary for developing Human Resources. Various steps may be undertaken towards this goal. Creation of common centers of excellence and directory of resource personnel and publications are essential requirements.

TABLE - 2

HUMAN DEVELOPMENT INDEXES IN THE REGION

Name of the Countries	HRD related indexes			Indexes related to standard of living						Production			
	Adult literacy rates (%) 1990	No of Scientists & Technicians per 1000 people 1986-90	R&D Scientists & Tech. per 10000 people 1986-89	Population with access to			Daily calorie supply (as % of required) 88-90	Television per 1000 people 1990	Daily news paper circulation per 1000 people 88-90	Life expectancy at birth (year 1990)	Agr. Prod. (as % of GDP) 1990	Ind. Prod. (as % of GDP) 1990	Services (as % of GDP) 1990
				Health services (%) 89-89	Safe water % 88-90	Sanitation % 88-90							
Sri Lanka	88.4		2.2	80	60	60	101	36	32	70.9	26	26	48
Maldives	96			75	70	28	80	25	7	62.5			
Pakistan	34.8	4.1	1.5	86	60	22	89	17	15	57.7	26	26	49
India	48.2	3.6	2.5		75	13	101	32		59.1	31	29	40
Bangladesh	35.3	0.5		74	78	12	88	5	6	51.8	38	15	47
Nepal	25.6	0.6			37	6	100	2	8	52.2	60	14	26
Bhutan	38.4			80	34		128	6	11	48.9	44	27	29

Source: adopted from Human Development Report 1993, UNDP.

## BIOTECHNOLOGY IN A DEVELOPING COUNTRY

**Braj Vaidya**  
Nepal BIOTECH Nursery



### INTRODUCTION :

The field of biotechnology is vast. It ranges from making an artificial high tech. heart to a simple village level biogas plant. Since the beginning of human civilization, the man has always been seeking new ideas and concepts because of his inquisitive mind. As the time passes by the technology created by man himself becomes the tool for his adaptation for better environment and better living. The biotechnology that I am referring to, is a small part in a field of biotechnology.

For last few year I have been working for a commercial tissue culture company, Nepal Biotech Nursery, in Kathmandu, Nepal. Although I was bit skeptical about coming back to work in a high tech area in a country like Nepal but later on as the time went by I realized that how important it is in developing nation like ours to have commercial biotech laboratory. I have seen the biotechnology being applied in different fields such as in horticulture, agriculture and floriculture. Although tissue culture is not known widely by the farmers and in grass root level, it is slowly being accepted as the farmers start seeking new types of plants to increase their crop yield and income.

### WHAT IS TISSUE CULTURE ?

The tissue culture is a process in



which elite plants or the specific part of the plant is selected, usually the meristem (is a part of a plant where active cell growth takes place, such as in shoot tip). The meristem is sterilized in different solutions to kill the surface contaminants, and then placed in a culture bottle with media and artificial chemical nutrients in aseptic condition. After the bottle with meristem in media is sealed with a lid, it is transferred to a growth room where temperature and light is controlled to get optimum growth. The plant cells regenerate faster in such artificial condition making possible to produce plantlets numbering in millions in short time. The plants produced by tissue culture will also give disease free and virus free plantlets.

In summary, tissue culture is a process whereby in a short time a large number of plantlets can be produced that have better yield, and disease free. For this process the

scientists working in the government laboratory and in private research and commercial laboratory have put their much time and effort to research and develop new variety of plants and crop with astounding results.

### THE PRESENT SCENARIO :

Because it is new field there are not that many laboratories in commercial and in research sector. Even with the commercial laboratory or factory, it is not like other factories where the raw material is fed in a machine and out comes the final product. With patience and lots of effort, a good product, or in the case of tissue culture laboratory, a good and healthy plant could be produced. The demand for better strains of plants or better yielding plants are rising as the people are becoming aware of what biotechnology could do.

Nepal is a landlocked country with difficult geophysical structure, although there are many constrains such as transportation, irrigation and lack of good farming plot, and despite these constrains people do live in remote areas in the hills and mountains. For the people living in such places, the only source of income is agriculture. The agricultural fields are made up of steep hills and terraces, thus application of automated agricultural tools are out of question. But for improvement of farming and for better farm output, the commercial tissue culture company can help by mass producing high yielding plants, crops and vegetables to be grown in such condition. Even the crop that are most suitable for such area could be mass propagated in order to meet the demand of local farmers. Hence these plants given to the farmers will require less attention, will be disease free and will have been well adapted to their environment.

### OPPORTUNITIES AND POSSIBILITIES :

First of all, for a well established commercial laboratory, once the production is smooth, there are countless opportunities. There are possibilities of doing joint ventures with foreign companies or getting sub-contract jobs just of mass propagate the plants for foreign companies. These work have labor intensive parts during the growth period and as we all know because of the cheaper labor in the country like ours, we could really benefit from such tie ups with foreign companies by doing the job for them in cheaper rate than in their country. Other avenues for tissue culture companies are as mentioned before, providing the domestic market with better strain of plants and crops. There are opportunities in exporting the indigenous plants around the world too. Again the tissue culture will play a major role by mass propagating the plants to be

shipped to different country.

In the area of floriculture, the orchids have taken major share of the market in the world. Most of the orchids that are to be exported from any nations must be propagated through tissue culture. Otherwise, because of CITES, it is illegal to export them. Most of the tissue culture laboratories in the world are involved in tissue culturing orchids. There are many orchids native to Nepal and the Himalayan region that are commercially valuable, which could be tissue cultured and exported. This kind of industry could benefit many levels of people, from scientists to the gardeners.

In a developing country like ours it is essential to have a industry that will help the local people such as farmers and at the same time could help the country in foreign exchange by exporting the plants to the countries around the world.



**nbn**

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## AN ODE IN WOOD CARVING

MD. RAFIQ AZAM  
Architect, Bangladesh



Perhaps the best known craft in Nepal is the wood carvings that ornamented both the domestic and religious building. This craft was developed by the "NEWAR" tribes in the 15th and 16th centuries, during the Malla Period.

The Kathmandu valley is the main stronghold of Newari culture. The Royal Palaces of the valley promoted the local art and the best examples of each period of Nepalese art are found in the buildings, which comprise these palace ensemble.

The windows, doors and floors are provided with a series of unique surrounding and mouldings. The carvings are built up of basic shapes which are derived from heads, birds or vegetal motif. Each of these are unique elements. The grill work of windows are composed of a very intricate geometric interlocking construction.

The brick core wall is punctuated by horizontal timber beam inserted at various levels with varying motifs. The *Nagapasa*, *Narapasa* and other cornice edge beams are some such breaker of brick mass. The breakers are probably used for structural needs also. The brick mass, when divided into smaller pannels are more resistant to earthquakes. The undecorated timber bands at various levels are also being used in the



interior of the temples. The slopping roof are supported in these core walls by slopping wooden *Tunals* (struts) richly curved in figures of divinities. The corner struts, which always carry the same imagery in every roof corner of every temple represents a fierce aquatic figure, with winged animal (The *Vyala*). The simplicity of the building structure and its stark plain interior contrast with the magnificent carving of doors, windows, colonades, struts and architraves. The sun on roof surface and deep shadows on the wall and Window Jallies resulting from the large roof overhangs give an ethereal impact on the viewers and believers alike. But unfortunately these windows and wood carvings deteriorate badly with time, damaged

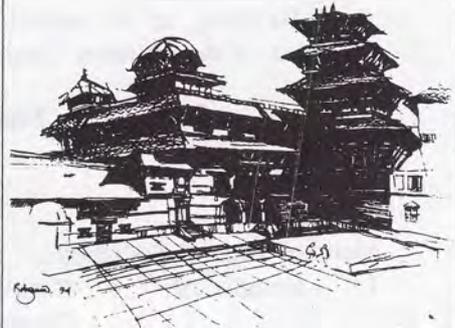
by the monsoon rains, and distortion and loss due to earthquakes. They have also been heavily over painted in an effort to overcome their tawdry appearance. The conservation program has begun, undertaken by the Department of Archeology of His Majesty's Government of Nepal in collaboration with UNESCO, UNDP, and GTZ. In the course of conservation, it seemed that all the wood work would have to be executed in situ. But it was soon found that the majority of the carved windows and struts could be safely removed and cleaned more conveniently away from the building.

Usually eight types of wood are used in the construction of the traditional

temple or house according to their different characteristics. The "SAAL" wood used for columns, stair, window and door frames, rafters etc. "SALLA" or scots pine usually is used for building elements that are protected from weathering effects, such as floor beams, door leaves, roof rafter, latteece screen etc. In any structure of Kathmandu Valley the general building proportions and details are quite similar to each other in terms of interior and exterior, particularly when relating to the building elements such as doors, windows, posts and beams. In fact a true uniformity exists in building materials, specially timber and the way it is used. Usually a dressed natural stone (Ilohan) or wooden threshold (Lakansin) supports the wooden post (Than) and wooden bracket (Meth) which transfer the load from the lintel (Nina) and beams (Dhalin) on to the post. A long peg (Sa) extending from the post passes through the bracket into the beam and holds the three structural

elements in position. The upper half of the posts and the brackets are intricately carved, where as the beams and sole plates are generally without decoration. Doors or LUKHA (Newari) or Dhoka (Nepali) all are relatively similar in their design and size of opening. In dwellings, monasteries and many temples, the access doors do not exceed 70 x 160 cm, but entrance to the inner courtyards of palaces are more gate like. So far gate with less height always put up a distinct disadvantage for the possible intruder. The palace entrances are closed by massive double doors and are fastened on the inside by a large wooden bolt and on the outside, when the building is unoccupied, by heavy iron locks. Generally The doors consist of an interior frame, Duchu and exterior frame, Bha, which are joined together by four wooden ties, Tas and pinned together, with wooden nails, *Chukus*. In fact the most important difference between doors is on overall size of the opening and their decoration. Many doors which lead to The shrine have a pediment or *Torana* fixed to the upper frame with decoration. The *Torana* is always related to the God whom the shrine is dedicated to.

The design and construction of windows in particular, have become an important focus for displaying the fineness of Newari art, both in the external design and artistry of the window, as well as the skill joiner work used in the construction of the windows. The windows (Jhyas) are pieced together from many prefabricated units of varying shapes and size and assembled without the use of either metal fixing or glue. Each window consists of two frames, the inner plain frame, (Duchu) always being larger than the outer



richly carved frame (Bha) and both are held together by wooden ties and wooden nails.

The lattice work or jalousie of the window is not achieved by boring holes into a plank as generally being supposed but by combining three different battens : The perforated batten, the serrated batten and the key batten. The lattice produced is pressed into the prepared frame and cannot be dismantled without breaking the entire frame. There are many types of finest quality windows which includes. *Chhapa Jhya, Tiki Jhya, Sun Jhya, Pancha Mukhe Sunjhyas, Ga Jhya, Chakala Tika Jhya, Pasuka Jhya, Blind Window* etc.

the wood carving was, until its recent revival, a dying tradition in Nepal. But aim has been set out as a long range policy for revival of interest in wood carving and setting up of local wood carving guilds. These guilds would maintain the original wood carving tradition and ensure the supply of skilled and willing craftsmen for conservation.

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## GLIMPSE OF SAFAAS

: Purpose of SAFAAS

Building up of mutual cooperation and international understanding between AOTS Alumni Societies of the Member Countries in line with the guidelines set by AOTS, Japan.

### South Asia Federation of AOTS Alumni Societies (SAFAAS)

: Established  
in 1989

: Member Alumni Societies :

- 1) Bangladesh : Bangladesh AOTS Alumni (BASS)  
Chattagram AOTS Alumni Society (CAAS)
- 2) India : AOTS Alumni Society, Delhi  
AOTS Alumni Association of Western India  
AOTS Alumni Society, Calcutta  
AOTS Alumni Association, Karnataka Regional Centre  
Alumni Society of AOTS, Kerala Regional Centre (ASAKERALA)  
Maharashtra AOTS Alumni Society (MAAS)  
ABK-AOTS Dosokai Tamil Nadu Centre  
Federation of AOTS Alumni Association of India (FAAAI)
- 3) Iran : Association of Iran's Japan Alumni (AIJA)
- 4) Japan : The Association for Overseas Technical Scholarship (AOTS)
- 5) Nepal : Nepal : AOTS Alumni Society (NAAS)
- 6) Pakistan : AOTS & ABK Dosokai Karachi Regional Centre  
AOTS & ABK Dosokai Lahore Regional Centre
- 7) Sri Lanka : Japan Sri Lanka Technical & Cultural Association (JASTECA)

: Secretariat at New Delhi

: Conventions held and to be held

- |                          |   |                                     |
|--------------------------|---|-------------------------------------|
| First SAFAAS Convention  | : | Colombo, Sri Lanka (1989)           |
| Second SAFAAS Convention | : | Karachi, Pakistan (1991)            |
| Third SAFAAS CONVENTION  | : | New Delhi, India (Nov. 14-16, 1993) |
| Fourth SAFAAS Convention | : | Kathmandu, Nepal (Dec. 7-8, 1995)   |



## Nepal AOTS Alumni Society - An Introduction

Nepal AOTS Alumni Society (NAAS) is a non-political voluntary organization registered in 1991, consisting of members who have undergone trainings conducted by Association for Technical Scholarship (AOTS), Japan.

The Main objectives of NAAS is to promote fraternity among ex-trainees of AOTS in Nepal and to help each other :

- to promote exchange of technical knowledge between Nepal and Japan through trainings, seminars and workshops,
- to extend necessary co-operation and assistance to AOTS, Japan in organizing and implementing its Overseas Training Programs and Lecturing Tours in Nepal,
- to unite the ex-trainees of AOTS in Nepal into a bond of friendship for further development,
- to disseminate the informations on technology and management through the publications sent by AOTS, Japan, and through its own publications.
- to recommend the trainees under Alumni Recommended Scholarship Program.

Membership in NAAS is open to all ex-trainees of AOTS, Japan, with Nepalese citizenship. Out of 180 ex-trainees from Nepal, to-date about hundred have already taken membership of this society.

During 1994-95 NAAS has sent 77 trainees to Japan, Bangladesh and India under Alumni Recommended Scholarship and Inter Alumni Exchange Programs. We also accepted one trainee from Bangladesh. Besides that, holding of talk programs, seminars on various subjects with the cooperation of AOTS, Japan are also a part of our regular activities. On December 7-8, 1995, NAAS is going to hold Fourth SAFAAS Convention in Kathmandu.

In the year 1995-96, NAAS plans to increase its activities further for achieving its objectives through the collective efforts of all concerned.

**With Best Compliments**  
**Nepal AOTS Alumni Society**  
**On the occasion of the 4th SAFAAS,**  
**Dec. 7-8, 1995**  
 from  
**The Computer Software People**

**BCI** *Blue Chip international (P.) Ltd.*

Meera Home, Khichapokhari  
 P. O. Box.: 9768 Kathmandu, Nepal  
 Tel : 225811 Fax : 977-1-221826

## NEPALESE ENTREPRENEURS TRAINING

T. B. Pradhanang  
Prefab Concrete Ind. (Pvt.) Ltd.

I was one of the participants of the Second Training Program for Nepalese Entrepreneurs (PNEE-2) organized by AOTS. There were altogether sixteen members in our group, twelve men and four ladies. The more observant in the group may have got a glimpse of the Japanese Management System even before the first lecture had started. Our travel arrangements, pickup at Narita airport, transfer to Kenshu Centre, Yokohama, allotment of rooms, short orientation etc. were all so well planned and organized that it went like clockwork. We did not face any troubles or hassles generally associated with group travels and group program. On the other hand there happened to be three married couples, in our group and they had a little difficulty in getting permission to share rooms with their spouse just because they failed to give prior information about their marital status. A small point to indicate our carelessness and lack of planning.

The training program was a great opportunity to get a glimpse of the Japanese management system through the very interesting lectures and plant visits. The experience has been invaluable and I am sure each and everyone of the participants in their own way has greatly benefited from this experience. Though some



of the problems and reasons of inefficiency in my own business are obvious. I just did not realize the value of taking action. So this training has been an eye opener. After the training I cannot say that I have brought back specific solutions to specific problems in my business but I can emphatically say that I have brought back the concept of better management in all areas. The concept that there is always room for improvement in every respect of management.

I was most impressed with the Personnel Management System. The Japanese have made motivating people, such a fine art that they get the best ability out of each and everyone of the company staff and the whole staff work as a team to achieve a common goal. I was amazed at the great emphasis, the management gave to the welfare of the staff to attain the very high level of motivation. After all, the best

planning and the best system will not be effective without a motivated staff. Each and every organization had their own management philosophy and they tried to achieve the company goals working within the philosophy.

The Factory visits was another interesting and educative part of the training. The first impression was unbelievable neatness and cleanliness of all the factories we visited. Even factories assembling machines which we normally associate with dirt, metal scrapes and oil were spotless. We generally think of automation as very sophisticated and costly equipments but we noticed very simple low cost automation greatly enhancing the efficiency of the operation. I was amazed at the great emphasis given to quality control at every stage of production. This is no doubt the reason for the great reputation of the Japanese goods today.

Even though the course was of short duration, I believe most of the participants would try to make their own concerns more productive and profitable utilizing the knowledge gained. I honestly recommend that many Nepalese Entrepreneurs as possible should take the opportunity to attend this Training Program.

## MANAGEMENT THE JAPANESE WAY

**Shashindra Shrestha**  
NEBICO (P.) LTD.

**J**APANESE history are characterised by two main points (i) over 10,000 years of cultural continuity and (ii) the ability to adapt imported culture and technology to improve Japanese living standard. As a result of the influence of internationalisation, the traditional management system adopted uniformly by most Japanese companies is now starting to change. Thus it is believed that Japan's traditional culture has been shaped and matured by its seasons as that from language poetry to the pattern of fabric.

The Ringi System has become a very common way of making bottom - up decisions in Japanese companies.

In Japanese management, the Japanese decision making process differs from Western process. Decisions in Japanese organisations are not made from the top down but, for the most part generally arrived at from the bottom up. Japanese experience reveals us that top management instead of becoming decision maker should play a role of decision facilitator and encourage the employees to make collective decisions.

In Japan most of the companies hire new people in once-a-year recruitment drives during which prospective graduates are tested,



interviewed and finally hired. Once they are hired, the employees are trained on-the-job and reassigned every few years to give them board generalist experience and ensure their long-term competence.

It is true that much emphasis is on creating family like feeling within the company. As a result the employees grow more attached and more loyal to the company. All the same, employees in any company believe in team-spirit and this team-spirit fosters the spirit of belongingness and increase employees' commitment towards the strategies of the organisation.

Most of the Japanese companies believe very much on Total Quality Control (TQC) and Just In Time (JIT) System. The Toyota production system or "Just In Time" production system ranks alongside as another typical Japanese production management system. However,

concentration on a number of detail areas are advocated in order to achieve the so called 5'S : "seiri" (straightening up), "seiton" (putting things in order), "seiso" (cleaning), "seiketsu" (personal cleanliness) and "shitsuke" (discipline). Apart from the above, the Suggestion System can be regarded on one hand as an aspect of the participatory system adopted by Japanese companies. It is said that in Toyota alone, the employees submit about two million suggestions annually under the suggestion system, of which about 85% of them are implemented.

Rewards are based on seniority and go hand in hand with life time employment as a distinguishing characteristic of Japanese management, and these elements are often seen as the two sides of the single coin of the company's total embrace of the individual.

The similarities between Nepal and Japan are that both the countries are without natural resources. If Nepal is landlocked then Japan on the other hand is sea-locked and both the countries has to depend on imports. In consideration to the similarities, it is essential to learn what aspects of Japanese Management could be implemented in Nepal with utmost success.

## THE WATER WORKS

**Madhav Narayan Shrestha**  
Nepal Water Supply Corporation

Immediately after reaching at Narita by JAL flight, the guidenote provided by AOTS helped me to reach Tokyo Kenshu Centre easily. Registration on arrival was done smoothly and room no. 202 of TKC was allotted to me, then, I became a TKC-resident. I could not take food and could not sleep sound for a week because of time difference of Japan with my country and mainly due to the excitement. Following the time table, I started to become a good student of Japanese language, slowly. Language teachers were very nice with good experiences of teaching language. I felt myself as a student of kindergarden when I was learning japanese language. At the end of 6 weeks class I joined home stay activity organiazed by Hippo Club. It was an unforgettable event. My host family's name was Sato which is very common name in Japan. I still remember their warm welcome with Nepali National Flag on their hands, and clapping of three little children. On the next day we together with other Hippo club member families, celebrated a grand get together picnic at a river bank.

I was a trainee of the Bureau of Water Works, Tokyo Metropolitan Government. I got a golden opportunity to be a trainee of Tokyo



Metropolitan Government building no. 2. This building no. 2 is one of the sky high buildings in Japan. In course of my training to be familiar with management and day to day activities of water works in Japan, I sometimes even forgot to eat. While going to site inspection, I found as if I was in Nepal when I saw Hamura intake. The Hamura intake, completed on 1909 is made by passing the iron girders and using lumbers, twigs and gravel. The weir is removed at the time of heavy flood to let the river flow smoothly. Healthy growth of trees and preservation of forests at the riverheads impressed me very much. I realized again the importance of plantation in the waterheads in my country also to improve the water flows of the river, to improve the water quality, to prevent erosion & subsequent flow of soil into the river, ozone treatment, activated carbon treatment and biological treatment

introduced in Kanamachi purification plants are most advanced treatment which must be followed by mainly developed and developing countries both, I felt. I gave more attention to them so that our country might need then soon. The purification plants, distribution stations, raw water connecting pipes, transmission and distribution pipes net works managed and operated by water supply operation centre impressed me very much. The online computer network to provide 24 hour monitoring system to cope with the changes in water demand is an advanced technology demanded by most developed countries. I found leak detection using electronic leak detectors, correlation type leak detector and helium gas detectors are remarkable methodologies. The Bureau has recorded 9.9% leakage only, which is an example for the world, I believe.

Benefits provided by this technical training are uncountable. Management in all respects done by AOTS is excellent. I express my heartfelt thanks to AOTS, all the staff members of TKC, team of the Bureau of Water Works to give me chance to undergo training in Japan and make my training most fruitful to Tokyo Metropolitan Government and NAAS.

## Total Quality Management Programme

Maheshwar Mukhiya  
Trishakti Soap & Chemicals (P.) Ltd.

**F**irst of all, I heartly thanks to Nepal AOTS Alumini Society & my organization (Tri-Shakti Soap & Chemicals Pvt. Ltd.) which gave me a chance to gain technical training on "Total Quality Management Programme." I would like to throw some light on the training in Japan. I joined the orientation course at Osaka Kenshu Centre. There were many trainees from different countries with different political, cultural & religious background.

The course was divided into three week schedule. The first week schedule concentrated on Japanese system of management, people's behaviour, the history of economic development.

In the second week, we visited some industries. We studied the system of production, Total Quality Control activities, labour relationship, discipline etc. in the factories.

The last week was concentrated on group

discussion. The main aim of group discussion was to know & identify one's problem, ways to find the possible causes and its solution. This training was aimed to develop technical resources to meet the goal of factory and to identify how the management can assist to utilize the human resources on the right track.

I am working at Tri-Shakti soap & Chemicals Pvt. Ltd. Which produces washing & Toilet Soap. I was mainly concerned with production planning, quality control & labour control before training. I was facing some problem in production, quality & labour motivation. We face some losses due to recycling, trial production day to day, more wastage etc. But when I returned back from Japan after training then I really found that problem was everywhere like hidden temperature of ice. Giving a thought to the condition of my factory, I applied some tools & techniques like in Japanese Industries in our factory. They are

1. Work distribution

2. Different process & quality control chart.
3. Q. C. group
4. Labour controlling chart.

Some extra facilities like encouragement prizes are given to QC groups so that all members of QC circle groups take keen interest to solve the problems and to give better suggestions to improve the factory.

Japanese working style is somehow different from our working style So, at the beginning, I got some difficulties to apply the tools & techniques but that have been sorted out slowly. Within a month I got satisfactory improvement in the factory. Every tools & techniques are useful. It can be totally utilized depending upon the type of Industries.

Lastly I believe that this training is useful for me and my organization. This training teaches us modern techniques & mental development.

*Wishing the*

*4th SAFAAS Convention in*

*Kathmandu, Dec. 7-8, 1995*

*a grand success*

**Modi Tandoori**

Lazimpat, Kathmandu  
Opposite to Bule Bird

*Wishing the*

*4th SAFAAS Convention in*

*Kathmandu, Dec. 7-8, 1995*

*a grand success*

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**Quality Furnishing**

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Phone No. : Office : 415446

## CROSS CULTURAL MANAGEMENT

**Ramesh Man Singh**  
BISCONS

I had the privilege to participate in a three week management training programme called the Programme for Cross cultural Management (PCCM-52) which was conducted by AOTS Japan at their Tokyo Kenshu Center (TKC) from 5 to 25 September 1995.

As part of the requirement, I had to send a pre-training report briefing about the nature of my profession, job responsibilities, my organization, analysis of the problems that I was facing, etc. I also had to prepare some slides of the work place for presentation during the training. Whatever other preparations I had to make was briefed to me during the official orientation session by the NAAS general secretary.

I reported at the AOTS TKC on 4th September. All my apprehensions and initial nervousness of a first time visitor to Japan were mitigated by the warm gestures of the TKC staffs. I knew right away that I would enjoy my stay in Tokyo. Among the 18 participants in this course, I was the only one from Nepal. My other colleagues were from various countries like Thailand, Singapore, Indonesia, India, Malaysia, Egypt, Baharain, UAE, Kuwait, Lebanon, Mexico, Hungary and China. TKC is a center for multitraining programmes and therefore housed many other trainees of different nationalities. The dinning hall, the lounge and recreational facilities were places where everybody mixed freely. Cuisines of different nations



except Nepal's were available. But for a person without any food hassles, I got along very fine.

Professor Naoto Sasaki was the chief coordinator and designer of the whole programme. A professor of Tsukuba University and visiting professor of numerous other institutions in various parts of the world, he is a highly respected and reknown person. He gave a series of lectures on the advent of Japanese management philosophy. There were other sessions on different aspects of Japanese management system with various distinguished visiting resource persons.

The programme included a study tour to Kyoto and the surrounding areas where we visited factories such as Matsushita's vacuum cleaner manufacturing division, NEC, and Yuasa Battery. It was really a great experience to visit the factories where "Safety First" is a motto and the extent they go to provide a healthy working environment in all respects was very impressive. In a later stage, we were taken to Kawasaki to visit the Kao Company which manufactures

detergents, shampoos, etc and the huge industrial complex of NHK iron mill. The factory visits were complemented with lectures by various persons in the factories themselves.

It was not work and lectures only. The Japanese know how to motivate even trainees like us. We were treated with the luxury of a Japanese Inn with typical Japanese style dinner and breakfast in a lovely sea side resort called Anano Hashidate. We had the privilege to be invited by the chief priest in the interiors of an important shrine in Kyoto and brief us about Shintoism. In the very first week of the programme, we had to undergo a Tokyo survival tour without any Japanese guiding us. We were divided into groups and each group assigned certain destinations in the metropolitan city where we had to reach and then return at TKC within a certain time and minimum transportation expenses and give a presentation on the observations of the locations. That was really exciting, indeed.

In the end I can only say that the PCCM programme provided me with an opportunity to understand the Japanese in many respects - their socioculture, their work culture and how they have reached where they are today as a leader in the world. They did not blindly copy the western system, but instead incorporated and evolved a system that best suited them. And that, I feel, is what we Nepalese need to do too.

## TRAINING - BANGLADESH

Unam Man Pradhan

Three weeks training program on Civil Construction Technology conducted under the sponsorship of Inter AOTS Alumni Society Resource Exchange Fund organized by Nepal AOTS Alumni Society (NAAS) and Bangladesh AOTS Alumni Society (BAAS)

This training was conducted by "A" and "A" Engineering Ltd. Dhaka, Bangladesh.

### Purpose of the training :

The success of any construction is dependent on the construction management. The another success is to complete the construction work at less investment/capital layout according to optimum design of the construction work. The main aim of this training was to impart the knowledge of the managerial quality on smooth operation of the construction works at less expenditure within the predetermined time frame work. The another aim of this training was the special technique of practicing the theoretical aspects of civil construction technology.

The government, semi-government, corporation and some of the construction work by the private owners are all carried out in Contract Basis. It is of the general thinking that the quality is poor or the quality control is inadequate in the constructions' works being conducted on the contract basis in the third world as ours. The next aim of this training was to impart training on the conception on the necessity



of quality based construction services for the sturdy and successful construction works. As such, the main aim of this training was to impart knowledge on quality control and organized management of the construction works.

### Program Schedule :

The training on "Civil Construction Technology" was conducted by engineer Mr. A. R. Chaudhary at 'A' and 'A' Engineering Limited, Dhaka from November 2, 1994 to November 22, 1994. As per training schedule, various projects under 'A' and 'A' Engineering Limited, Central Office, Dhaka were studied during three days in the beginning. A site visit to Ghorasal Thermal Power Extension Project, Ghorasal was fixed during this time. The training on basics of various subjects were conducted for 10 day. Thereafter returning to the central office, the experience gained at site was evaluated for one day. A five day training on seismology was conducted at well known Consulting company "Shahidullah and Associated" at the special efforts of

Managing Director Mr. A. I. Chaudhary of 'A' and 'A' Engineering Limited as per the interest shown in Seismic design during the training period. The remaining time was spent on evaluation and reporting on various undergoing constructions works in Dhaka.

### Achievement of the training :

The technical training and the information on technical knowledge are the main achievements of this training program. Necessary information were obtained on preparing the tender documents required for the construction works to be carried out through contracting. Under this, the format of the contractors proposal to be submitted to the employer for getting the contract and sample tender form for the employer's side needed for the contracting the works were prepared. Necessary information were gathered to prepare a Work Plan needed subsequently for the contracting works. A brief information on CPM/PERT method needed for the efficient implementations of the projects were obtained. The methodology on personnel requirements and distribution of works needed prior to the start of the works were studied. And a method to prepare the ORGANOGRAMME for above was also considered. Training on estimate of list of material requirements, store entry, handing over as well as procurement activities etc. were made. Financial transaction is

mother important part of the construction works. A brief training was given in the book keeping as well. Different equipments and tools are needed for different construction works. The detailed descriptions were obtained on the selection of equipments and their repair and maintenance. The method of quality control required for construction works were studied. And in addition to above, the method of seismicly controlled design for safety of building were studied.

It was also an indirect opportunity to study the social system, financial position and other various matters of Bangladesh other than the main aim of the training program on technical aspects. It was also of assistance for the comparative study through the exchange of information common to a neighbouring country and a SAARC

member country. There were also an exchange of information among people of various sectors.

**Utilization of the achievement of the training**

In Nepal also, construction works are developing rapidly. Accordingly the numbers of construction companies are increasingly steadily. It is aimed to utilize the knowledge of construction management obtained from the training directly or indirectly. In addition as the knowledge of the quality control is of importance in the construction works, the experience gained during the training is also important and will be utilized.

It is unsafe for the buildings to be constructed privately not designed with the earthquake consideration. The training on seismic technique obtained during this

training are to be utilized in future design of the buildings.

This training is based on "DO IT YOURSELF" principle. This training was very useful as the training is practically oriented. There are better opportunities to learn more by mutual exchanges on living habits, financial situation, religion and culture beyond the technical limit of the training environment. Such training is more fruitful because of this reason as well. More participants will have opportunities to gain experience and knowledge if such training can be continued in the coming days.

Cimel Consultants Pvt. Ltd. is grateful to Nepal AOTS Alumni Society for the nomination for this training. Similarly, the gratefulness is extended through Bangladesh AOTS Alumni Association (BAAS) to 'A' and 'A' Engineering Limited for the training.



**Thin  
Arrowroot** BISCUITS

नेपाल गुणस्तर चिन्ह



NS:18

**NEBICO PRIVATE LIMITED**  
BALAJU INDUSTRIAL DISTRICT  
KATHMANDU, NEPAL.

## Nepal AOTS Alumni Society List of Ex- trainees

<u>S.n.</u>	<u>Name</u>	<u>Office</u>	<u>Off (Tel.)</u>	<u>Res.(Tel)</u>
1.	Acharya Chandan	Dhaulagari Metal Works (P) Ltd.		473247
2.	Adhakari Ratnakar	New Everest Construction, Baneswor	227568	
3.	Adhakari Bhola Prasad	Swastik Copy Udyog		021-26094
4.	Agrawal Sandeep Kumar	Brighter Industries (P) Ltd.	61040	411776
5.	Amatya Janak kumar	Nepal Telcom. Corporation		
6.	Amatya Sanam	Alpha-1, Econ (P) Ltd., Bhotebahal		521444
7.	Aryal Ashok Kumar	Fish Tail Enterprises	413507	413507
8.	Bania Suraksha Man	Balaju Auto Works (P) Ltd.	271994	271090
9.	Bajaj Narayan	Deepak Garment Industries	224494	419067
10.	Bajaj shrawan Kumar	Deepak Garment Industries	224494	419067
11.	Bajracharya Devendra B.	Agriculture Development Bank	211744	
12.	Bajracharya Indra	Smile Wear		536070
13.	Bajracharya Nem Harsha	Tribhuvan University Institute Of Engineering		
14.	Bania Ashoka M.S.	Sako Engineering & Trading	272511	216085
15.	Bania Rambadan Shrestha (Ms)	Sako Feed & Allied Industries (P) Ltd.		216085
16.	Bajaj Gopal	Deepak Garment Industries	224494	419067
17.	Bhandari Kishor Ram	Royal Drugs Ltd.	229109	415563
18.	Bhandari Mukunda Ram	National Productivity & Economic Dev. Centre		231347
19.	Bhandari Narayan Prasad	Nepal Telcom. Corporation		
20.	Bhattra Madhusudhan	Nepal Industrial Dev. Corporation	223646	471118
21.	Bhattra Manohar Kumar	Pacific Technology Ltd.		
22.	Bhurtel Mrigendra	Shailni Plastics (P) Ltd.	272010/523619	526993
23.	Bhattarai Narendra	Balaju Textile Industry Ltd.	270958	416130
24.	Bhattarai Sudhira (Ms)	Nepal Garment Manufacturing Concern	270958	416130
25.	Bista Pradeep Kumar	Himalayan Silk Road Travels (P) Ltd.	416225	523726
26.	Chapagain Dinesh Prasad	BISCONS	227470	227470
27.	Chaurasia Radheshyam P.	Hetauda Cement Ind. Ltd.	057-20352	057-20668
28.	Dahal Rajan	Devtec Nepal (P) Ltd.	229186	
29.	Dali Amira	Sanpo International Corporation	521295	270763
30.	Das Maheshwar	Nepal Transport Corp. Narayani Zone		
31.	Devkota Laxman	Nepal Hydro & Electric (P) Ltd	073-20212	
32.	Dhakal Ramesh Bahadur	Kathmandu Tax Office, Babar Mahal	224942	471068 (472811)
33.	Dhakal Shiromani	Hetauda Cement Ind. Ltd.	057-20352	
34.	Dhami Karna Singh	Nepal Telecom. Corporation		
35.	Gautam Chiranjibi	Ministry of Industry		
36.	Ghimire Chiranjibi Sharma	Nepal Telcom. Corporation		
37.	Ghimire Govinda Prasad	Hetauda Cement Ind. Ltd., P. O. Box 24	057-21024	
38.	Ghimire Kapil Dev	Small Business Promotion Project	223361	415473
39.	Ghimire Krishna Hari	Nepal Hokke (P) Ltd., Lumbini	071-20236	
40.	Ghimire Prakash Mani	Integrated dev. & Mang. Asso. (P) Ltd.	523810	523810
41.	Ghimire Yagya Prasad	Department of Cottage and Village Industry		
42.	Giri Binaya Chandra	Bank of Kathmandu		
43.	Gupta Binod Kumar	Birgunj Sugar Factory Ltd.	051-22762	
44.	Gurung Hari Bhola	Hetauda Textile Industry		
45.	Gyawali Uddhav Sharma	Nepal Telecom. Corporation		
46.	Hada Purna Prakash	International Comm. Int. Hetauda	057-20808	270043
47.	Hontake Pusp	Central Food Research Lab.		
48.	Jha Kashi Kant	Janakpur Cigarette Factory Ltd.		
49.	Jha Tej Kant	Udaipur Cement Industries Ltd.		
50.	Jha Umesh	Hetauda Cement Industries Ltd.		057-20030
51.	Joshi Bhavani Bhakta	Trans Everest Enterprises (P) Ltd.	224538	227065
52.	Joshi Chandra Deo	Dugar Bros & Sons (P) Ltd.		

## Ex-Trainee's Name List

S.n.	Name	Office	Off (Tel.)	Res.(Tel)
53.	Joshi Surendra Raj	Nagarjum Handicraft	419785	
54.	Kakshapti Bhagabati Lal	Bagmati Automobile & Engineering	270353	270353
55.	Kansakar Triratna B. S.	Himal Cement Co.	214958	417874
56.	Kramaacharya Mukund Ram			
57.	K. C. Krishna Bahadur	Auto Engineering Works	270530	270530
58.	K. C. Madhav	ICIMOD		
59.	Khadka Basanta Bahadur	Sajha Yatayat		
60.	Khadka Dinesh Kumar	Apex Traders P. O. Box 3648		
61.	Khanal Bidur Kumar	Swastik Aerated Prod. (P) Ltd.	472983/472909	470115
62.	Khanal Kumar Prasad	Royal Drugs Ltd.	221512	471782
63.	Koirala Madan Prasad	Lumbini Sugar Mills Ltd.	226732	25088
64.	Magar Bhim Bahadur	Lumbini Zone Sajha Yatayat		
65.	Maharjan Asha Lal	Nepal Tececom. Corporation		
66.	Mahto Bisheshwar	Biratnagar Jute Mills Ltd.	021-25732/27721	
67.	Malla Durga Prasad	M/S Lumbini Sugar Mills Ltd.	226732	472627
68.	Malla Rajendra	Apex Motor Service (P) Ltd.	472606	416804
69.	Mandal Nageshwar	Janakpur Cigarette Factory		
70.	Manandhar Purushottam N.	P. Narayan Motors (P) Ltd.	421191	223771
71.	Manandhar Sanu Raja	Manandhar Mobike Service	271209	271209
72.	Maharjan Ashok	Swadeshi Vastrakala Palpali Dhaka Topi		4-14772
73.	Mathema Kishore	Harisiddhi Brick & Tile Factory	521178	
74.	Mishra Laxmi Prasad	Lumbini Sugar Mills Ltd.	071-20966	
75.	Mukhiya Maheshwar	Trishakti Soap & Chemical (P) Ltd.	524089	
76.	Nakarmi Krishna Bahadur	N. C. Electrical (P) Ltd.	522622	
77.	Nakrmi Mahesh K.	Shanker Automobile Agency	270372	230625
78.	Nakrmi Ratna D.	Bhote Bahal	222837	
79.	Nepal Ramesh Prasad	National Procutivity and Economic Development Center	272922/272530	470887
80.	Neupane Har Raj	NEA Multifuel Power Plant, Biratnagar	025-40233/40018	
81.	Ojha Jivan	HMG, Ministry of Works & Transport		
82.	Pandey Dhurba Bir	Shree Raghupati Jute Mills		
83.	Phaiju Shyam Raj	Nepal Telecom. Corporation		
84.	Pradhan Divyeshwar Prasad	Janakpur Cigarette Factory		
85.	Pradhan Shiva Kumar	Bir Hospital		525110
86.	Pradhananga Subhas	Shimizu Corporation	227568	271901
87.	Prasad Baidya Nath	Janakapur Cigarette Factory Ltd.		
88.	Pradhananga Ballav Bahadur	Himali Bakery Co. (P) Ltd.	271848	220144
89.	Pradhananga Tara Bahadur	Prefab Concrete Industries (P) Ltd.	220046	220046
90.	Pradhan Gyanendra Lal	Trishakti Cable Industries (P) Ltd.	414519	411182
91.	Prasad Vaidya Nath	Birgunj Sugar Factory Ltd.	21399	
92.	Piya Jiwan Lal	Chirag Foam Industries (P) Ltd.	272384	420773
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94.	Pyakurel Rajeev	National Productivity & Economic Development Center	272530	
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96.	Rajbhandari Chakra Das	Himal Cement Co. Ltd.	212764	226688
97.	Rana Ajaya Nursing	U. S. Embassy		
98.	Rana Prem S. J. B.	Yeti Travels		
99.	Raut Dwarika Babu	Sakura Commercial Enterprises	521151	215671
100.	Rajbhandary Binod Bahadur	Nepal Dairy (P) Ltd.	411314	226557
101.	Rana Ashoke S. J. B.	Himalayan Bank Ltd	227749	222245
102.	Rijal Sanjiv	Nepal Jute Industries	22529	411205
103.	Rijal Sushil	Swastik Salai Udhog (P) Ltd.	021-22529	411205
104.	Rokka Prolad			
105.	Sayami Siddhi Das	Narayani Maida Mill (P) Ltd.	415719	222175
106.	Sakha Venus (Ms)	Nepal Cold Storage & Ice Industry (P) Ltd.	230698	227415

**MESSAGE**

<u>S.n.</u>	<u>Name</u>	<u>Office</u>	<u>Off (Tel.)</u>	<u>Res.(Tel)</u>
107.	Shah Biswa Bikram	Sipradi Trading Pvt. Ltd.	272755	412159
108.	Shah Deb Narayan	Agriculture Tools Factory		
109.	Shah Kisho Bikram			
110.	Shahi Mannohar	Agriculture Suply Corp.		
111.	Shakya Asta Bahadur	ABC Screen Printing Co.	212167	212167
112.	Shakya Keshab Kumar	Suspension Bridge Division		
113.	Shakya Kiran Nurshing	Subhas Printing Press	524314	521191
114.	Sharma Badri Prasad	Yeti Travels (P) Ltd.	471257	470585
115.	Sharma Bishnu			470472
116.	Sharma Krishna Prasad	Nepal Telecom. Corporation		
117.	Sharma Mukund Prasad	Himalayan Inst. of Dev.	527797	527797
118.	Sharma Naresh Chandra	Forest Survey & Stat. Div. Babar Mahal		
119.	Sharma Rudra Raj	Agriculture Inputs Corporation	213497	411941
120.	Sharma Subash	Nepal Hoke (P) Ltd.	071-20236	412423
121.	Sherchan Kiran Man	Sherchan Co.		
122.	Sherpa Mingma Dorji	United Traders Syndicate	414625	
123.	Sherpa Phurba	Sata Swiss P. O. Box 113, Kathmandu		
124.	Shrestha Bikesh	Nepal Hokke (P) Ltd.	071-20236	211132
125.	Shrestha Bikram Krishna	Nepal Commercial Enterprises	521072	
126.	Shrestha Bishnu Bahadur	Brick & Tile Factory Ltd.	521178	522389
127.	Shrestha Bishnu Prasad	Nepal Electrical Industries (P) Ltd.	521171	470520
128.	Shrestha Chandra Lal	Nepal Organic Rubbers		
129.	Shrestha Dinesh Prasad	Honjyo Higashi, Oyodo-ku Osaka 531		
130.	Shrestha Govinda Man	Nagarpalika Town Dev.	214945	
131.	Shrestha Jitendra Bahadur	Jisako Int'l Traders	272132	272322
132.	Shrestha Keshab Kumar	Bhrikuti Paper Mills Ltd.		
133.	Shrestha Krishna Kumar	Nepal Telecom. Corporation		
134.	Shrestha Laxmi Kumar	Nepal Telcom. Corporation		
135.	Shrestha Santa Krishna	United Traders Syndicate	414625	
136.	Shrestha Siddhi Bahadur	Ariniko International (P) Ltd.	522622	522735
137.	Shrestha Tara Babu	Alka Guest House P. O. Box 125, Pokhara		
138.	Shrestha Vinod Krishna	Nepal Commercial Enterprises	521072	
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141.	Shrestha Guna Raj	Care International Nepal	418080	
142.	Shrestha Madhav Narayan	Nepal Water Supply Corporation	473192	
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145.	Shrestha Sanjog Man	Shakti Hume Pipe Udyog (P) Ltd.		
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148.	Shrestha Krishna Prasad	Sivani Fashion Garments (P) Ltd.	270521	
149.	Shrestha Bijendra	Pacific Commercial Co. (P) Ltd.	228813	272969
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152.	Shrestha Ruby Laxmi	Dairy Development Corporation	413696	213737
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155.	Sharma Pramod Raj	Subadra Exports Apparels (P) Ltd.	475029	230698
156.	Sharma Alpna (Ms.)	Baba Foot Wear Industries (P) Ltd.	2127083	25429
157.	Shrestha Pushpa Man	Nepal Pashmina Industry	270092	270092
158.	Singh Kadam Bahadur	Raw Hide Collection & Dev. Corp. Ltd.	417016/211333	216961
159.	Singh Pashupati	Nebico (P) Ltd.	271130	415512
160.	Singh Tulsi Man	Nepal Hokke (P) Ltd.		
161.	Singh Ramesh Man	BISCON	227470	212896

**Ex-Trainee's Name List**

<b>S.n.</b>	<b>Name</b>	<b>Office</b>	<b>Off (Tel.)</b>	<b>Res.(Tel)</b>
162.	Sthapit Ajaya Ratna	Crystal Woolen Industries	061-20035	228013
163.	Sthapit Hira Ratna		226774	
164.	Sthapit Rupendra Ratna	United Traders Syndicated (P) Ltd.	061-20035	228013
165.	Sunuwar Kapil Mukhiya	Swiss Development Cooperation		
166.	Sunuwar Kumar	Sajha Yatayat	521064	
167.	Suwal Prakash R. S.	Blue Chip Intl. Pvt. Ltd.	225811	212391
168.	Tamrakar Ratna Raj	Syakar Trading Co. (P) Ltd.	226327	
169.	Thapa Birat	Birat Shoe Co., Ltd.	290666	
170.	Todi Subodh	Godawari Marble Industries (P) Ltd.	411187	
171.	Tuladhar Jina Ratna	Zenith Mills	212116	223942
172.	Tuladhar Promod Bir	National Computer Center	215324	225062
173.	Tuladhar Subarna Das	Harishiddhi Brick & Tile Factory	522776/521451	228444
174.	Upadhya Sharad Chandra	Janak Education Material Center Ltd.	610170	473284
175.	Upreti Gopinath	Toscana Shoe Factory	413950	
176.	Upreti Keshav Prasad	Himal Cement Co. Ltd.		
177.	Upadhyaya Ganesh Prasad	Ashoka Plastic Udyog	224243	411828
178.	Vaidya Dil Bahadur	United Traders Syndicate	414625	224474
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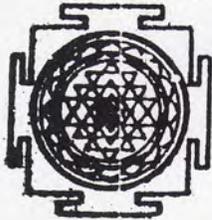
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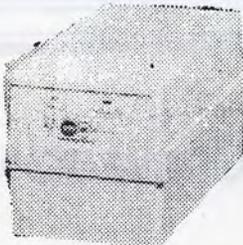


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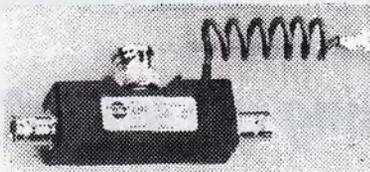
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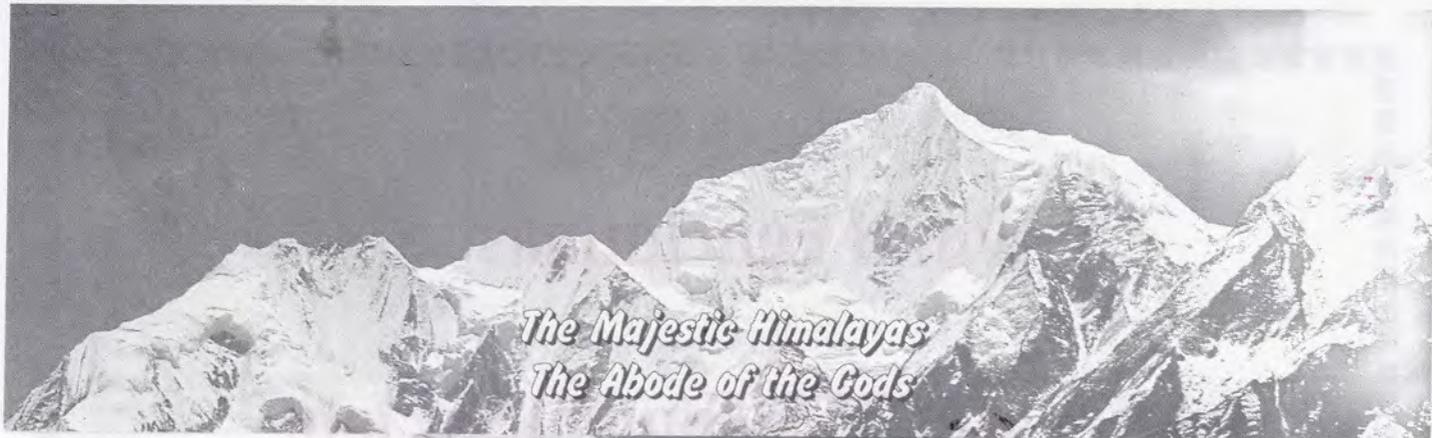


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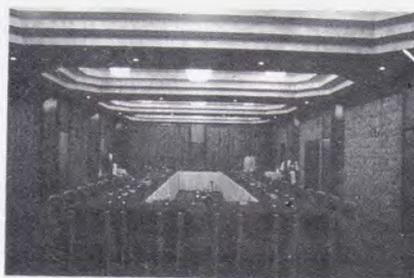
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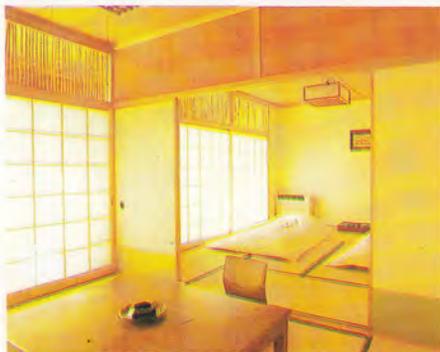
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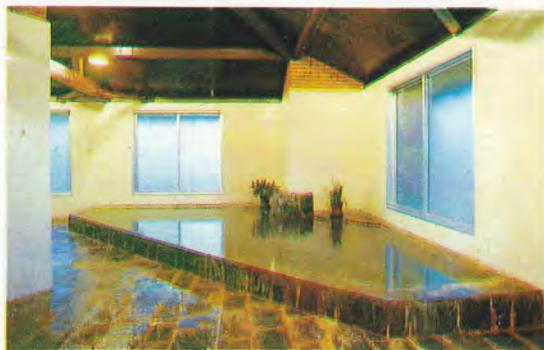
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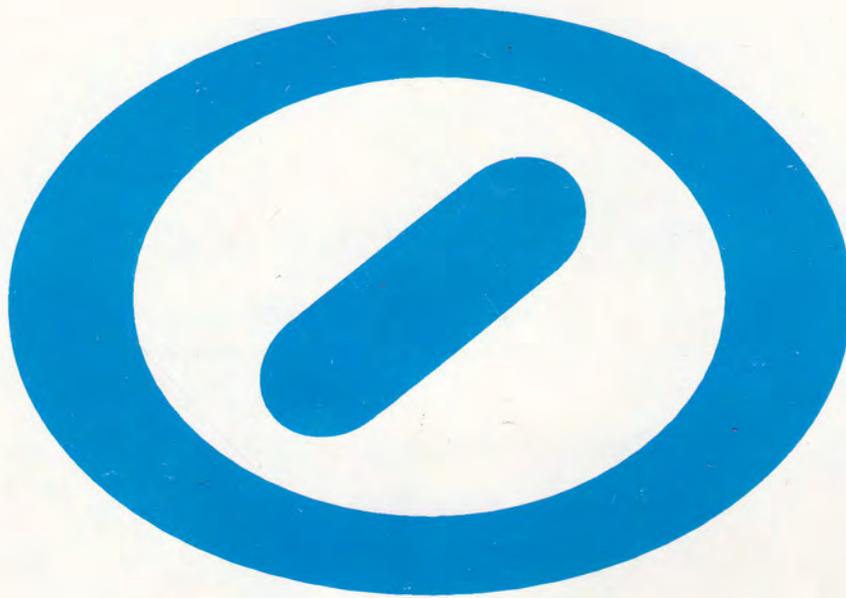


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