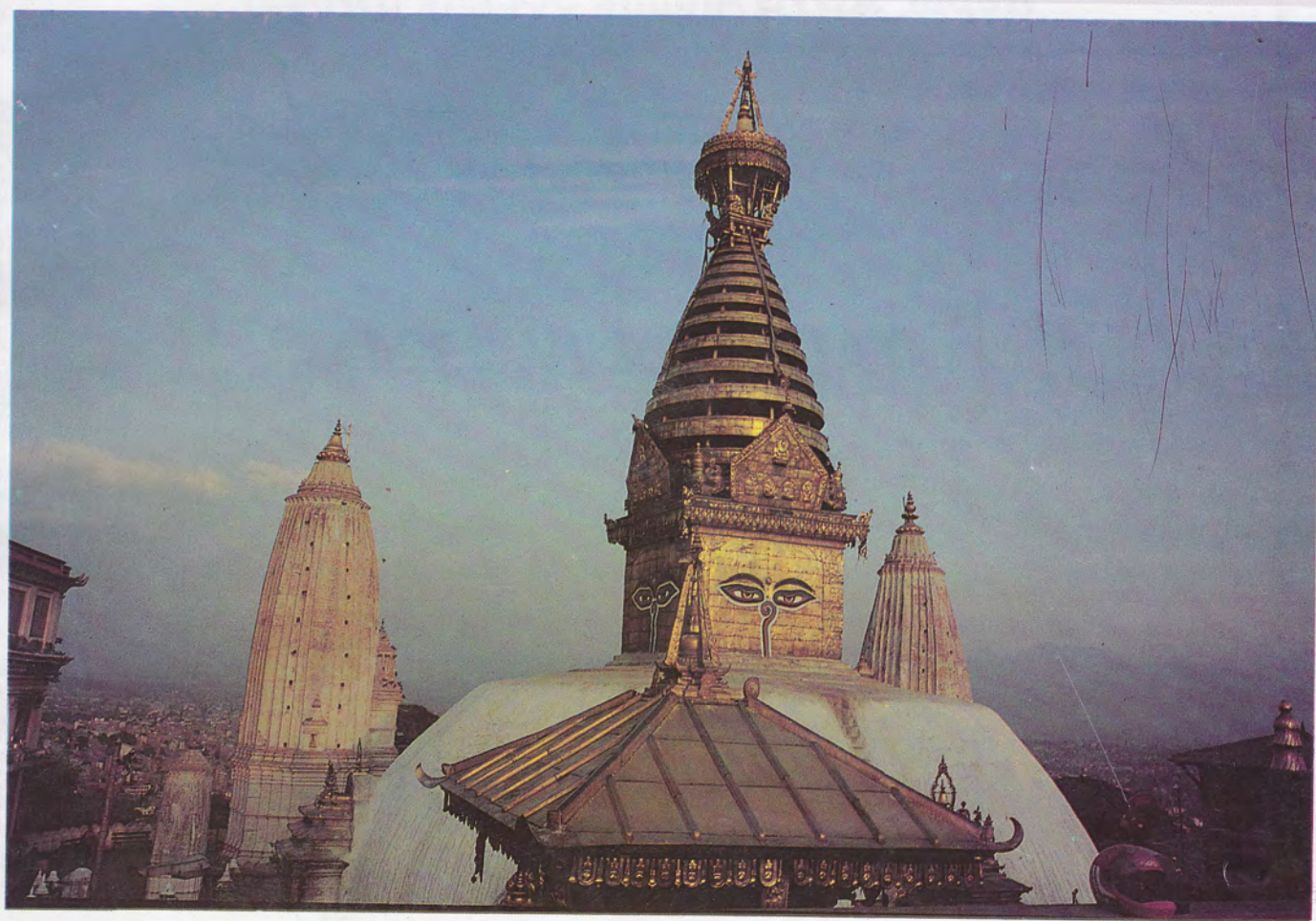


TALIM

ANNUAL PUBLICATION

VOL. 4

JUNE 1994



NEPAL AOTS ALUMNI SOCIETY

We congratulate

Nepal AOTS Alumni Society (NAAS)

on the publication of

TALIM Vol. IV, 1994

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Editor's Note

We are pleased to publish the fourth volume of "TALIM" on the occasion of the Fourth Annual Convention. We would like to express our gratefulness to the contributors and readers for their constant assistance & co-operation. As usual we have tried to stress the importance of human resource development in the managerial and technical fields as a reflection of the NAAS activities.

The Board of Editors would like to thank all those, who have helped in this publication. We welcome your comments and suggestions for further improving our publication. We are confident that with the continued support & encouragement from AOTS Japan, Regional AOTS Alumni societies and our valued readers, NAAS will continue to grow towards the prosperous future.

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Cover : SWOYAMBHU TEMPLE

Swoyambhu - is a Sanskrit word, it means the self existence. It is one of the holiest place situated within the unique natural surroundings. It is said to be 2500 years old, world's most glorious Buddhist Chaitya (stupa). It is 3 km. west of Kathmandu city, and is situated on a hillock about 250 ft. above the level of the valley. In the four directions of the temple, a pair of eyes, of Lord Buddha are painted. Which is the symbol of wisdom. Between the eyes the nose with the appearance of an incomplete question mark, is the Nepalese number "EK" or "ONE", a symbol of unity. This hill is a mosaic of small chaityes and pagoda temples.

Courtesy : R. K. Manandhar

TALIM

Annual Publication of Nepal AOTS Alumni Society 1994

Vol. 4

June, 1994

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Third Annual General Meeting



The third Annual General Meeting was held at Hotel Himalaya on the 25 June, 1993, Mr Kiyoshi Nakashima, General Manager, AOTS New Delhi Office was present on the occasion.

Seminar On Japanese Language Teaching Technique



A seminar on " Introduction to Japanese Language Technique" was organised by NAAS on 25 June, 1993.

Mr. K. Nakashima, General Manager, AOTS New Delhi office was the speaker. The seminar, held at Hotel Himalaya, was participated by 15 teachers from 4 Japanese Language Institutions.

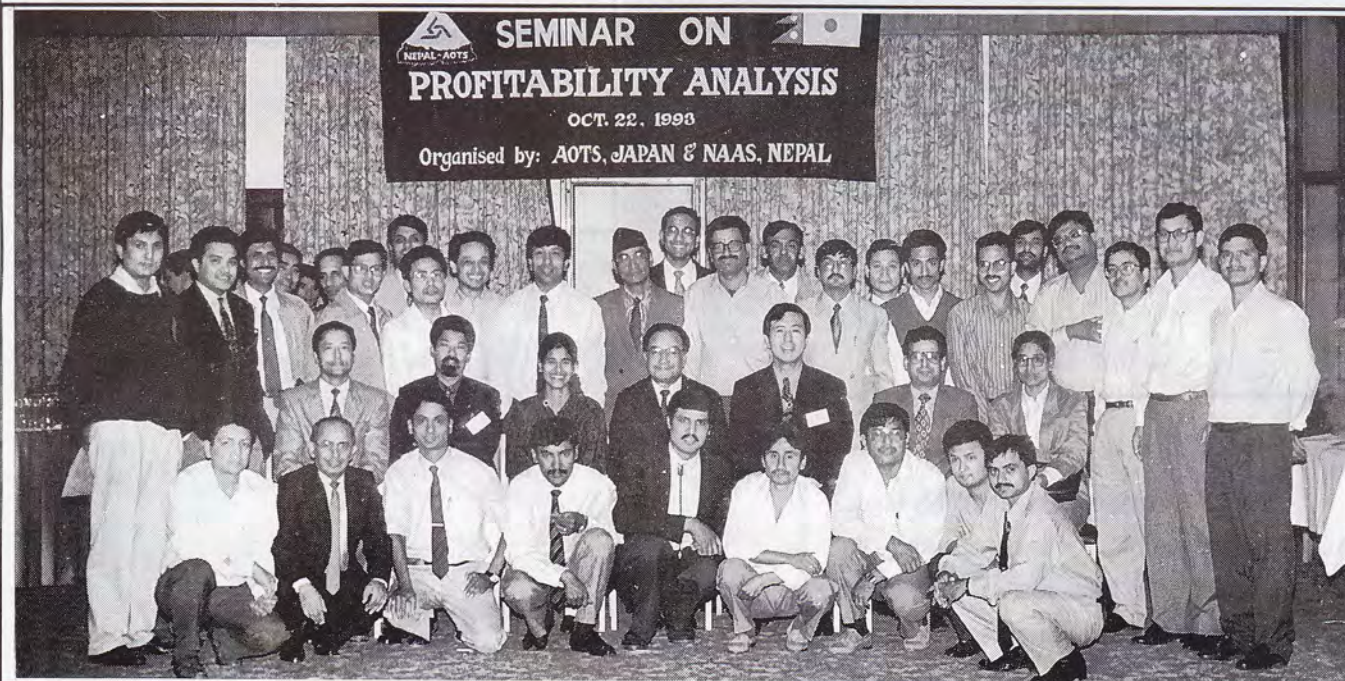


Seminar On Dynamic Behavior to Motivate People

A Two -Day Seminar On "Dynamic Behavior To Motivate People" was organised By NAAS on 22 Sept-23 Sept, 1993 at Blue Star Hotel in Kathmandu. AOTS, Tokyo has send Mr. T. Akimoto, a senior Management Consultant, Central Japan Industries Association (the well known Chu-San-Ren of Nagoya) as speaker in the Seminar. Altogether 57 participants from various organisation & individuals took part in the seminar.



Seminar on Profitability analysis



A seminar on "Profitability Analysis" was held by NAAS on 22 Oct., 1993 at Himalaya Hotel. Prof. S. Fujita conducted the Seminar, which was participated by 16 people from various institutions.

Third SAFAAS Convention



The Third South Asia Federation of AOTS Alumni Societies (SAFAAS) Convention was held in New Delhi, India on 14 Nov. 16 Nov. 1993.

It was successfully organised by the AOTS Alumni Society New Delhi. Mr. Asta B. Shakya & Mr. Ashok Aryal participated as representative and observer from the NAAS.

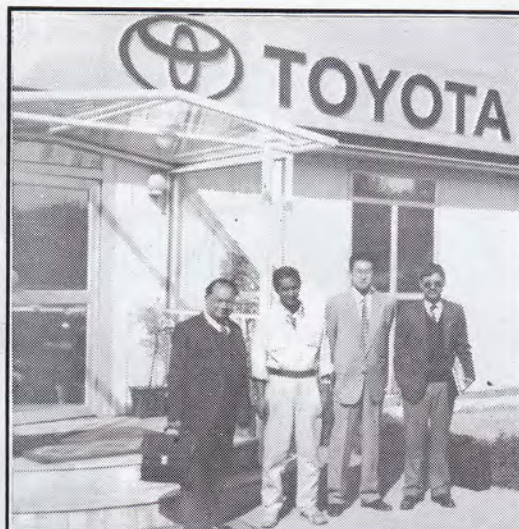
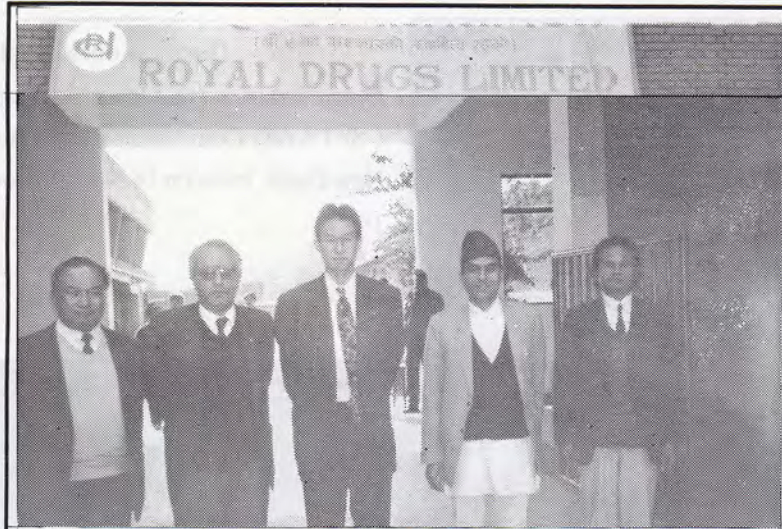


LAND PURCHASE

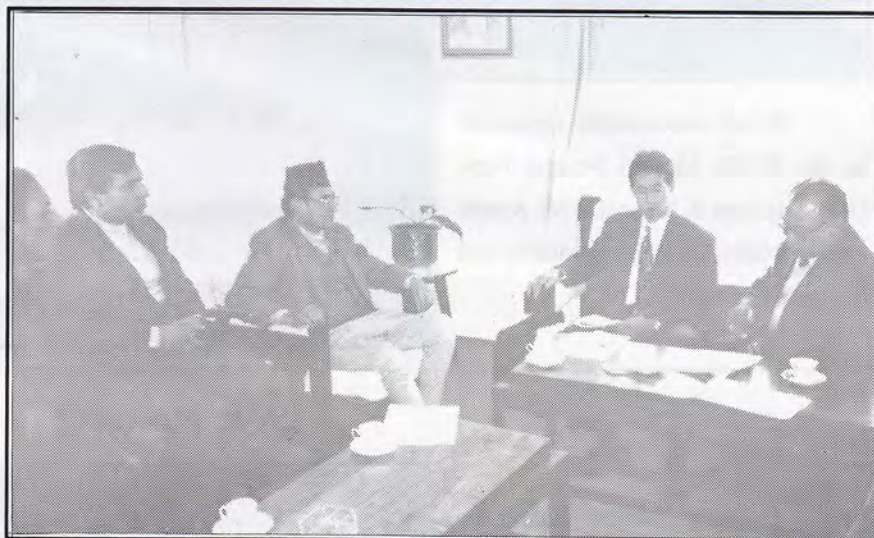
NAAS has purchased 4 anas (aprox. 144 square meter) of land at Koteswor, Kathmandu Municipality, Ward No. 35. The Society plans to construct it's own office complex at this site within next fiscal year. The land purchase has been possible by the sincere efforts of its members and the encouraging support from the well-wishers of our society.



Follow-up Mission from AOTS, Tokyo.



Mr. Shin-Ichi Miyamoto from General Affairs Department, Tokyo Kenshu Center visited Nepal from 13-22 December, 1993, in a follow up mission of the extranees activities. He visited many companies and working interviewed extranees there.



Programme for Nepalese Entrepreneurs (PNEE) :

Nepal AOTS Alumni Society (NAAS) with the help and support from Association for Overseas Technical Scholarship (AOTS), Japan is providing two weeks entrepreneurship development training opportunities for a group of 20 Nepalese participants in Japan from Dec. 7 to Dec. 20 1994.

This programme is the first of its kind organised by AOTS for the Nepalese entrepreneurs. The participants will get unique opportunity to enhance their management knowledge and skill and at the same time share the Japanese experience.

Nomination

For the year 1994, trainees were nominated for the following areas;

<u>Subject</u>	<u>No. of trainees</u>	<u>Country</u>
a) Technical Training	2	Japan
b) ETQM	1	Japan
c) PIPF	1	Japan

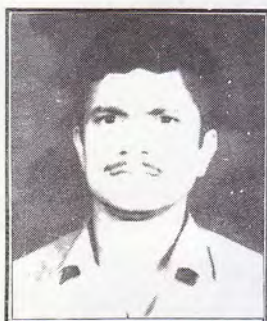
For the year 1993, trainees were nominated for the following areas ;

<u>Subject</u>	<u>No. of trainees</u>	<u>Country</u>
a) Offset Printing Production Management	1	Japan
b) Architecture	1	Japan
c) PCCM	1	Japan
d) 500 MW simulator Training Programme	1	India

Fourth SAFAAS Convention

NAAS is pleased to announce that the 4th SAFAAS convention will be held at Kathmandu in 1995, as decided at the 3rd SAFAAS convention, New Delhi.

Congratulation



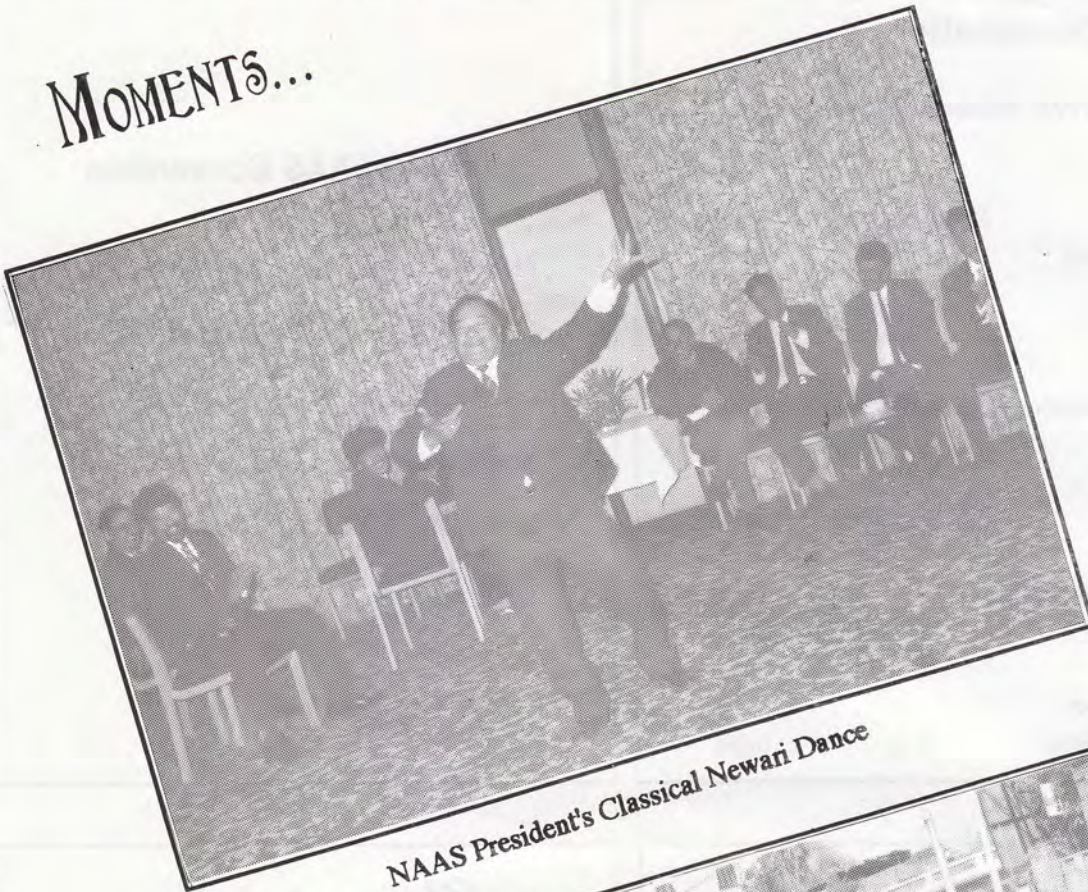
Congratulation to one of NAAS member Mr Bidur Khanal and his team at Swastik Aerated Products in wining the "Plant Performance Award" for 1993 India region and International Bronze Award for Achieving Excellence in Quality for the year 1993.

Congratulation

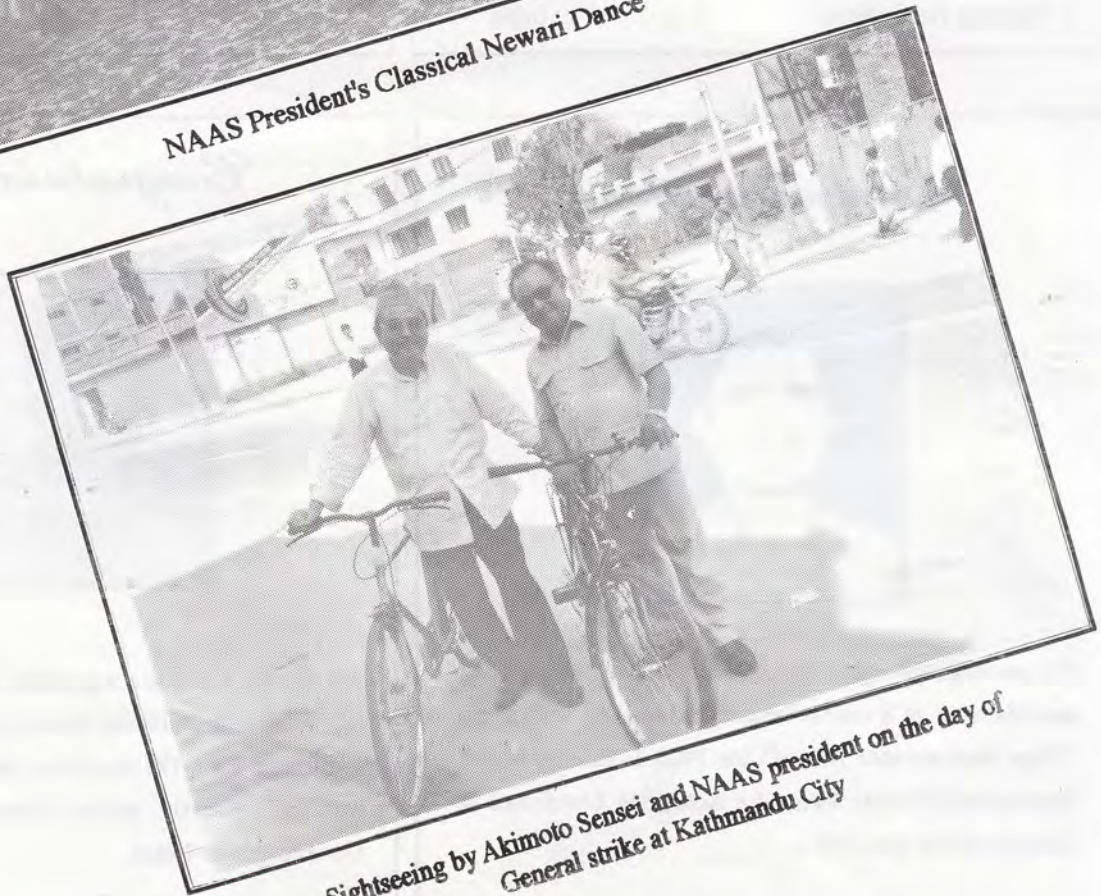


NAAS would like to congratulate one of its member Mr. Umesh Jha, General Manager, Hetauda Cement Industries Ltd., On receiving the "TRI-SHAKTI PATTA - fourth" medal from His Majesty's Government of Nepal.

MOMENTS...



NAAS President's Classical Newari Dance



Sightseeing by Akimoto Sensei and NAAS president on the day of General strike at Kathmandu City

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On the occasion of the
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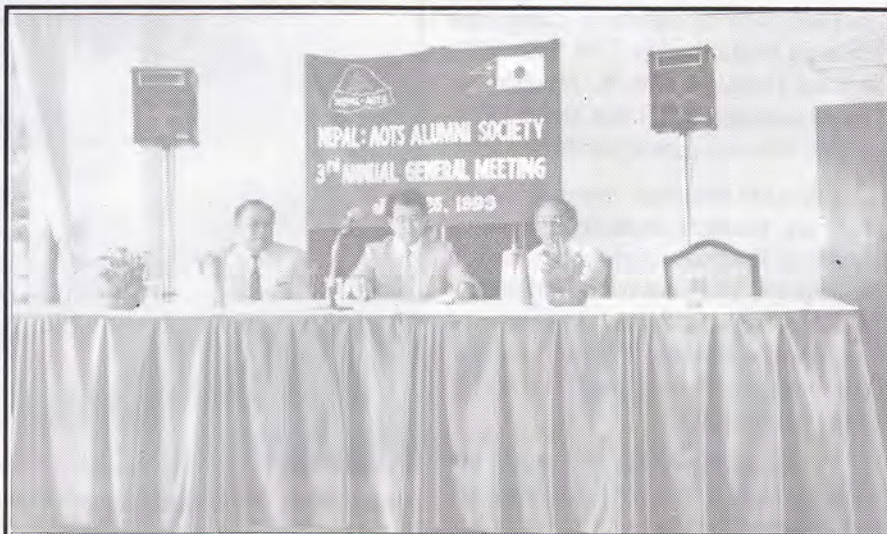
Proceedings of the Third Annual General Meeting of NAAS

- Prakash R. S. Suwal

The Third Annual General Meeting of NAAS was held on 25th June, 1993 at Hotel Himalaya, Kathmandu. Mr. K. Nakashima, General Manager of AOTS new Delhi office was the chief guest.

The General Meeting started taking chairs by Mr. K. Nakashima, Mr. P. N. Manandhar, President and Mr. M. Bhattarai, Vice-President. That day being the general strike day with no transportation, the attendance was very thin. Welcoming the gathering Mr. M. Bhattarai, referring to the Japanese Language Teaching Technique Seminar, said that Nepalese teachers of Japanese Language, have greatly benefited by sharing Mr. Nakashima's vast knowledge and experience in that field.

Following the vice-president's address, the General Secretary Ms. A. Dali, highlighted the previous years NAAS activities and outlined the planned activities for the coming year



Chief guest Mr. Nakashima then addressed the meeting. He expressed satisfaction at the NAAS activities and hoped it will continue to grow in the future. He said that NAAS Alumni Exchange Programme with Bangladesh Alumni was a unique of its kind and wished for its further expansion with other neighbouring AOTS Alumniees. He

also briefed about the activities undertaken by the AOTS, Japan. He informed about the establishment of Alumni Exchange Fund which will be used for the Alumni Exchange Programme.

Following Mr. Nakashima's address, with the consent of Treasurer, NAAS President Mr. P. N. Manandhar presented the annual financial report.

After the self introduction of the new members, the meeting was opened to floor for general discussion.

Lastly, NAAS president, Mr. P. Manandhar proposing the vote of thanks said that due to the general strike the gathering was not as expected. He assured that NAAS will march ahead in attaining its objectives with the continuing co-operation of AOTS Japan, Regional AOTS Alumni societies and its members.

Soon after this, it came to known that a night curfew had been clamped in Kathmandu. Everybody rushed to their home after hurriedly picking up some snacks.



Seminar on Introduction to Japanese Language Teaching Technique

A. B. Shakya

NAAS conducted a seminar on "Introduction to Japanese Language Teaching Technique" on 25th June, 1993 at Hotel Himalaya. Mr. K. Nakashima, general manager AOTS New Delhi Office was the resource person for the seminar.

Beside teachers among NAAS members, teachers from four Japanese Language Institutes also participated in the seminar. They are from Kathmandu Japanese language School, International Language Campus, Patan Japanese Language Institute, and Universal Language Institute.

The seminar started with the welcome speech by NAAS president Mr. P. N. Manandhar.

Then Mr. K. Nakashima conducted the seminar, sharing his vast experiences in this field with the participants. The seminar was very interesting and the



contents were useful to all the participants.

At the end, Mr. K. Nakashima distributed certificates to all the participants. The seminar was concluded with the vote of thanks by the co-ordinator of the seminar - A. B. Shakya. All the

participants agreed that this type of seminar not only upgrades the Japanese Language Teaching Technique but also strengthens friendship between Japan and Nepal.

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Lecturing Tour on "Dynamic Behavior to Motivate People"

Ashok K. Aryal

With the support of AOTS Japan, NAAS conducted a two-day Seminar entitled "Dynamic Behaviour to Motivate People" on 22-23 Sept. 1993 at Hotel Blue Star in Kathmandu. AOTS Japan despatched an experienced, management consultant Mr. T. Akimoto 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 arrangement of the Seminar, a Coordination Committee consisting of the following members was formed.

- 1) Mr. Ashok K. Aryal - Co-ordinator
 - 2) Mr. Dinesh Chapagain - Member
 - 3) Mr. Asta B. Shakya - Member
 - 4) Mr. Mahesh Nakarmi - Member
- and other NAAS Members were also actively involved in organising the seminar.

The schedule of the seminar was published in the local daily news paper "Kathmandu post," inviting those interested for registration. We received tremendous response from various organisation and individuals. Due to the



capacity constraint in the venue, the committee could accept only 57 participants.

The two-day lecturing tour was aimed to develop managerial efficiency to meet the goal of the business, and to identify how the management 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 discussions as

Mr. Akimoto went through each participant to discuss their problem, which was very interesting.

At the closing of the seminar, on behalf of the participants Mrs. Yanjee Sherpa focused on the importance of the lecturing tour seminar. Most of the participants appreciated the program as very useful for the application in their companies and organisations.

On the last day of the Seminar Mr. T. Akimoto distributed certificates to all the participants.

On behalf of all the participants Mrs. Thapa Presented a souvenir to Mr. T. Akimoto.

The seminar was started with a welcome speech by the president of NAAS Mr. P. N. Manandhar and was concluded with a vote of thanks by the co-ordinator of the Seminar Committee.

We are very much thankful to Mr. T. Akimoto, AOTS Japan and NAAS members for their active co-operation in making the seminar a grand success.



Seminar on " Profitability Analysis"

Bidur K. Khanal

As part of regular activities, Nepal AOTS Alumni Society conducted one day Seminar on "Profitability Analysis" on 22nd October 1993 at Hotel Himalaya.

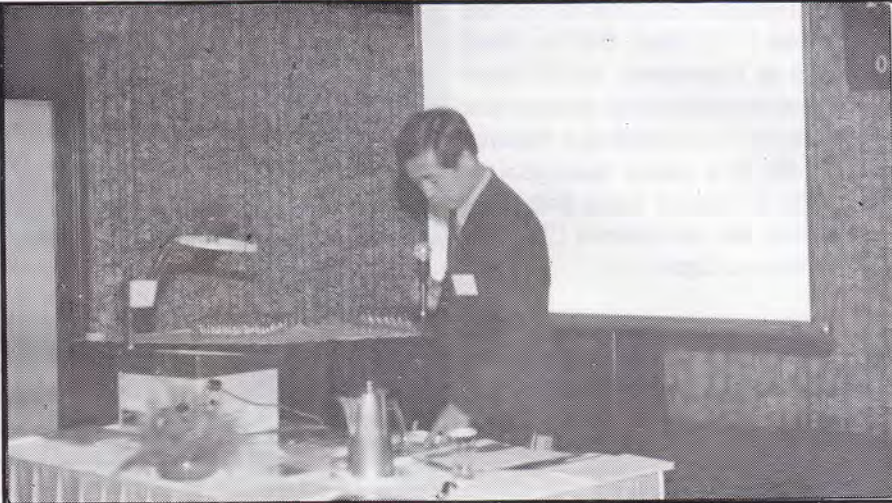
Professor Seichi Fujita of School of Management and Informations, Sanno College, Japan was the resource person of this Seminar.

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

1. Ashok Aryal
2. Mahesh Nakarmi
3. Asta B. Shakya
4. B. K. Khanal

The total number of registered participants was 29. However, only 26 participants were present in the Seminar. They were from different disciplines and from different organizations like Industries, Financial Institutions, Consultancy Services etc.

Professor Fujita delivered lecture



on various interesting topics like sunk cost, principles of comparison, concept of efficiency etc. The topics were interesting and the participants interacted with each other very actively.

At the end of the Seminar, certificates were distributed to all the participants by Professor Fujita.

The Seminar was started with the welcome speech of President of NAAS

Mr. P. N. Manadhar and concluded with vote of thanks by Vice President, Mr. Madhusudan Bhattarai.

A dinner was also organized in the evening and participants got further opportunities to interact with Mr Fujita.

Our sincere thanks goes to Prof. Fujita, all the participants and last but not least to AOTS Japan whose joint efforts made this program successful.



The Third Convention of South Asia Federation of AOTS Alumni Societies (SAFAAS)

held on 14-16 November, 1993 at New Delhi, India.

A. B. Shakya

On behalf of NAAS, I together with Mr. Ashok Aryal visited New Delhi, India in November 1993 and attended three days SAFAAS Convention. The convention was participated by about 40 persons as representative and observers of the SAFAAS countries. The convention was inaugurated by Hon. minister of state for industry of India Mr. M. Arunachalam. Mr. O. Nozaki, senior managing director, AOTS, Japan delivered the keynote speech, while the

welcome speech was delivered by the chairman of SAFAAS, Mr. P. C. Joshi, President AOTS alumni Society Delhi.

There was altogether six sessions. In the sessions, representatives presented their activity report and also discussed how to progress & develop the SAFAAS activities with AOTS and to help SAFAAS inter alumni resource exchange program.

All the programmes took place at

Hotel Kanisk in a very cheerful and pleasant surrounding. I found the convention delightful and instructive experience, besides the feelings of family environment with South Asian Countries of Bangladesh, Nepal, Pakistan, Sri Lanka, Japan and India.

I am very grateful to the organizers of the convention, the host country New Delhi, India for their warm hospitality and nice successful arrangement.

Address by NAAS delegate to the 3rd SAFAAS CONVENTION, DELHI

Respected chairperson, distinguished chief guest, and fellow participants, ladies and gentlemen :

First of all, let me express, on behalf of Nepal AOTS Alumni Society (NAAS), our heartily best wishes to all of you on the auspicious occasion of Dipawali for peace, progress and prosperity.

It is, in fact, a great pleasure to me to deliver few words, on behalf of NAAS, to this distinguished gathering of Third South Asian Federation of AOTS Alumni Societies (SAFAAS) Convention.

Let me explain you that NAAS has been officially established three years back altogether with 56 members only. It is still like a small new baby which has desire to learn more and develop, but needs lot of nourishment and care.

However, it has strong conviction that mutual cooperation and understanding with all members of this region may get the opportunity to fulfill the objectives set by AOTS, i. e., the technical and human resource development.

With due permission of the chairperson, I would like to present, in

brief, the major activities NAAS had carried out during 1992-1993. Activities were mainly focused on four areas:

- Organizing the Japanese Language classes,
- Organizing the seminars and trainings on Japanese management,



- Recommending nominations for AOTS training, and
- Others.

I. Japanese Language classes

1. A five month "Intensive Japanese Language Conversation class" was organized with cooperation of AOTS ex-trainees.
2. A one-day seminar on "Japanese Language Training" for the teachers of Japanese Language was conducted by Mr. K. Nakashima, G. M., AOTS Office, Delhi.

II. Japanese Management Seminars

1. A two-day Lecturing Tour Program on "Recent Trends of Japanese Business Management" was conducted by Mr. I. Ohara of Chu-San-Ren, Japan in February 1993.
2. A two-day Lecturing tour Program on "Dynamic Behavior for Productivity" was conducted by Mr. T. Akimoto of Chu-San-Ren, Japan in September 1993.
3. A half-day seminar on "Profitability Analysis" was conducted by Prof. S. Fujita of Sanno University, Japan.
4. A three-week Training Program on "Basic Tools of Operations Management" (BATOM) for mid-level managers of industry, service and consultancy was organized in September 1992 with cooperation of AOTS ex-trainees.
5. A three-hour Talk Program on "Japanese Management" was conducted on June 1992, the speaker was Mr. M. Ishikawa, Minister counsellor of Embassy of Japan.

III. Nomination Recommendations

1. Trainees were sent to AOTS, Japan for training in the following areas during 1992-93.
 - PCCM, Computer software
 - Technical training in printing, Architect engineering and Automobile maintenance



2. Trainees were sent to Bangladesh for training in the following areas during 1992-93

- NDT, Building construction and technology
- T. V. assembly

V. Other Activities

1. The 2nd Annual General Meeting was held on 26 June 1992 in the presence of Mr. K. Nakashima, G. M., AOTS Office, Delhi,
2. The 3rd Annual General Meeting was held on 25 June 1993 in the presence of Mr. K. Nakashima, G. M. of AOTS Office, Delhi.
3. Publication of TALIM- Vol. 2 on June 1992.
4. Publication of TALIM- Vol. 3 on June 1993.
5. Regular monthly meeting on 1st Monday of every month.
6. Participation in various programmes organized by Japanese Embassy like kite flying, film show, debates, Japanese Emperor's 'Birthday celebration etc.
7. Members get together in the form of picnics, reception, dinners, etc.

8. Representation in the 3rd AOTS convention held at Bangkok by Mr P. Manandhar and Mr. A. B. Shakya.

NAAS believes on the philosophy of developing the institution on self sustainable basis. And, with this motto, NAAS had been able to generate a fund from the activities listed above. At this moment, distinguished delegates, I feel extremely pleased to inform you that with its own internal resources and with the assistance received from AOTS, Japan for establishment of office, we have been able to purchase, for NAAS office, a land of about 144 Sq. m. area at Kathmandu city.

Respectable Chairperson, with this background activities of NAAS, I would like to put forward, on behalf of Nepal AOTS Alumni Society (NAAS), some major issues to be considered in the convention. NAAS would like to hold 4th SAFAAS convention in Kathmandu 1995. On behalf to the society we are making proposal to all of you.

1. NAAS appreciates and supports the proposal of Inter- Alumni Resource Exchange Programme to be organized in this South Asian Region. Moreover, NAAS has some observations and suggestions to be

NAAS - Report

included in planning the programme.

- Training needs of each member countries of South Asian Region be assessed.
- Training organization capability of each SAFAAS member be ascertained.
- Roster of trainers or experts available at SAFAAS and AOTS be collected, compiled and circulated to all SAFAAS members.
- A standard training to cost sharing model be developed and request be sent to AOTS for sharing.
- Inter- Alumni Resource Exchange programme be developed on the basis of SAFAAS Trainer- Trainee Exchange Programme.

2. Regarding the queries put forward by Dr. Hussain's agenda, if provided opportunities, NAAS would like to send some trainees for the training in the following areas under the proposed Inter-Alumni Resource Exchange Programme. This tentative list is based only on the present economic development trend of Nepal and has to be re-assessed.

- Screen Printing
- Textile design
- Garment manufacturing
- Ceramics technology
- Machine tool operations

However, NAAS cannot invite trainees under this programme for the next two years due to its very limited experience in this field. We would consider the next two years as our learning and experiencing phase and would like to develop the capability to

invite trainees and organize the training programme after that.

3. NAAS would like to launch a programme of "FEEL NEPAL" to all members of "SAFAAS" as a gesture to improve the understanding, cooperation and goodwill among AOTS Alumnies of the region.

Last but not the least, I would like to congratulate the AOTS alumni society, Delhi for the grand organization of this 3rd SAFAAS Convention where all AOTS alumni societies of South Asian Region got the opportunity to deliver, listen and discuss various common issues of interest to achieve the objective set by AOTS- to promote cordial relationship, mutual understanding and good-will for technological and human resource development.

Thank you very much.

Delhi Resolutions

Resolution Passed at the 3rd convention of South Asia Federation of AOTS Alumni Societies (SAFAAS) Held at Delhi - 14-16 Nov' 93

The SAFAAS since its establishment in 1989 has consistently working towards building up of mutual co-operation and international understanding between AOTS Alumni Societies of the member countries. During the last 2 Conventions of the SAFAAS the members have come forward with number of resolutions which have been successfully accomplished with support extended by AOTS Japan and AOTS Delhi. With this background SAFAAS is marching towards the 5th year after three successful conventions. The resolutions of this 3rd convention are positive and provide greater participation towards more dynamic growth of SAFAAS in the ensuing period.

The delegates of the 3rd convention have jointly resolved as under:-

1. Convention places their greetings and congratulations to the new President of AOTS Mr. N. Yamamoto whose vision has made SAFAAS a reality.
2. Convention also welcomes Mr. Osamu Nozaki who joined AOTS Japan as Sr. Managing Director.
3. It has been resolved to add to Clause 1 of the constitution :

"The Federation shall have the authority to appoint Special Members on the recommendations of the AOTS Japan."
4. It has been resolved to ammend Clause 13 and add :

"except at a SAFAAS Convention where this condition would not be applicable."

5. Membership subscription will be charged @ USD 100 per year from each Alumni Society of the region instead of the country. However, Clause 4(c) of the constitution remains unaltered.
6. It is resolved to place on record the Convention's appreciations for the offer of Mr. Nozaki, Sr. Managing Director AOTS, Japan, for holding special management programme on SFQM in Tokyo, for member societies of SAFAAS. It has also resolved to request AOTS, Japan to accept 42 persons i.e. 3 persons recommended by each Alumni Society for this special programme.

NAAS - Report

7. It is resolved to have a central secretariat in New Delhi which will be housed along with the office of FAAAI and AOTS (Delhi). FAAAI will take care of the co-ordination work on behalf of SAFAAS, and SAFAAS will reimburse the expenses that will be incurred by FAAAI for carrying out the activities except for salaries till SAFAAS becomes financially viable. The Convention also thanks FAAAI for its gesture to take up this additional work-load.
- Alumni Societies (both domestic and international) whenever they attend Conventions of SAFAAS. This will be restricted to one delegate of the respective Alumni Society attending the Convention (same as applicable to international delegates).
- arrangement made for making this Convention a great success.
8. It has been resolved that each centre will pay USD 100 out of the Scholarship Processioning Fee to be paid to each Alumni Society by AOTS Japan. Member countries will give receipt for full amount while receipt for USD 100 will be issued by SAFAAS Secretariat.
12. Regarding inter-Alumni Society Resources Exchange Programme, it has been resolved that each member-Society will send the list of organisations willing to offer training under this programme to the central secretariat by July every year. However, the member-societies may continue to directly write to other Societies with copy to SAFAAS Secretariat, till 1995 by which time a centralised co-ordinating system will be established, at SAFAAS Secretariat. However, it was resolved that based on the lines of AOTS, Alumni scholarships, a list of programmes should be prepared that could be made available to all the member-societies.
16. The delegates of the Convention are grateful to the staff of AOTS Japan for making a generous donation of USD 2000 which was presented by Mr. Nozaki, Sr. Managing Director, AOTS Japan to be utilised as relief aid to the Earthquake victims of the Maharastra State through the Maharastra AOTS Alumni Society.
9. It is resolved to hold the 4th SAFAAS Convention in 1995 at Kathmandu to be co-ordinated by Nepal AOTS Alumni Society. The new Executive Board of Management elected at the 3rd Convention will come into effect from 1st June '94. Till then persent Executive Committee will continue to hold office from Delhi.
17. The Convention placed on record its grateful thanks to distinguished invitees for attending the opening ceremony of the Convention.
18. The Convention places on record its grateful thanks to the President, Mr. Nozaki, Sr. Managing Director, General Managers and their Staff of AOTS offices at New Delhi and Dhaka for the untiring efforts and dedication in making the 3rd Convention such a resounding success.
10. The participants of the 3rd Convention expressed appreciations to the AOTS Alumni Society of Delhi for their offer to publish their first newsletter immediately after the Convention. The Publication of further newsletters will be undertaken by the new SAFAAS Secretariat. Alumni Societies of the region are kindly requested to send in their news for publication well ahead of time.
13. It has been resolved to request the AOTS to consider enhancement of Daily Allowance of trainees under the above scheme from USD 40 to USD 60 taking into consideration the inflationary cost in the region. However, it is subject to a maximum of USD 1000 per trainee.
19. The delegates of the Convention place on record its appreciation and thanks to the staff of Hotel Kanishka, New Delhi for having made such extensive arrangements for the stay of the delegates and arranging the Convention comfortable and memorable.
11. It is resolved to request AOTS (Japan) through AOTS (Delhi) office, to kindly consider providing the air-fare for all the delegates of the
14. It has been resolved to accept the "Logo"; being used by AOTS Alumni Society, Delhi for the 3rd Convention, as SAFAAS Logo, after adding the word "SAFAAS" at the bottom of the Logo.
20. The delegates of the Convention place on record its appreciation and thanks to Ms. Sonal Mansingh and the artists of the Cultural Troup who gave an outstanding performance of Indian Culture during AOTS Nite.
15. The participants of the convention unanimously thanked the AOTS Alumni Society, Delhi, the President and the team for the excellent
21. The delegates of the Convention place on records its appreciation and thanks for Hotel Ashok, New Delhi for the extensive arrangement made for the AOTS Nite.

Follow up Mission to Nepal

Purushottam N. Manandhar

Mr. Shin-Ichi Miyamoto, a staff member of the General Affairs Department of Tokyo Kenshu Center visited Nepal from 13 December to 22 December 1993.

This follow up mission was designed to study the effectiveness of training in Japan and seekout suggestions for future needs.

Mr. Miyamoto escorted by myself and Mr. Rajan Dahal visited Birgunj, Hetauda, Lumbini and Pokhara.

The first visit was to Royal Drug Ltd., in Kathmandu where he conferred with AOTS members Mr. Kishore Ram Bhandari and Mr. Kumar Prasad Khanal. On the same day Mr. Miyamoto visited ESEC, Balaju and had extensive talks with Mr. Ramesh Nepal and Mr. Mukunda Ram Bhandari.

Mr. Miyamoto visited Birgunj Sugar Factory on the 17th December 1993. Here AOTS ex-trainee Mr. Binod Gupta and members had conference with the team, and next visit was to the Agricultural Tools Factory where Mr. Dev Narayan Shah and other AOTS ex-trainees were interviewed. The team inspected both the factories carefully.



Mr. Miyamoto visited Hetauda Cement factory and Hetauda Textiles. On the 17th December 1993, Mr. Umesh Jha, the General Manager of Hetauda Cement Factory, who is an AOTS member, guided the team through the factory. Mr. Miyamoto inspected the factory with great interest. Mr. Hari Bhola Gurung Asst. General Manager of Hetauda Textiles, who is also an AOTS member, escorted the team through the factory.

On the 18th December 1993 the team visited Lumbini, where Mr. Miyamoto had interviews with three AOTS Ex-trainees Mr. Subhash Sharma, Mr. Tulsi Man Singh and Mr. Bikesh

Shrestha at Lumbini Hokke hotel.

The team visited Pokhara for sight seeing on the way back.

On 20th December 1993, the team visited the United Traders Syndicate in Kathmandu where AOTS member Mr. Yogendra L. Shrestha was present. Mr. Miyamoto also visited Apex Motor Service Ltd., where Mr. Rajendra Malla escorted the team through the work shop.

On the same day the team visited NEBICO, Balaju where Mr. Pashupati Singh guided the team around the factory.

On 21st December 1993 the team visited Garment Factory and DEVTECH and had talks with Mr. Sharawan Bajaj and Rajan Dahal respectively.

Mr. Miyamoto was accorded a fare well dinner at Himalaya Hotel at the presence of NAAS members. About 45 members gathered there and had a good exchange of ideas with Mr. Miyamoto and suggested to him that Nepal would benefit a lot by having some more AOTS scholarships. The ex-trainees expressed their gratitude for having a successful training in Japan and ressured to contribute to the Nepalese industries.



THE ROLE OF QUALITY CONTROL IN THE PRESENT CONTEXT OF FREE MARKET IN NEPAL

Pashupati P. Singh
NEBICO (P) LTD



After the historical events which shook our country four years ago, Nepal entered a new age, the age of democracy and freedom. The economy has been liberalised. Privatisation of government industries has been launched. The overall situation has changed now. After years of government protection to industries, now there is open market system in the country. From now on Nepalese industries have to face competition with giant companies from abroad. In the previous times Nepalese industries were competing among themselves. It was a competition among equals. But now, apart from that, we have to compete with the foreign companies, who have vast resources, advanced technology and rich experience. In fact it is a struggle between unequal competitors. In this situation Nepalese Industries are forced to continue struggling for their survival.

What is the reason behind the incompetency of our industries? There are various reasons of this problem: external and internal. External reasons are those, which are out of the control of the industry. We will not deal with these types of reasons here. Internal reasons are those reasons, which are within the controlling sphere of the industry. Here we will be focusing our attention to these types of internal reasons.

Let us see how the over all picture of our industries looks alike. Most of our industries are inefficient, cost of their products are higher, defectives and losses are high, productivity is very low, and quality is also desirable to be improved a lot. Apart from that, Nepalese industries

do not have any scientific management system. Modern industrial management system has reached new heights in Japan and developed western countries. Some of our industries are trying to implement new techniques, but it is on a partial basis, that is why the results are not significant.

Most of our private industries are family business. So they have autocratic system of management. It is the reason why they can not achieve the best performance. Big public companies, whose major shares are owned by the government, are becoming a burden. Their decision-making process is complicated and in the majority of cases the decisions are made not in the favour of the company but personal interests prevail there. The overhead expenditures exceed many times the normal figures. There is no wastage control. These and other similar reasons make these corporations highly unprofitable and they incur millions of rupees in loss every year.

There is also much to do in building trust and confidence between management and labour. The relation between management and labour must be smooth and harmonious, if we really want to achieve something significant. Besides, we have to create such an environment in the industry that each and every employee feels and becomes aware that it is his industry, he belongs to this industry and he has to contribute his knowledge and skill for the improvement of the industry. It is not an easy task.

Thus we see that in the industrial sector we have complex problems. There

may be various options for the solution of this complicated problem. In my opinion, the best solution will be that one which will be initiated by the industry itself and within the industry.

The main problem of Nepalese industries is how to be competitive in the present context? The solution of this problem with its complexity can be found in the application of Quality Control by the companies. It will help to rationalise our manufacturing sector and revolutionise the management policies and organisational structures of Nepalese companies.

Due to change in economic climate, Nepalese industry has become vulnerable. Our management base is very weak. If our companies do not apply the quality control methods and do not rationalise the existing inefficient management system, most probably they are going to disappear from the industrial scene in the near future because of rising costs and loss of consumers' trust in their products. It is becoming more and more obvious that any company, which has no quality control, will not be able to survive for long.

Now let us see what is meant by Quality Control. Quality control is an industrial philosophy with various dimensions. In short-it is a system of various methods for cost effective production of the goods, whose quality fulfils the consumers' satisfaction.

Effective implementation of Quality Control is possible only when all the employees of the company from top

management to ordinary workers, take active participation and co-operation. Quality Control will be effective when each and every department like market research, product planning, design, purchasing, production, inspection, sales, as well as financial and personnel are engaged in active participation with the spirit of full co-operation. In order to be successful we will have to use various quality control techniques such as statistical methods, automatic control, facility control, measurement control, operations research, standards and regulations, industrial engineering and market research.

Since real achievements of quality control is possible through the full utilisation of company's total strength, this type of quality control is called Company Wide Quality Control (CWQC), or Total Quality Control (TQC).

The main objective and essence of quality control is to assure the quality of the product. In fact, quality control is a series of activities with the ultimate goal to assure quality for customers. Quality Control and Quality Assurance are inseparably related.

The rich experience of Japanese industries has clearly demonstrated the following benefits of Total Quality Control:-

- * Quality is improved, defects are reduced.
- * Cost decreases
- * Products can be sold at higher prices
- * A Quality Assurance system is established
- * Efficiency is improved, recycling decreases, wastes disappear
- * Production increases
- * Sales expands
- * Human Relations within the company improve.

- * The whole organisation of the company can be rationalised and the employees start working more effectively.
- * Repair and maintenance of machineries can be done rationally on a priority basis.
- * Decision making is speeded up
- * The corporate culture is improved.

The achievements of Japanese industries through Total Quality Control gives inspiration and stimulation to our Nepalese industries. If we really want to be competitive in the open market, we have to learn a lot from Japanese experience and dedicate ourselves to the full implementation of Total Quality Control.

It should be reminded here that Total Quality Control must be implemented systematically in the whole company along with personnel

management, cost control, profit control, and control of production volume and delivery schedules. This can be achieved through the participation and understanding of all the employees and the commitment of top management. Top management must take the leading role and set out clear policy guidelines in order to put TQC into effect.

Thus we see that in the present situation of free market, the role of Quality Control (QC) has increased many folds. It is the only hope for making Nepalese industries competitive. We should clearly understand that the key to the success lies within the industries itself. No body is going to help from outside. We have to help ourselves. So all the Nepalese industries should initiate and promote the QC activities as early as possible. It is the only way we can beat the competitors, develop the industries and bring prosperity to our people.

Condolence



NAAS family would like to express heartfelt condolence on the untimely demise of its member Mr Uma Shankar Rauniyar on 10 December, 1993. We extend our deepest sympathy to his briefed family and pray for the eternal peace of the departed soul.

New Participation Method : Approach to Problem Identification in the Industrial Sector /Any Field

Sharad Chandra Upadhya
Janak Educational Material Centre



1. INTRODUCTION

Now a days there are number of methods in analyzing problems & data collection. One of them, which has been proved, is the effective brain storming type. Free discussion on a subject matter pre-determined (without specifying clear target to arrive at) for discovery of a new logic or a new thinking by means of conducting free and wide thinking among members as best as possible is called a "NEW PARTICIPATION METHOD". As a result of the work, induction members can enjoy the common discovery at the end of the session (by process of sharing discussion) which no body in the group discussion could anticipate at the beginning.

2. WHAT IS AN ADVANTAGE OF THIS METHOD ?

- i) Primary purpose of this method is to avoid all the pre-occupations of the participating members of the discussion group on a given subject matter, as the grouping of cards (small sheet of papers) into "Islands" are being inter-related by symbol of meaning towards the end of the session. In this method it is possible to intergrate such ideas that look totally disconnected and dispersed at first . It is only a matter of discovery right at the end which we cannot predict at the beginning.
- ii) The way all the cards are grouped into some levels of "Islands" is a

typical method of INDUCTION. The meaning of cards on the same Island are induced to a description of an Island's title.

3. PROCEDURE OF NEW PARTICIPATION METHOD.

3.1 GROUP SIZE

Size of group is ideally in the range of 4-6 members per group.

3.2 SUBJECT SETTING

- i) A large sheet of paper is distributed to each participant.
- ii) Participant writes a short sentence describing a critical headache currently being suffered in their individual organization or company.
- iii) The sheet of paper is collected and screened for grouping.
- iv) Written sheet is then returned to each writer. With these, members of each group shall decide on the subject matter for discussion.
- v) Then the subject matter is registered.

3.3 RECORDING ON A CARD

Describe clearly what is being discussed in a short sentence with a subject and predicate (verb, adjective etc). The sentence should be concise with a minimum unit of significance having independent meaning.

3.4 GROUPING CARDS INTO AN "ISLAND"

- i) Collect cards of similar nature not by a logical thinking process or

by a reasoning but by your feeling or a hunch. It is wrong to collect cards by materialistic classification. This means you have a pre-conceived frame of thinking, by which category you are screening the cards into a predetermined concept of grouping. It means you are applying a rule of classification, to get nowhere. Instead, it should be understood that cards of similar nature come closer themselves.

- ii) In other words, by this " Island making" the cards are to be assembled in such a way that they are free from any preoccupied thinking process right from the scratch.

This entails a search for a new horizon with each and every card of an Island in its full and right interpretation. The intrinsic value of what each card wants to speak out is thus organized into an "Island". This is a process of exerting CREATIVITY.

4. MATERIALS NEEDED FOR "NEW PARTICIPATION METHOD"

1. Large sheet of paper.
2. Small paper slips (at least 20 pieces per person).
3. Scotch tape or glue.
4. Markers (possibly 3 colours)
5. Pencils or ball-point pens for each person.

5. STEPS ADOPTED OF NEW PARTICIPATION METHOD.

FIRST STEP:- Begins from the personnel involved in the group by writing 10 or more most crucial problems on slips of paper (cards) in a short & simple language. Each other member listens to the contents of the slip so that they can be classified according to similarity of content. The members classify all the slips into several group, see 3.3 above.

SECOND STEP:- Is a processing work of the spreaded cards over the table as shown in fig (fig 1 to 3). They will be grouped into some number of Island (making a circle). When an Island is formed up with cards, it is necessary to come up with a title description (again to be recorded on a card). This requires mental concentration of the members search to for the cards commonly intrinsic to the 'Island' being grouped. During this stage it's natural that new

cards will add up with the recording of newly coming up discussion for filling up a given set of ideas. The ways the cards are processed into number of Islands and the ways title are described for the "Island" require a special care and skills as described in 3.4 above.

If the discussion in this stage is not properly well boiled down, the subsequent steps will give no substantial value and results in an entire failure.

THIRD STEP:- Is to form a structuring frame to the "Island" so far formed for multi-layer representation up to 3-4 level structure. If the group has successfully completed the work, the group work in this stage will become most interesting to each member, possible bringing in a new "discovery" of thinking to you. This multi-layer structure should be mapped out in a large sheet of paper for group presentation.

FOURTH STEP:- The whole session ends in a presentation of the result of the so far continued work, drawn in a large sized-paper. The process of the discussion is illustrated in a quiet and articulate manner for a speaker : to elaborate the discussed subject / to explain in answering the questions raised by the audience / for the audience, to ask question pertinent to the discussion.

Because of this clarity of illustration, it is not only easy to make a good writing on the drawn chart, but also easy for the readers to go through the written discription. In other words, for the purpose of writing papers on any subject matter, this method goes a long way to invite the reader's clear understanding.

The steps and work procedure for coming to final conclusion on problem solving / identification is described photographically as mentioned in the figure 1 to 8 below.

Illustration of the second step "Island" making

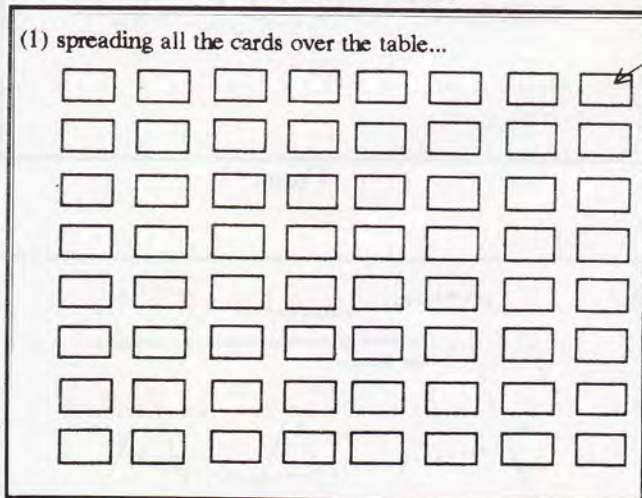


Figure - 1

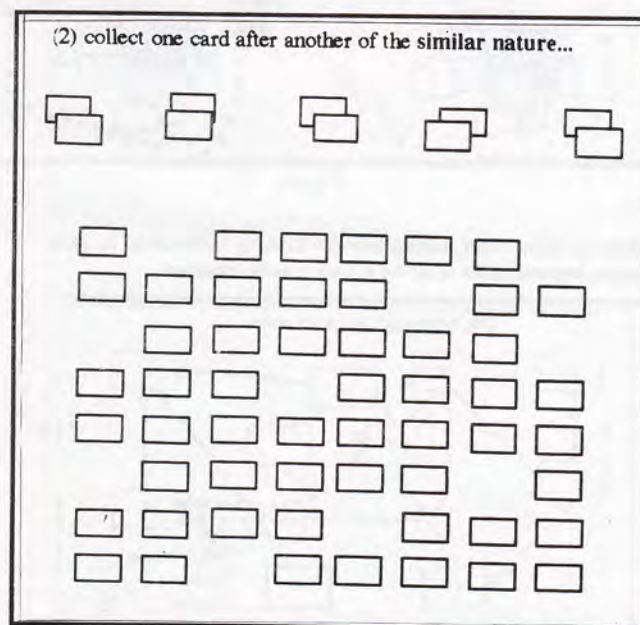


Figure - 2

(3) make an "Island" of the cards of the similar nature, with a title card

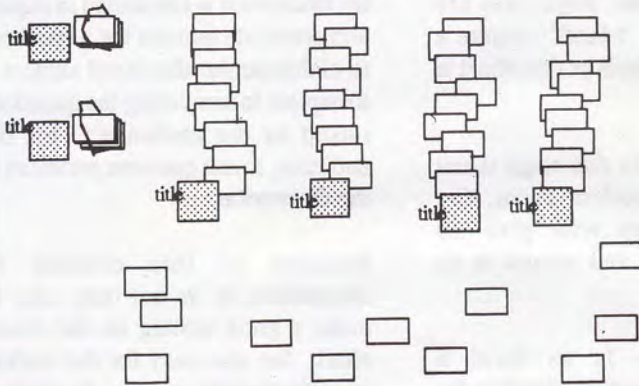


Figure - 3

Illustration of third step (structuring Island)

(5) make a bigger island(an "island" of islands), again with titles...

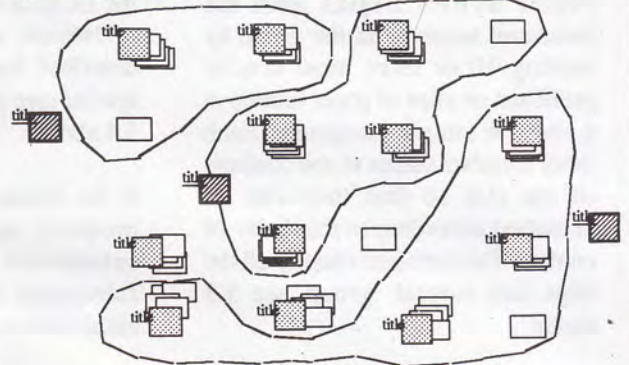


Figure - 4

(6) make still bigger an island(an "island" of islands of islands), again with titles...

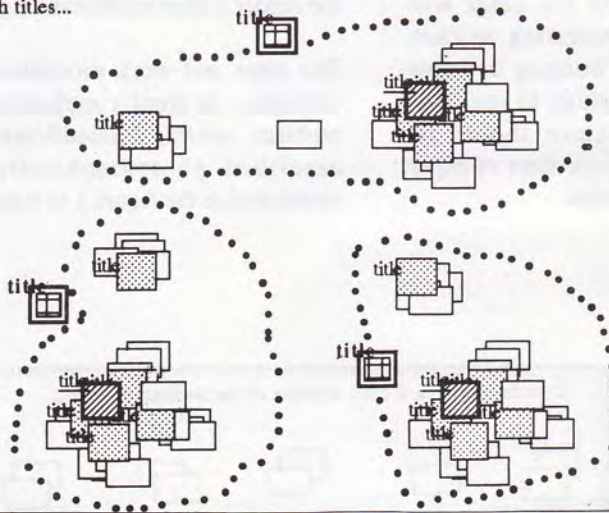


Figure - 5

(8) Bring out the entrails, exposing them...

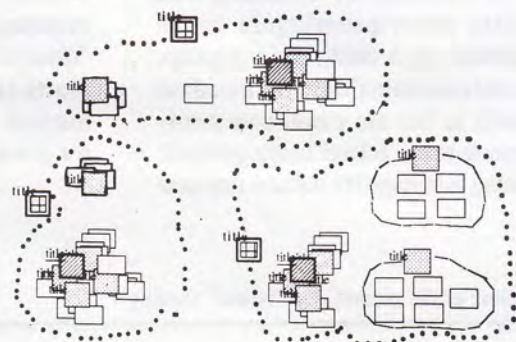


Figure - 7

Make an Index Chart, adding symbols showing relationship, in other words, layouting plan of all the islands is quite important ...

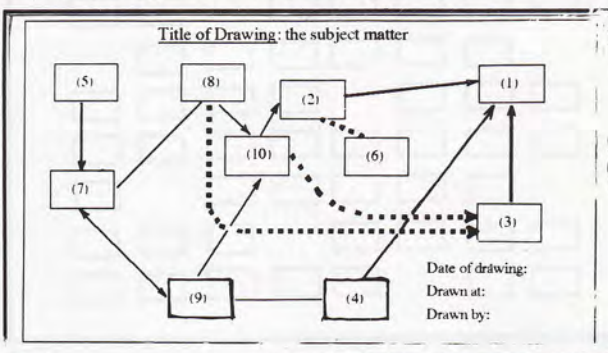


Figure - 6

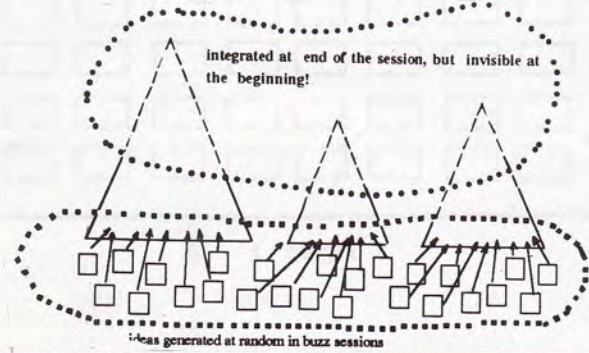


Figure - 8

Carpet Industry in Nepal

Madhusudan Bhattarai

Nepal Industrial Development Corporation

Historical Background :

Handmade woolen carpets in Nepal, were originally introduced from Tibet. It used to be brought into the kingdom by traditional businessmen. Tibet was a country in the world which was known as forbidden and has access to Nepalese traders only. The highest plateau of the world was hidden from the rest of the world except Nepal & Nepalese. As a matter of fact, carpets that we observe in Nepal are a manifestation of the modified versions of the Tibetan carpets. The traditional design and the type of knots used are basically Tibetan. But the type of looms used for weaving and the cotton yarn used for warp and weft have changed. Also, the design concept has been changed and is considerably different so as to satisfy the needs of the customers around the world. Besides, one cannot overlook the fact that Persian carpets were rarely used in the Rana's Durbar. Within Nepal in the sub-himalayan region bordering Tibet, carpets were produced by Sherpas which used to be occasionally brought to Kathmandu by persons who visited those places.

Organised production units within Nepal came into existence after 1960 and subsequently export of carpets started. Actually the carpet producing centres were opened after the inflow of Tibetan refugees within Nepal due to the political turmoil which took place at that time in Tibet. Carpet making skill and craftsmanship of the refugees was used to give them work and produced goods were introduced to European markets. The carpets were very much appreciated in those markets and more production

units were opened. The Sherpas and other tribes living in the sub-himalayan region of Nepal, who were familiar with carpet weaving, got involved with carpet production in commercial scale.

The looms were improved for easy and efficient handling and also for production of larger size carpets. The locally available wool was not sufficient

and New Zealand wool with longer fibers were imported and blended with Tibetan wool. Carpet production has been modified by the national and international artists to satisfy the needs of sophisticated customers. 90 percent of the total production is directly exported, and 5 percent are purchased by the tourists, who visit in Nepal. So, actually 95 per cent of the carpets goes outside this countries.

Presently, carpet industry is one of the major source of foreign exchange earner. The national ex-chequer owes a lot to this phenomenal sector. Again the chain reaction to the national economy on the whole can not be minimized. The cycle effect on ancillary activities too gained momentum and gathered speed. Initially, carpet in semi-finished stage was exported to Germany where washing and chemical treatment was done, but presently all the carpets are exported with final finishing.

Growth of Carpet Export :

A table is reproduced showing the quantity as well as the value of Nepalese carpets exported for the last six years. Though export of carpet from Nepal took its maiden leap forward from 1960 the quantity and value of export in Fiscal Year 1992/93 reached 3126 thousand sq.m. and Rs. 9225 million respectively.

Overseas Export of Woolen Carpets

F. Y.	88/89	89/90	90/91	91/92	92/93	93/94
Quantity (1000sq.m.)	913.6	1152.3	1628.3	2371.5	3126.3	1848.9
Value (in 000 Rs)	158,91,93	229,46,94	370,19,92	713,09,28	922,56,495	47,84,15

From the table one can easily observe the trend and impact of carpet export.

Pattern of Export :

Currently, Nepal is exporting carpets to more than forty countries out of its total exports of Rs. 9225.7 million in F. Y. 1992/93. Its major partners are Germany, Switzerland and Belgium. Their share in percentage of the total export in that fiscal year stands as follows :

Germany	-	84.0%
Switzerland	-	7.4%
Belgium	-	2.6%

The export to U. S. A. is in fourth position and its growth rate is expected to rise with higher speed. Moreover HMG and U. S. A. have already agreed to help expedite the export of Nepalese carpet.

Contribution of Carpet Export :

The share of carpet exports in respect with the total export earnings is increasing rapidly. The increasing trend of foreign exchange earning from the export of carpets is distinctly visible from the following figures :

Recently, inflated news in some international forums about child labor in Nepal is spreading in unrealistic, irrelevant and impractical way and which is not receptive and palatable. In most instances children of the labours are engaged in carpet making intending to learn the hereditary skill and

i.e. a product of 100 knot, 80 knot or 60 knots. Similarly, while dyeing the woolen yarn, special care is to be given for using standard formulas and dyes so that the colour will not fade away and is as per the sample.

Ways of Safeguarding the Carpet Industry :

Presently Nepalese Carpet Industry mainly depends on German imports. Market diversification of Nepalese carpets to other carpet importing countries is very urgent. Proper promotional activities of Nepalese carpets together with their design, color & quality specifications is to be conducted in those countries. HMG has to play vital role in such promotional activities in close cooperation with Carpet Association of Nepal.

F. Y.	1991/92	1992/93	1993/94*
Total Exports (Rs. in million)	12184.8	15494.1	8326.5
Share of carpet %	58.5	61.5	64.0

* The exports of 1993/1994 is for only six months.

Employment Generation :

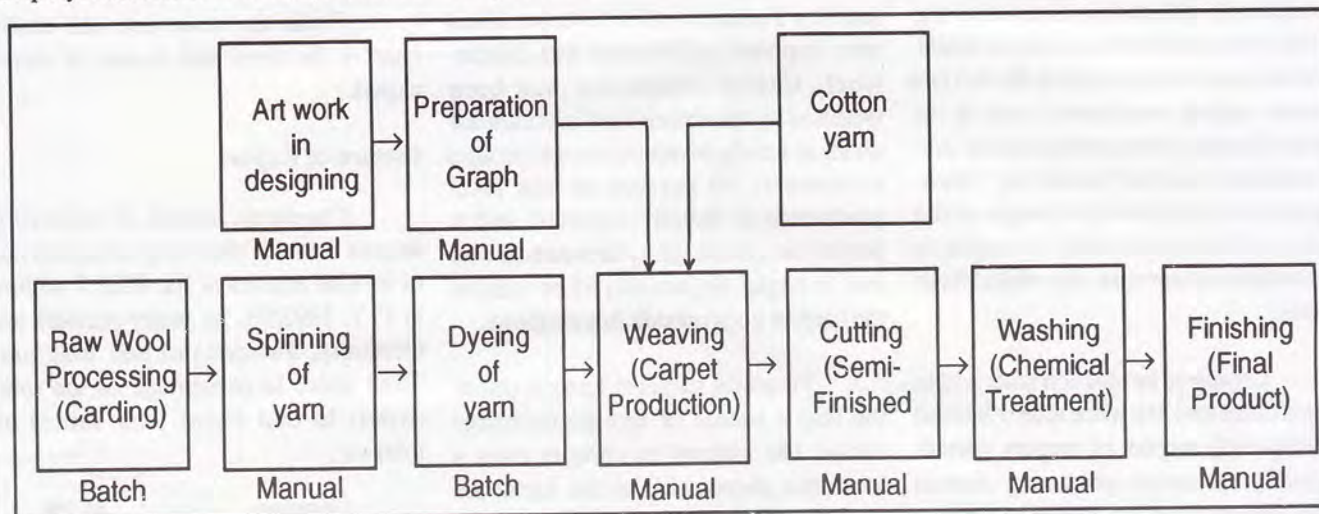
Carpet manufacturing process is undoubtedly labour intensive. In a country like Nepal labour employment faces a huge problem. The carpet sector has unquestionably helped alleviate the employment crisis. With the promotion

craftsmanship in their leisure time rather than engaging in other undesirable activities.

Flow-Chart for Carpet Production :

Different process/steps involved in carpet production is shown below in simple form.

The quality of raw materials used for carpet production has to be standardized. Specialised organisational



and development of carpet industries in the country, more and more resources in the form of human resources is being directly or indirectly used in this sector, as expressed by different experts. The direct employment generated comes to about 400,000 and a similar number of employment is also presumed to be indirectly employed.

For maintaining the quality of the product special care is to be given in all the above processes so as to produce carpets within the given specifications. Graphical works, spinning of yarn of desirable counts, selection of cotton yarns used for warp and weft and the use of available labor in weaving etc. depend upon the quality of carpet to be produced,

set-up is needed to monitor the import as well as use of wool in carpet production.

Quality of carpet for export has to be strictly monitored. For this, Carpet Association could play a vital role.

Special fund has to be created out

of the export earnings and this could be used in (i) Research and development of Carpet & Carpet related industries (ii) Promotional activities that is essential for export diversification to various other potential countries and (iii) Social service development in this sector in the form of (a) Child care & child education (b) Medical service (c) Insurance etc. The carpet industries also could allocate

certain portion of their profit in the fund.

The industrial pockets outside the Kathmandu valley are to be developed and the investors should be motivated to go outside the valley by providing different incentive packages by HMG. This will minimize the undesirable social side effect in Kathmandu.

Finally, the favorable effect exhibited by this sector directly on the national exchequer and the generation of significant employment is itself an important fact that a carpet export is indispensable in Nepal. The sector is also necessary in terms of mobilizations of the manpower, foreign exchange earnings within the reach of Nepalese.



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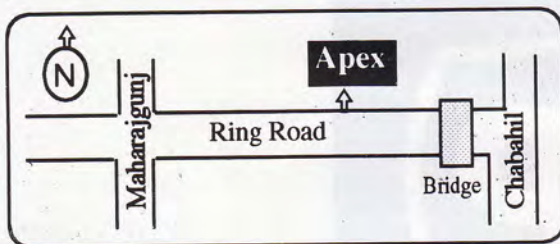
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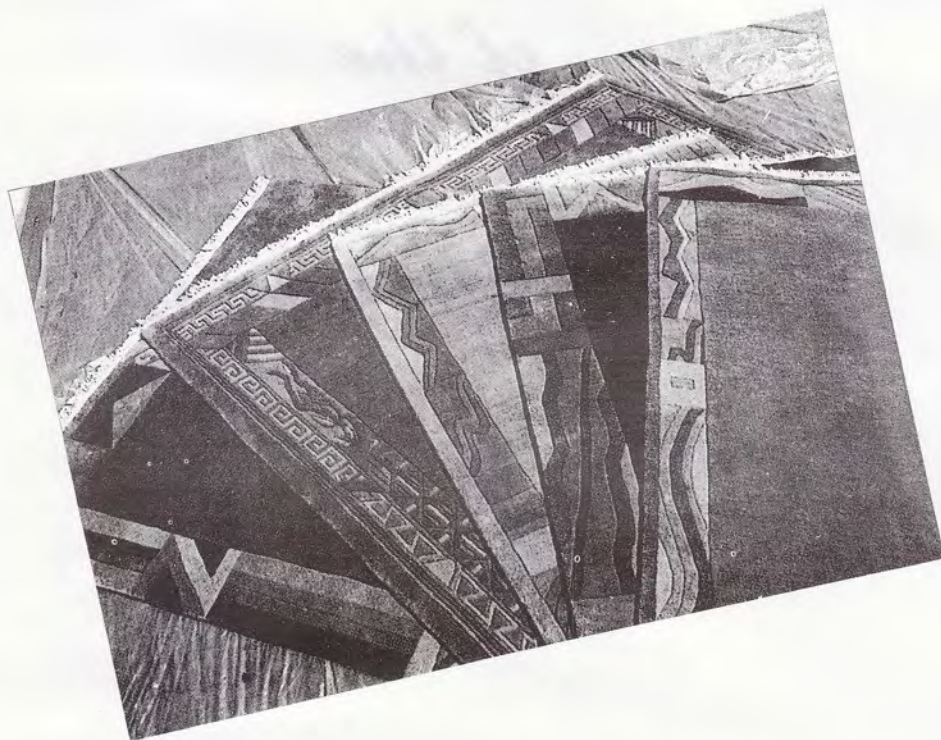
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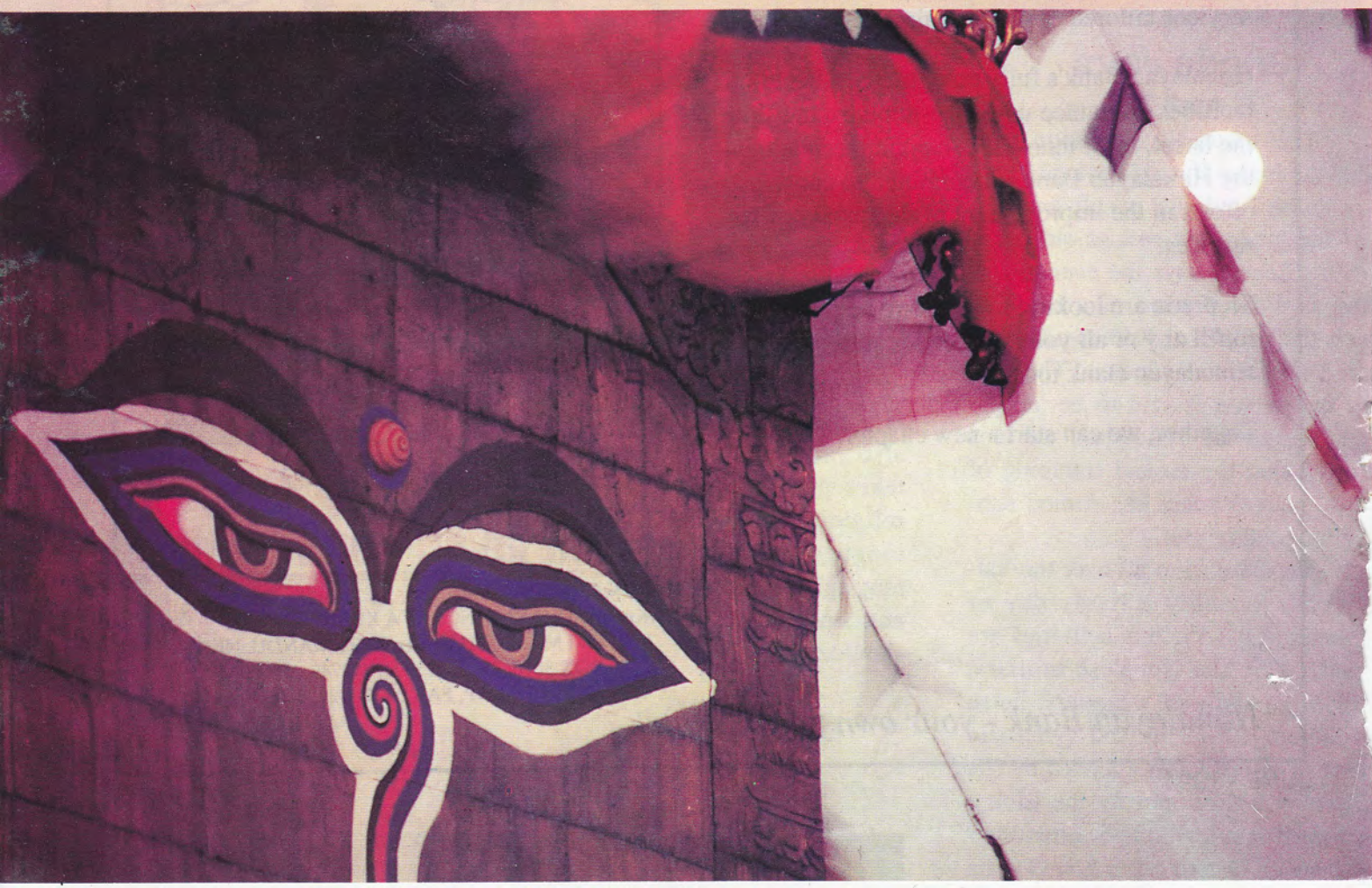
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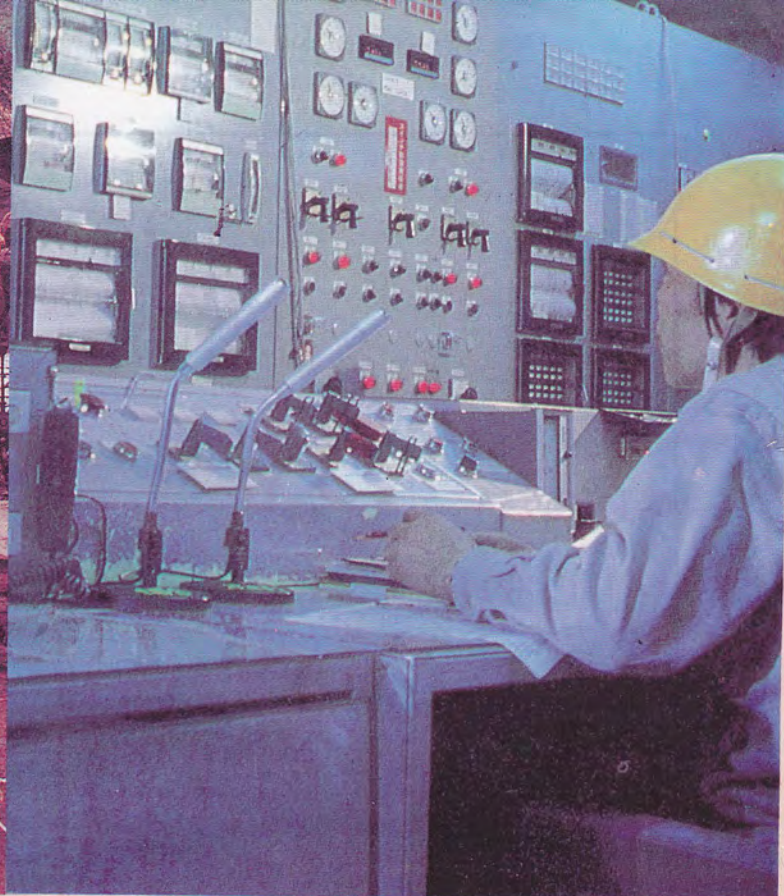
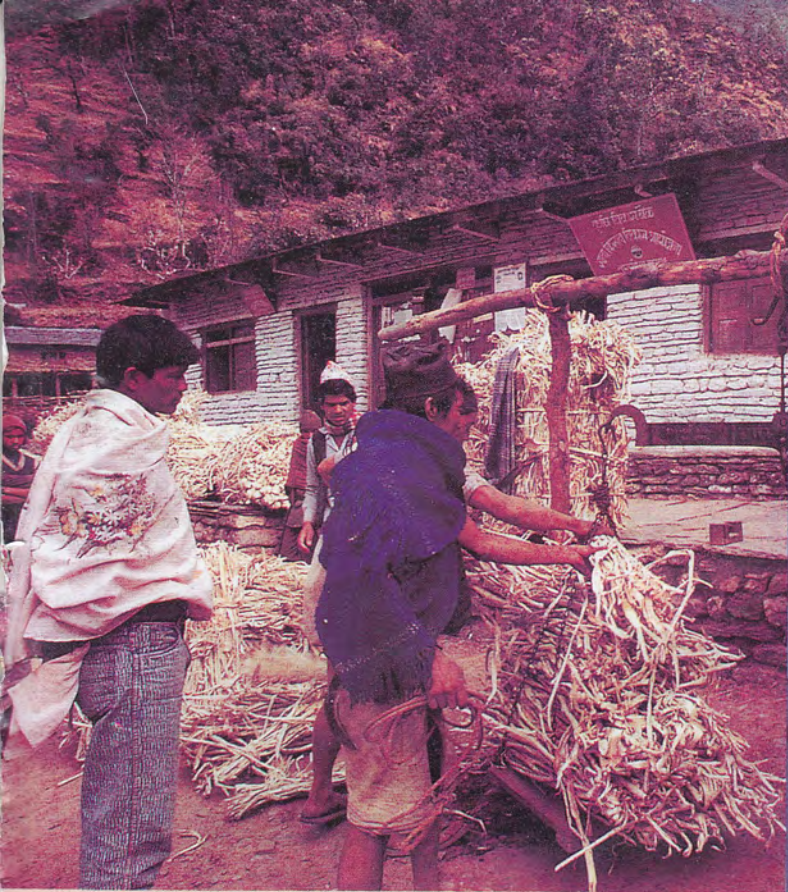
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Soft Drinks Industry- An Introduction

Bidur K. Khanal
Swastik Aerated Products

Non - alcoholic carbonated beverage is very popular throughout the world for quite a long time. There are many brands available in the market and this business has become very competitive.

Production Process Of Soft-Drinks

The major process involved in production of soft drinks are as follows :-

- a) Water Treatment
- b) Bottle Washing
- c) Syrup Preparation
- d) Mixing and Filling

A. Water Treatment :-

Everybody understand the importance of water in soft-drinks plant. It is the basic component which carries sugar, flavour, color, carbon dioxide and other ingredients along with it.

Water is derived from different sources. It contains lot of impurities, which has got to be removed (treated) to confirm to certain specific standards of quality.

Apart from use in mixing with syrup it is also used for :

(a) Bottle Washing (b) Boiler (c) Cleaning & Sanitation (d) Bath Room & Toilets etc.

Water treatment system can be a continuous or batch type. At present continuous lime coagulation- super chlorination system is being adopted in

most of the soft drinks plants. In this system of treatment, required quantity of chemicals (lime, bleaching powder, ferrous sulphate, calcium chloride etc.) are continuously in a vessel where regulated amount of water enters. At the same time treated water (clear) is continuously drawn out, which is used in production after it passes through a sand filter, carbon purifier & water polisher. In the system the following chemicals processes take place.

- 1) Alkalinity Reduction
- 2) Colour, odour and organic removal
- 3) Sterilization

B. Bottle/ Container Washing

This is another very important process in the soft drinks. In earlier days containers were washed manually by using soap & other cleaning agents. Different types of washing machines are used by different plants, depending on the type, dirtiness & size of the containers. Plants using returnable bottles should take extra care in order not to spoil its best product by poor washing of bottles containers.

In bottle washing process following chemicals are being used:-

- Caustic Soda
- Trisodium Phosphate
- Monosodium Gluconate

The concentration of the above chemical & the temperature of the solutions are constantly monitored in order to improve the cleaning and germicidal efficiency of the chemicals used.

C. Finished Syrup Preparation

Calculated amount of sugar is mixed with treated water in a tank and then heated to get raw sugar syrup. Carbon powder is also mixed in the same tank in order to purify sugar further. Hot sugar is filtered and then cooled & collected in a tank & concentrate is mixed with it. Thus finished sugar syrup is prepared.

D. Mixing & Filling

Treated water, finished sugar syrup & carbon dioxide are mixed together in certain proportion (depending on the nature of the soft drinks) to obtain final product.

The product thus obtained is filled in already washed bottles with the help of filling machines. The bottles are immediately crowned after filling. Filled bottles after inspection are put in crates and then stacked.

Quality control in the Soft Drinks Plants

The quality of soft-drinks are typically defined as conformity to a given level of excellence. The level of excellence normally represents a particular standards of specifications determined by the developer of the product. Usually these parameters are :

- a) CO₂ Gas volume
- b) Inverted brix
- c) Titrable acidity
- d) pH
- e) Colour etc.

In order to get the above parameters within limits, it is essential

Article

to assure the followings :-

1. Use of proper quality raw, auxiliary, raw and packing materials and their timely arrangements.
2. Proper sanitation & house-keeping.
3. Proper preventive & overhaul maintenance.
4. Supervision & maintenance of the stipulated standards for various processes.

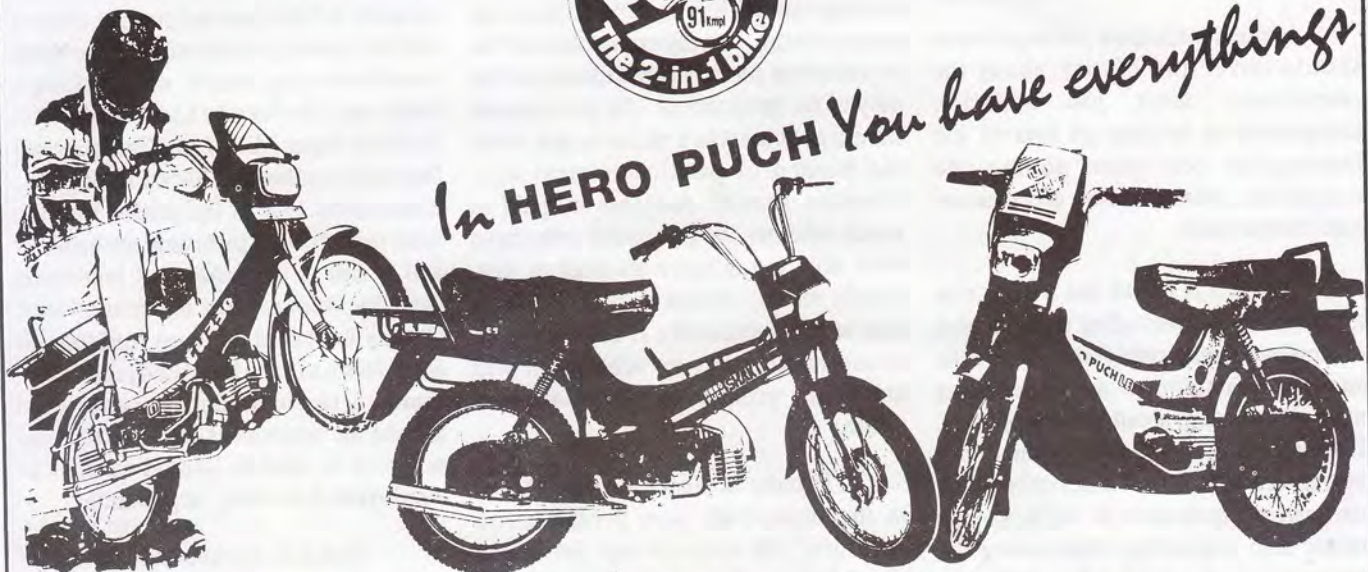
1. The quality of raw, auxiliary raw and packing materials has direct impact on product quality. Hence all raw materials such as sugar, concentrate, CO₂ gas should be of proper quality. Even a slight increase in impurities of raw materials effects a lot on the

quality of the finished product. Similarly, even if the best quality product is poorly crowned, it will spoil the taste of the product as a whole.

2. The machines & equipments in soft-drinks are to be properly cleaned & sanitized before & after production. Poor cleaning & sanitation will not only effect the product quality but will also lead to so many other problems. Usually Caustic soda, Trisodium phosphate, Soda ash are used in soft-drinks plants as cleaning agents. Chlorine is used as sanitizing agent.
3. This can be achieved only through organised and persistent efforts.

The machines are to be examined/inspected on routine basis and faults are noted down. This will help in predicting behaviour of the particular machine, so that, corrective action can be taken well in advance in order to avoid major breakdown which involves more down time, increase cost of production and also effects adversely on the quality of finished product.

4. All the above mentioned operations are to be properly supervised and watched. Corrective action must be taken as and when it is felt essential. This will help in maintaininig the quality and improve the image of the product as a whole.



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Privatization in Nepal : A precise view on its Prerequisites

Kadam B. Singh

Raw Hide Collection Dev. Corp. Ltd.



In Nepal, after a great deal of controversies among political parties, intellectuals, press and general public, whether or not privatization, at present, is not a big issue. The issues are whether the privatization so far is successful and what are the prerequisites for the success of privatization in Nepal. Success of privatization should be examined from the following Considerations:

1. Preprivatisation arrangements and implementation of the privatisation process
2. Post privatisation arrangements and smooth operation of privatised undertaking.
3. Benefit to the economy and society.

Preprivatisation arrangements should cover the clarity about the employees, their job security, compensation in case of loss of job leaving no confusion among the employees; management, government and entrepreneur.

Once it is found that a particular undertaking is overstaffed an ideal size of employees reasonably adequate for the successful running of the undertaking after privatisation should be determined. Excess employees, if any, should either be transferred to other offices or be given adequate compensation for the loss of job rather than requesting or imposing the new entrepreneur to take over the excess employees just for the government to get ride of the problems.

Secondly, decision on selection of the bidders in the privatisation process

should be bold enough to be practical, commercial and professional rather than netegrity and bureaucratic rigidity. In other words, selection should be done on the basis of ability and availability of resources rather than influenced by regulatory rigidity and political lobby.

Thirdly, the government should be considerably liberal to provide the facilities enjoyed by the public enterprises to the privatised enterprises till a reasonably limited period of time.

Post privatisation considerations should not be neglected. Privatisation is not at all for the sake of privatisation. Every privatised enterprise is expected to produce higher value added, secure efficient mobilisation of resources thereby serving the society and benefiting the entrepreneur. Merely completion of the privatisation process is not the end of the duty of the government. The government should not take it as a means to get rid of the burden of public undertakings. Attention should therefore be paid to watch whether the privatised units have been able to achieve its goal or not. Timely remedy should be provided to be able to run successfully. If the benefit of privatisation cannot be achieved it will hinder the process of privatisation in future.

In order to secure the smoothness in the immediate post privatisation operation, the undertakings privatised should be entitled to enjoy, for a considerably reasonable period, the major facilities enjoyed by the undertaking before privatisation. Such period of time should however be determined through negotiation. Provision of such allowance

should be made in the act, if necessary. This kind of provision will encourage the privatised undertakings for the initial period of post privatisation on the one hand and on the other hand discourage those who otherwise may dare to disturb the privatisation programme.

Another parameter to examine the result of privatisation is whether it has contributed to the economy or society. Believing that undertaking in private sector are more cost effective and competent in price and consequently in quality than undertaking in public sector, nation expects higher value added and better services at competitive price.

From the view point of above mentioned considerations, an effort can be made to look into the general view of the first phase privatisation of the three manufacturing public undertakings, Brick and Tile Factory Ltd. Harishiddhi, Bhrikuti Paper Mills Ltd., Gaidakot and Bansbari Leather and Shoe Factory Ltd., Kathmandu. One of the units is learnt to have significantly increased the capacity and is still in the process of increasing capacity. Another unit is learnt to have slightly increased capacity. And the rest is not learnt to have increased production. Similarly two of the units have absorbed almost all employees and the rest has accepted to absorb limited number of employees following negotiation.

Thus it is obvious that the role of the three concerning parties i. e., the government, the entrepreneurs and the employees is significantly responsible for the smooth implementation of privatisation process and successful running of the privatised undertakings.

Article

The government's responsibility lie in its role of selection of appropriate units to be privatised at any time, appropriate modality of privatisation process and the appropriate bidder.

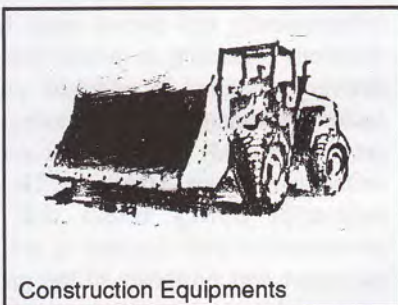
Many of the employees of public undertakings feel that their prestige and job security in the public undertakings is better than in the private sector. Even those who happen to transfer their service (job) from public sector to private sector

lack private sector culture or feel difficulty to adopt private sector culture.

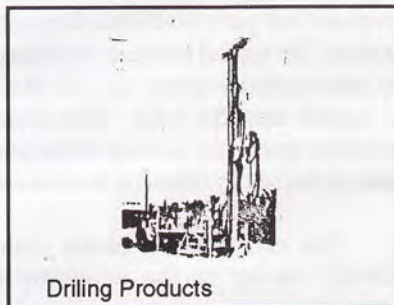
Similarly the entrepreneurs who takeover the public enterprises should come forward with organisational behaviour and professional management culture rather than with family owned enterprise culture. In order to run big enterprises, investment for long term growth, institution building and human resources development is essential. An

approach of quick return and family enterprise culture will not at all be palatable. Broad approach with long range vision is required.

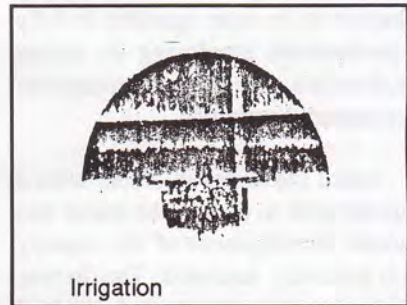
Thus the role of the government with bold decision and liberal policy, adaptability and professional attitude rather than bureaucratic attitude of the employees and broad approach of entrepreneur (management) are all the prerequisites of privatisation.



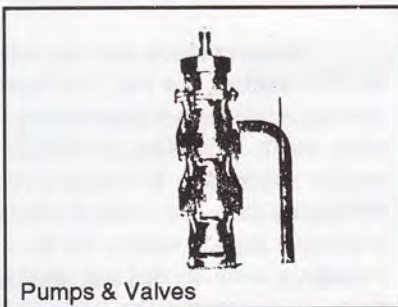
Construction Equipments



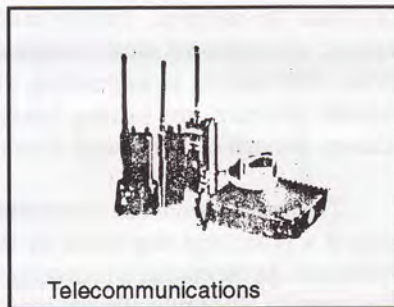
Drilling Products



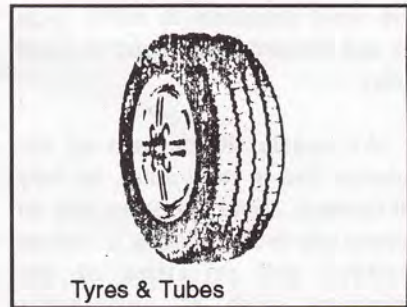
Irrigation



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Support Delivery to Small Scale Enterprises in Nepal

Kapil Ghimire
Small Business Promotion Project

Nepal is an agrarian country, more than eighty percent of the population earn their living from agriculture. More than 200,000 people enter into the labour market every year. Because of the limitation of the agricultural sector (crop production to be more specific) in fully and productively employing the labour force, there is a recent surge of interest in entrepreneurial activities.

Small industries in Nepal have a far greater role to play in the social and economic development of the country than is generally accepted. The diverse geo-physical structure and limited markets scattered around the country allows small industries to utilize local skills and resources and cater to local demand.

As nearly 90 percent of the population live in rural areas, on very small incomes, small industries play an important role in contributing to various objectives and priorities of the government such as sustainable economic growth, alleviation of poverty, and reduction of regional imbalance.

A small scale enterprise (SSE) is a business venture that operates on a small scale. It usually has limited capital and financial resources and employees a small number of workers. In some cases, employment may be confined to immediate members of the family. In Nepal, a venture with less than Rs. 10 million in fixed capital investment is defined as a small scale industry.

In Nepal, it is estimated that small industries account for ninety five percent of the number of industrial units,

contribute to about one third of industrial value added, comprise forty six percent of the industrial production, produce sixty six percent of exports, provide eighty five percent of industrial employment opportunities, and make up seven and half percent of Gross Domestic Product. The capital productivity ratio of the small industry sector is 3.7% (Rs. 1 is turned into Rs. 3.70). This sector mobilizes thirty five percent of the total loans disbursed by financial institutions.

The contribution of the small industry sector to the economy is noteworthy, because they have low economies of scale, they are flexible, they contribute to savings, employment creation, utilization of local resources, income distribution, strengthening the industrial structure, and earning foreign exchange through export among others.

The newly introduced free market policy is a prominent step taken by the government. As the market is increasingly called upon to efficiently allocate scarce economic resources, the power of making economic decisions is being gradually transferred from the state to individuals and firms. Economic liberalization, competition and quality instead of quotas, restrictions and subsidies are the order of the day. These changes in the economic system directly affect the existing enterprises in general and small enterprises in particular, as they move towards an economy where their survival depends on identifying and fulfilling demand by efficiently managing their firms in a competitive environment.

In this context, the government is committed to promoting private sector

participation in the economy by creating a conducive environment. Therefore, the government does not believe in the excessive state control of economic activities. The private sector, in a controlled economy, cannot invest independently and cannot make basic decisions regarding its production and delivery systems. In addition, public sector investment in manufacturing and processing tends to crowd out private sector involvement in the sector. The new industrial policy refers that the government will assume a role of facilitator and promoter of the private sector rather than interfering with and controlling economic activities.

However much one may support the free market, one has to accept that there are some market imperfections that often result in making it difficult for smaller enterprises to obtain access to the finance and to the technological help to create a support system for the small business community that will assist small firms to overcome the impediments inherent in the market faced by smaller units.

Support Delivery System

The focus of the policy measures in support of small scale industries has been on the training of small entrepreneurs, provision of credit, and technical information and extension services. For some years there has been some consensus that a support system for the small enterprise sector is needed, but there has always been the discussion on how best to deliver the services and assistance. Many countries accepted that the Government can be the better

delivery partner because of its network, authority, capacity and resources to provide the support needed.

There is no doubt that small enterprise sector in the country has grown up because of the assistance provided through the Government network, but it can be argued that it has resulted in excessive bureaucracy, created much dependency with the support agencies and has reduced the competitive strength of the small enterprises.

Government has been inviting the private sector and the non-government institutions to be partners for development activities. This means Government is well aware of the fact that there is a need of support system to the SSE sector, private sector and the non-government organizations could be an important tool for service delivery. Creation of many agencies in the Government sector for

service delivery to the small enterprise sector involves heavy Government expenditure. It can be recommended that Government should avoid creation of national public institutions in support of SSEs. Services for SSE development can be provided through autonomous institutions created by the Government and/or through the institutions created by the business community such as Chamber of Commerce and Industry or Associations of Cottage and Small Enterprises.

SSEs support programme can also be generally channelled through private sector associations, consultants, universities, technical institutions and other non-governmental organizations. This could be the appropriate time for the private sector agencies to collaborate with the Government in development efforts. Specially, private sector institutions working in the areas of extension and

promotion of small enterprises can play a pivotal role in the present context.

When support programmes to the SSEs are provided through the private sector or non-government institutions, SSEs have to pay market rate for the programmes they obtain. But many of the SSEs in the country are unable to pay wholly for the services. Thus, there is a need to support such services either from the Government or from others. In such cases, Government can act as a facilitator or provider of the funding.

Government should be involved in the setting up of agencies in certain activities in which Government must take a prime responsibility such as vocational training. This is the appropriate time to institutionalize public institutions which can operate efficiently in the development and promotion of SSEs.

*On the occasion of the
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Entrepreneurship Development Through Extension Services

Ramesh P. Nepal

National Productivity and Economic Development Centre

INTRODUCTION :

First of all I would like to throw some light on the title of my paper presented here. The extension service consists of extension personnel of different cadres and disciplines who are not passive disseminators of new knowledge but also facilitate, motivate, and guide their clients to adopt and integrate the new system for their improvement. They also pick up the operational problems and clients need to pass them on to the research system which will form the basis for future research. In this process of extension services here I am confined only in the line of industrial extension, which implies the extension of technical, marketing, managerial, financial and other socio-economic knowledge to an enterprise or entrepreneur for its development. Development here means adoption of correct process technology, proper utilization of machinery & equipment, quality control, production planning & control, proper management & financial investment and the adoption of a market oriented of the products. All these would lead to more efficiency of an entrepreneur, which would eventually lead to the expansion, innovation and product diversification, which are the main functions of the institution, where I am working. In broad sense this institution provides industrial extension services to the entrepreneurship development in the country. Hence industrial extension is a process which ensures growth and development in industry, which eventually leads to man-power development. In this paper I am concentrating in one sector out of the

whole manpower development i.e. small & medium industrial entrepreneurs (SMI). SMI can play a vital role in the economic development of country. In Japan, 99% of industries are SMI which contributes 50% of foreign exchange earnings.

My main work is to provide assistance to SMI in certain major areas like technical, managerial and technological information, and feasibility and market studies. During my course of work, I have found number of problems related to manpower development which are as follows :

- a) Education Problem - In our country the education is in a poor state. There are not enough schools and colleges. Only one engineering and medical institution of degree level. So the persons involved in entrepreneurship are not well educated.
- b) Labour problem - Due to insufficient number of training institutions, there is lack of proper trained labours. Usually the institution itself train its required manpower, which costs money and time.
- c) Training - There is no professional training institute which provides in plant training to the persons.
- d) Other problems - The problems of languages, and transportation add more for SMI in implementation.

IMPLEMENTATION

In 1966, I had the training at AOTS (Japan) in Production Management in mechanical industry in Japan, which led to perform the present job as follows :

- Study the techno-economical aspects of the projects
- prepare feasibility study
- provide extension services to the entrepreneurs development i.e. eventually manpower development.

Let me present in brief, one of my bright example of activities introduced to entrepreneurship development, as a we have result of my training in Japan. I am engaged in providing technical procedures, plant & machinery recommendation & know-how, manufacturing process etc., to the production industries.

One entrepreneur, who is the owner of a small cast iron foundry, approached to our institution for assistance in his production process. As an industrial extension engineer, I was commissioned to undertake the study. I identified the following problems in the production unit on follows :

- Production was not progressing as smoothly as anticipated. Hard coke, for example, was scarce and had to be imported from India. Furthermore, there was a constant shortage of scrap iron.

Losses were high with the cupola process in use. Similarly, the cost of production was high and the quality of the products was low.

The foundry industry, in general is identified as one of those sectors having potentially the greatest impact on the overall industrial development of the country. I recall the observation, discussion and plant visit during my training in Japan and made the following recommendation:

Since the electricity and water supplies were readily available, under such circumstances electric induction melting furnace seemed to be one of logical alternative.

This was deemed to be more efficient, comparatively cheaper and have a shorter delivery time. The study report had also shed some light on the state of this industry, that is so vital to the development of other industries in this land locked country.

EVALUATION

The above conducted project shows the example of some effect of my training in Japan. At that time I had the opportunity to visit some of the foundry units in Japan and discuss about the problems of production management. Those units were using electrical induction furnaces for their casting and their products were cheaper and of good quality. During my course of analysis of the problems over here, I recalled those visits during the training and recommended the similar electrical induction furnace, but of smaller capacity and design. This is an example of technology transfer, this affects the entrepreneurship development i.e. when it will be successful, more people will be encouraged towards the establishment of more SMI, eventually the result will be the manpower development - which is one of the main aim of this organization.

I would like to say at this point that the recommendation which I had made for induction furnace to that entrepreneur was first of its kind at that time.

CONCLUSION

At present in some of the studies we only prepare reports like, technical, marketing, financial studies etc. But some of the entrepreneurs want to see the practical example of the manufacturing process like in prototype form. So the research institute should develop their own framework for the small schemes in prototype form and demonstrate it to the interested entrepreneurs. In this way it will be more easy to develop skilled manpower in that line towards the establishment of those small scale industries in Nepal.

Another is to develop such institution which can provide in-plant training to different types of manpower.

Lastly, there should be some feedback mechanism or information system linking entrepreneurs and responsible institutions to guide them towards the development of manpower, training, appropriate manufacturing process, utilization of indigenous raw materials etc.



Condolence

NAAS family would like to offer heartfelt condolences on the sad demise of Mr. Hafeez Ibrahim, the chairman of AOTS & ABK Dosokai, Lahore Regional Center on 22 December, 1993. We extend our deepest sympathy to his briefed family and pray for the eternal peace of the departed soul.

ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP (AOTS)

Progress Through Human Resource Development

AOTS, a non-profit organization, was established in 1959 with the support of leading Japanese companies and the Ministry of International Trade and Industry (MITI), Japan. Its main purpose is to promote technical cooperation for the industrialization and development of developing countries and enhance mutual understanding and friendly relationships between those countries and Japan. To date, AOTS has trained more than 55,000 persons from about 150 countries and regions. The activities of AOTS are financed by Japanese government subsidy, company contributions, and other sources.

Major Activities of AOTS

I. Education and training

1. Technical training services on a private basis in Japan (AOTS regular training program) :

- 1) General orientation courses on general subjects - e.g. Japanese language, industries, technology, culture and society.

- 2) Specialized technical in-plant trainings by host companies of most industries.

- 3) Management training courses on management skills and management engineering such as executive management, cross-cultural management, quality management and industrial engineering.

2. Overseas technical training courses (held in seventeen developing countries in a year)

3. Overseas correspondence course on printing technology for trainees in China, India and Indonesia

4. Training courses for the Japanese Government and such international organizations as the United Nations Industrial Development Organization (UNIDO) and the Asian Productivity Organization (APO)

- 5 Training courses for Japanese instructors

6. Itinerating seminars held at several (Source- KENSHU, The AOTS quarterly)

places of developing countries

II. Accommodations and Training Facilities

III. Financial Aid to Host Companies

IV. Medical Services and Accident Insurance for Trainees

V. Follow-Up Activities for Returned Trainees

VI. AOTS Alumni Society

AOTS encourages ex-trainees to organize an alumni society in each country to develop mutual cooperation among members and maintain friendship between members and AOTS. AOTS receives trainees recommended by its alumni when they have little means of direct contact with Japanese host companies.

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The emblem of AOTS has been designed to represent its three basic aims; the technical training of trainees from the developing countries; mutual understanding; and the strengthening of developing nations economies. At the same time, the outer triangle's three sides represent the three developing areas of Asia, Africa and Latin America. The triangle itself approximates the initial letter A of these three regions. The machine like appearance represent technology, the union of elements, interdependence and friendship, and the projecting parts, growth and development.

Nepal AOTS Alumni Society -An Introduction

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

The main objective of NAAS is to promote fraternity among ex-trainees of AOTS in Nepal and to help each other in updating and upgrading their technical know how through appropriate activities. The specific objectives of NAAS are:

- 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 to 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 managements 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 131 ex-trainees from Nepal, to date seventy one have already taken membership of this society .

During the past three years, NAAS has sent 23 trainees to Japan, Bangladesh and India under Alumni Recommended Scholarship and Inter Alumni Exchange Programs. Besides that, holding of talk programs, seminars on various subjects with the cooperation of AOTS, Japan are also a part of our regular activities.

In the year 1994, NAAS plans to increase its activities further for achieving its objectives through the collective efforts of all concerned.



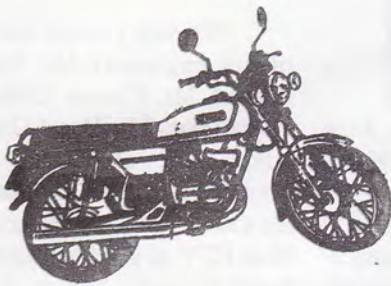
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Purna Prakash Hada

International Communication Incorporated.

First of all I want to express heartfelt thanks to Bangladesh AOTS Alumni Society which gave me a scholarship to gain technical studies on "Television Assembly and Servicing Technology" Under InterAOTS Alumni Society Resource Exchange programme between Bangladesh AOTS Alumni Society (BAAS) and Nepal AOTS Alumni society (NAAS) with the financial assistance of the Association of Overseas Technical Scholarship (AOTS), Japan.

I was trained in Television Assembly and Servicing both theoretically and practically at LIMO Electronic of Bangladesh from 20 Nov. to 19th Dec. 1993.

I am working at International Communication Incorporated (P) Ltd., which produces Sony Colour TV. As a Technicians, I am mainly concerned with



line supervision, white balance, final inspection and repairing. So this training is very useful to me and to the factory.

This training involved theoretical lecture on basic electronics and trouble shooting, servicing of B/W and Colour TV. During the period of four weeks I learned more than I expected.

Finally I would like to thank first

to Dr. A. K. M. Hussain, representative of AOTS Japan to Bangladesh who managed everything during my training period. Secondly, I would like to thank Mr. T. P. Biswas managing director, Director Mr. Nawsher Ali, and general manager Mr. A. F. M. Quaraishi of LIMO Electronic who arranged my training programme very nicely.

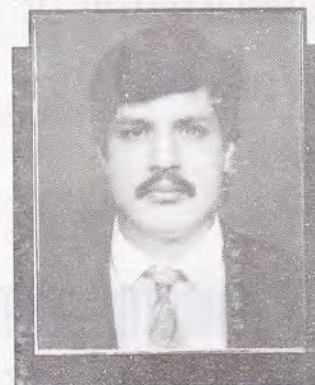
Thirdly, I would like to thank all of my engineers Mr. Majbahuddin Ahmed, Mr. Prasant Chakraborty, Mr. Pranal Das, Mr. Utpal Das, Mr. Syed Ishral Iman, Mr. Mamu-AI-Majid and Mr. G. M. Mostujur Rahman who taught me theoretically & practically about B/W & CTV as good teachers and friends lastly I would like to thank all the member of LIMO Electronic for their warm hospitality and cooperation.

Kiran N. Shakya

Subhash Printing Press

It is a matter of great pleasure for me to visit Japan again as an AOTS Alumni Society Scholarship Trainee. I joined two weeks orientation course at Tokyo Kenshu Center (TKC) and joined technical training of offset printing production management at Machida Printing Co. from 10 January to 25 March 1994.

The moment in TKC was an unforgettable experience. There were many trainees from different parts of the world with different political, culture, and religious background. It was very nice opportunity to introduce with each other exchanging own's experiences and views. I hope, it will play a very



important role to keep world peace and harmony through this communication.

Also, I believed that this training teach us two major things, one is modern techniques and another is mental

development.

During this training I have learnt new techniques of offset printing including computer editing, planning and the quality colour printing etc. Besides that I learnt much about Japanese management.

I express my heartfelt thanks to AOTS, and all staff members of TKC for their kind hospitality during my stay in Japan. Also I am very much obliged to all the staff members of Machida Printing Co. Finally I am very grateful to all our Alumini Society members for the encouragement to participate in this training.

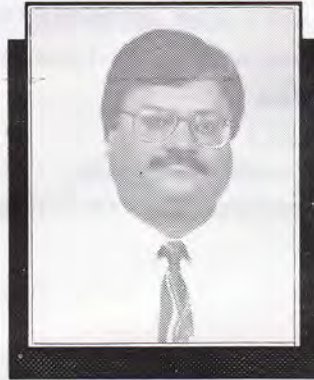
Narayan Bajaj

Deepak Garment Industries

It was a great message for me to hear from NAAS (Nepal) about my final selection to go to Japan for a three week training programme on cross-cultural management.

I was the only participant from Nepal to attend such training course in Japan for that year. It gave me initially some sort of nervousness regarding my representation among other participants from different countries. I contacted Vinay Giri who had gone for the same training to know about the course and the pre-training preparation which might be required based on his experience. Since we knew each other from a long time he showed a great confidence in me and just told me that we are quite sufficient in knowledge and skill and equally competent with other participants. He briefed me about the course outline, his experience in Japan during the training, the Tokyo city and the AOTS Kenshu Centre.

As per schedule, I left for Japan on June 25, 1993 by Thai Airways and landed at Tokyo International Airport (Narita) the next day early morning at 6 a.m. A map of the airport and the attached railway station was supplied to me in Kathmandu itself along with the guidelines for reaching up to AOTS Kenshu Center. My experience in Japan started, it was raining that morning. I followed the travel guideline and by



using the train and taxi I was in front of AOTS Kenshu Centre in about three hours time. Surprisingly, I would certainly mention that it was never felt by me as if I was traveling in a new place completely unknown to me. The people were very much helpful and cooperative.

I got a warm reception at AOTS Kenshu Centre as anticipated. I was the first participant to reach and on inquiry it was told that other participants will start coming from next day only.

The participants in the course were from China (1), India (1), Pakistan (1), Thailand (2), Philippines (3), Malaysia (2), Indonesia (5), Korea (1), Egypt (2), Bulgaria (1), Singapore (2), Malaysia (2), and myself. The centre was full of participants from many other countries attending different training courses. So staying at TKC itself was a sort of "cross cultural experience"

The course was very well designed by Prof. Sasaki a very renowned,

knowledgeable, extensively travelled personality. Meeting with him, listening to his lectures and experience in itself was of great value and memory. The course covered different aspect of Japanese style of management system. The course was divided into three week schedule. The first week had concentration on Japanese system of management, people behaviour, the history of Japanese economic development after the second world war. From different lectures we could know about difference in Japanese culture value, with other countries in the west.

It was interesting to know that Japanese brought the management and technology from the west and transformed it drastically to suit their culture, environment, need and capability. It was quite unlike to other countries in Asia where the technology or management system had been adopted as it is. If I am not wrong that should be the reason why Japanese are ahead in all terms of growth and development and has been able to retain their cultural and social value unchanged and unaffected until now.

During the second week of the course we were taken to an industrial visit tour. We were taken to some of the best industrial empire like YKK, Foster etc.. We studied the integrated system of production, TQC activities in the factory,

AOTS-Experience

discussed on labour relationship, discipline etc. The tour was organised very well and gave ample chance to the participants to know more about the Japanese management style, Industrial philosophy. During the last week of the course there were lectures on different subjects like Ergonomics, Human Behaviour etc. In few words, they were excellent. Besides lectures, group discussion, industrial visits etc., the main aim of the course was to know and identify one's problem, ways to find the possible causes and solution and to implement it. The participants were

divided into four groups to do exercise as group activity. I was appointed the team leader of my group and official reporter for the final presentation on the concluding day of the course. I made presentation of our group in front of other participants, guests and visiting final year students from American Universities. There was a good and healthy floor discussion on the individual group presentation.

I would say definitely that the course was a very useful for participants

from the developing countries to know how to develop fast and in an organised manner. We can also become Japan but for that we, our leaders, workers, business community all should aim for a common goal, give more values to the country's development, peoples need. Problem should be solved in time rather than being neglected or created further. All this can be achieved with "Team work in team spirit for a common goal with sincerity, integrity and dedication". In short this is what I could say was the aim and lesson of this course I received.



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A fresh graduate, a freshly passed engineer/technologist enters an industry fully confident of the technical expertise he/she possesses and determined to lead the way upward through it. The question arises then, is it enough to get empowered with sound technical knowledge, is attaining a degree and getting enrolled in country's educated elite group, a completed task?

The fact is, this is just THE beginning. The real task begins then, once one enters the industry. There have been cases that, people with excellent academic career, with brilliant job knowledge have failed in the industrial front, they have collapsed to achieve success. The most important aspect is the way knowledge is utilized and the progressive attitude of mind. The challenge before a technologist who becomes a manager, managing a variety of things in the industry is, the need to make a multi-disciplinary approach to combat complex problems with available resources.

A technologist, whose work is not several random tasks pierced together but a sequence of related activities, should be able to tackle new grounds, taking a group of people and achieve very clear objectives quickly and efficiently. The professionals need to have determination, confidence and a strong willpower to perform such jobs. This is supported by new skills and appropriate work habits besides background job knowledge.

Since dealing with people is one of the most important elements of industrial and business world, one ought to understand psychology of people.



This leads to sound coordination among people in work at all levels beginning from superiors, peers, even upto subordinates. Behind the dynamism and creativeness, people, the human resource should always be given prime importance. In the work which is centered around people, the ability to inspire others and to carry them along smoothly is a demanding task. In today's complex situations, there is inter-dependence, and therefore the ability to work through and inspire others is one of the key attributes. One of the factors why people fail to achieve success is that the human factor is neglected.

Since industry runs with a group effort, one should be able to lead the team towards a common goal, getting the job done in timely, positive and cost-effective way. The leadership and the personality should be such that the cohesion in the team is maintained to fulfil the objectives with a common devotion and organizational feeling.

Equally important attributes are efficient management of time, a decisive style, courteous behavior, strong professional and technical ethics and discipline. People tend to follow managers and managers must set

examples for others in whatever form it may be.

Especially referring to requirements on mid-level managers significant task involves balancing the top as well as the bottom there always exists some sort of predicament. Convincing the superiors, at the same time, gaining confidence of subordinates is a tough mission but not impossible in any way. One should be able to discuss things with both the levels with clarity, without any ambiguity, as the term "Helicopter Communication" goes, moving smoothly up and down in the scale of communication.

In today's industrial era and advancing world, the demand on and for such people is constantly rising. Opportunities for such people are multiplying more and more, at the same time expectations are many and tasks are numerous. It is a matter of big concern for the industries of any kind that the people involved are prepared and are able to take the challenge and tackle the situation of varied nature. The job ahead is complicated involving multifaceted approach that calls for integrating technical capability coupled with bringing about total behavior and attitude changes.

It is worthwhile to mention here that the seminars/programs organized by "NAAS" on various aspects of management science are highly useful and relevant to shape up prospective managers and to align them in the right track. Such programs which help people get more action-oriented and urge to excel, need to be conducted more frequently.

Training on 500 MW Simulator

H. R. Neupane
NEA, Multifuel Plant, Biratnagar

I was a participant of training Programme on 500 MW simulator at Tata Electric Company Bombay, through Nepal AOTS in co-operation with AOTS Bombay, conducted from 10 January 1994 to 28 January 1994.

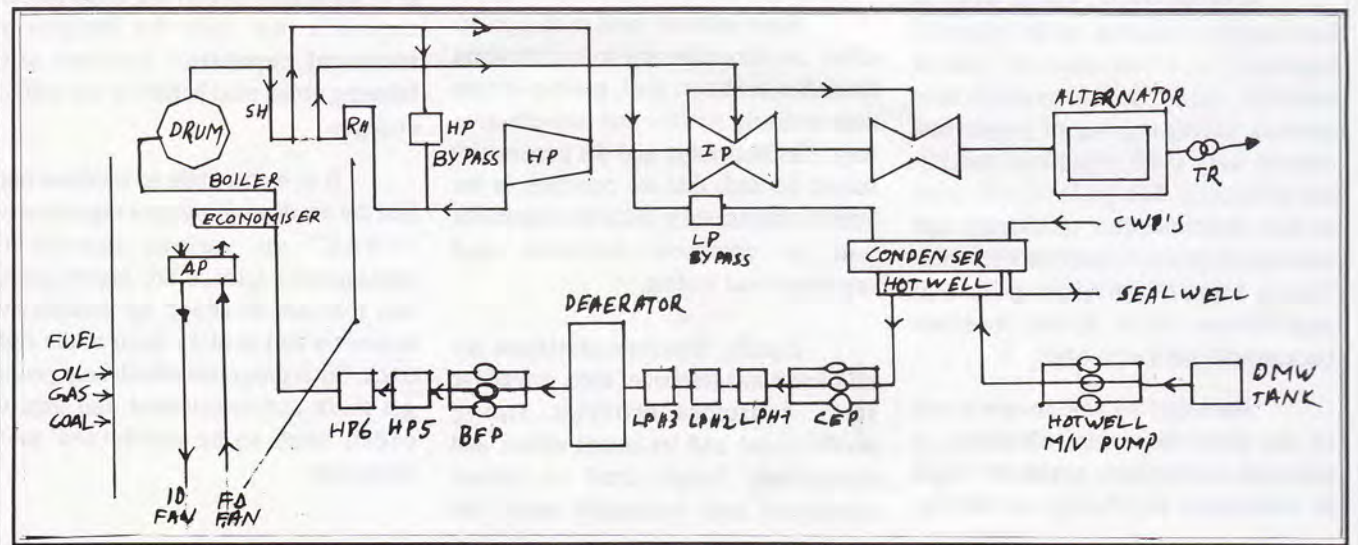
The electrical power in and around Bombay is supplied by Tata Electric Companies directly to bulk consumers and through Bombay Electric and Suburban Transport (BEST) and Bombay Suburban Electric Supply (BSES) for others. Tata Electric Companies have three hydropower stations and seven thermal generating units at Trombay Thermal power station, out of which unit five & six are of 500 MW capacity each.

First 500 MW generating unit i.e. unit no. 5, with multifuel burning capability was first synchronised on 25 January 1984 with the Tata grid. The 500 MW simulator was installed to facilitate operational training for this unit. Since then it is being used to train operational staff, analyse plant problems occurrences etc. for trainees from company itself and from various power

supply organisations within the country and abroad. 500 MW digital computer simulator was designed indigenously by Tata Consulting Engineers. The simulator control room is an exact replica of the unit 5 control room and can simulate the unit in its dynamic responses, interlocks and operation sequences. The Simulator has an identical unit control board, auxiliary control board and switchyard panel. There is an instructor station and a Field Device Terminal (FDT) to simulate the local area operations. FDT has 120 flow diagrams and 4 help facilities. The control room, field device terminal and the digital computers form an integral part of simulator. It can be

operated as an actual powerplant subjecting to normal and abnormal operations. Simplest operating cycle of the thermal power plant has been shown in diagram. Major equipments of the plant are :

- Boiler-with economiser, superheaters and - reheaters. There are four elevations for oil and gas and eight elevations for coal.
- Turbin-with three stages : High pressure (HP) Intermediate pressure (IP) and Low pressure (LP) stages. Over stressing of turbine is controlled by turbine stress evaluator. One temperature stress resulted by more than 80°F temp difference between two sides corresponds to 0.01% life expenditure. The HP and LP bypass systems are provided which facilitate
 - Improved starting and loading characteristics
 - Independent boiler turbine operation
 - Increased system stability
 Size of HP and LP bypass are determined by relation



AOTS-Experience

$$\text{HP bypass size} = \frac{\text{HP bypass flow}}{\text{HP Turbine flow}} \times 100\%$$

$$\text{LP bypass size} = \frac{\text{LP bypass flow}}{\text{LP Turbine flow}} \times 100\%$$

normal operation. The use of coal is limited due to the sulphur content on it and disposal of it to the atmosphere. The performance of unit on various fuels is as following.

The training was supported by lectures and field visits. It was useful to get familiarise with the thermal powerplant and it helped me to perform control room operations, emergency

	Rs/Mt	Mkcal/Mt	Rs/Mkcal	Boiler effi.	Heat Rate	kwn	Paise/Kwh
LSHS	5215.48	10.416	500	90	2333	30.08	117
Gas	4261.05	12.05	192.83	87	2414	35.62	47
Oil	1365.24	464.438	325.35	88.5	2373	36.24	81

Actual selected values for HP and LP bypass are 60% and 100%

Load sharing by HP turbine is 28%, IP Turbine 32% and LP turbine 40%.

- c) Alternator with excitor : alternator is hydrogen and water cooled. Generation voltage is 21.8 KV and capacity 500 MWe.

The unit uses start up oil for starting and any one or combination of LSHS oil, gas and coal can be used for

Highly automated system acquire data contineously, evaluate them and initiate precautionary steps to avoid any discrepancy on its own and informing the operator as well. Some of the important systems are Data Acquisition System (DAS), Co-ordinated Master Control System (CMC), Furnace Safeguard Supervisory System (FSSS), Automatic Turbine Stress Evaluator (TSE). Use of binary logics to power plant operation and control was dealt in during training.

handling, problem analysis and to study some design aspects. It was also useful to study the performance and maintenance of various auxiliaries which are the parts of any powerplant.

I am thankful to Nepal AOTS for making arrangements for training. I am also thankful to Tata Electric Company for providing opportunity for training and AOTS Bombay, especially president R. Ghista and Mr. R. Shankhe, my training co-ordinator, for making necessary arrangements.

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Ex-Trainee's Name List

NEPAL AOTS ALUMNI SOCIETY

LIST OF EX-TRAINEES

S.NO.	Name	Office	Off. Tel.	Res. Tel.
1.	Acharya Chandan	Dhaulagiri Metal Works (P) Ltd.		473247
2.	Adhikari Ratnakar	New Everest Construction, Baneswor	217418	
3.	Amatya Janak Kumar	Nepal Telecom, Corporation		
4.	Amatya Sanam	Alpha-1, Eccon P. Ltd., Bhotebahal		521444
5.	Aryal Ashok Kumar	Fish Tail Enterprises		413507
6.	Bajaj Narayan	Deepak Garment Industries	224494	224494
7.	Bajaj Srawan Kumar	Deepak Garment Industries	471349 224494	419067, 410503
8.	Bajracharya Devendra B.	Agriculture Development Bank	211744	
9.	Bajracharya Indra	Smile Wear		526163
10.	Bajracharya Nem Harsha	Tribhuvan University, Institute of Engineering		
11.	Bania Asoka M. S.	Sako Engineering & Trading	272511	216085
12.	Bhandari Kishor Ram	Royal Drugs Ltd.	229109	415563
13.	Bhandari Mukund Ram	National Productivity and Economic Development Centre	272530	415563
14.	Bhandari Narayan Prasad	Nepal Telecom, Corporation		
15.	Bhattarai Madhusudan	Nepal Industrial Developemnt Corp	228322	471118
16.	Bhattarai Manohar Kumar	Pacific Techonology Ltd.		
17.	Bista Pradeep Kumar	Himalayan Silk Road Travels Pvt. Ltd	416225	523726
18.	Chapagain Dinesh Prasad	BISCONS	227470	227470
19.	Chaurasia Radheshyam P.	Hetauda Cement Ind. Ltd	057-20352	057-20668
20.	Dahal Rajan	Devtec Nepal Pvt. Ltd.	229186	
21.	Dali Amira	Sanpo International Corporation	521295	270763
22.	Das Maheshwar	Nepal Transport Corp. Narayani Zone		
23.	Dhakal Ramesh Bahadur	Kathmandu Tax Office, Babar Mahal	224942	471068 472811
24.	Dhakal Shiromani	Hetauda Cement Ind. Ltd.	057-20352	
25.	Dhami Karna Singh	Nepal Telecom. Corporation		
26.	Gautam Chiranjibi	Ministry of Industry		
27.	Ghimire Chiranjibi Sharma	Nepal Telecom. Corporation		
28.	Ghimire Govinda Prasad	Hetauda Cement Ind. Ltd. P. O. Box 24	057-21024	
29.	Ghimire Krishna Hari	Nepal Hokke Pvt.Ltd.Lumbini	071-20236	
30.	Ghimire Prakash Mani	Integrated Dev. & Mang. Asso.Pvt. Ltd.	523810	523810

Ex-Trainee's Name List

S.NO.	Name	Office	Off. Tel.	Res. Tel.
31.	Ghimire Yagya Prasad	Department of Cottage and Village Industry		
32.	Giri Binaya Chandra	Nepal Arab Bank	227181	270022
33.	Gupta Binod Kumar	Birgunj Sugar Factory Ltd.	051-22762	
34.	Gurung Hari Bhola	Hetauda Textile Industry		
35.	Gyawali Uddhav Sharma	Nepal Telecom. Corporation		
36.	Hada Purna Prakash	International Comm.Inc. Hetauda	057-20808	270043
37.	Hontake Puspa	Central Food Research Lab.		
38.	Jha Kashi Kant	Janakpur Cigarette Factory Ltd.		
39.	Jha Tej Kant	Udaipur Cement Industries		
40.	Jha Umesh	Hetauda Cement Industries Ltd.		057-20030
41.	Joshi Bhavani Bhakta	Trans Everest Enterprises P. Ltd	224538	227065
42.	Joshi Chandra Deo	Dugar Bros & Sons (P) Ltd.		
43.	Kakshapti Bhagabati Lal	Bagmati Automobile & Engineering	270353	270353
44.	Kansakar Triratna B. S.	Himal Cement Co.	214958	417874
45.	Karmacharya Mukund Ram			
46.	Khadka Basanta Bahadur	Sajha Yatayat		
47.	Khadka Dinesh Kumar	Apex Traders P. O. Box 3648,Kat.		
48.	Khanal Bidur Kumar	Swastik Aerated Prod. Pvt. Ltd.	472983	
			472909	470115
49.	Khanal Kumar Prasad	Royal Drugs Ltd.	221512	471782
50.	Koirala Madan Prasad	Lumbini Sugar Mills Ltd.	226732	25088
51.	K. C. Krishna Bahadur	Laxmi Auto Engineering Works	270530	270530
52.	K.C. Madhav	ICIMOD		
53.	Magar Bhim Bhadur	Lumbini Zone Sajha Yatayat		
54.	Maharjan Asha Lal	Nepal Telecom. Corporation		
55.	Mahto Bisheshwar	Biratnagar Jute Mills Ltd.	021-25732 27721	
56.	Malla Durga Prasad	M/S Lumbini Sugar Mills Ltd.	226732	472627
57.	Malla Rajendra	Apex Motor Service(P) Ltd.	472606	416804
58.	Mandal Nageshwar	Janakpur Cigarettee Factory		
59.	Manandhar Purushottam N.	P. Narayan Motors P. Ltd.	225191	223771
60.	Manandhar Sanu Raja	Manandhar Mobike Service	271209	271209
61.	Nakarmi Krishna Bhadur	N.C. Electricals P. Ltd.	522622	
62.	Nakarmi Mahesh K.	Shanker Automobiles Agency	270372	270271
63.	Nakarmi Ratna D.	Bhote Bahal	222837	
64.	Nepal Ramesh Prasad	National Productivity and Economic Development Centre	272930	470887

Ex-Trainee's Name List

S.NO.	Name	Office	Off. Tel.	Res. Tel.
65.	Neupane Har Raj	NEA. Multifuel Power Plant. Biratnagar	025-40233 40018	
66.	Ojha Jivan	HMG, Ministry Of Works & Transport		
67.	Pandey Dhruba Bir	Shree Raghupati Jute Mills		
68.	Phaiju Shyam Raj	Nepal Telecom. Corporation		
69.	Pradhan Divyeshwar Prasad	Janakpur Cigarette Factory		
70.	Pradhan Shiva Kumar	Bir Hospital	525110	
71.	Pradhanang Subhas	Shimizu Corporation	227568	271901
72.	Prasad Baidya Nath	Janakpur Cigarette Factory Ltd.		
73.	Pulger Palden Tenduk	United Traders Syndicate P. Ltd.		
74.	Pyakurel Rajeev	National Productivity & Economic Development Centre	272530	
75.	Rajak Dhruba Bahadur	Sajha Yatayat		
76.	Rajbhandari Chakra Das	Himal Cement Co. Ltd.	212764	226688
77.	Rana Ajaya Narsing	U. S. Embassy		
78.	Rana Prem S. J. B.	Yeti Travels		
79.	Raut Dwarika Babu	Sakura Commercial Enterprises	521151	215671
80.	Rokka Prolad			
81.	Shah Biswa Bikram	Sipradi Trading Pvt. Ltd	272755	412159
82.	Shah Deb Narayan	Agriculture Tools Factory		
83.	Shah Kishor Bikram			
84.	Shahi Mannohar	Agriculture Supply Corp.		
85.	Shakya Asta Bahadur	ABC Screen Printing Co.	212167	212167
86.	Shakya Keshab Kumar	Suspension Bridge Division		
87.	Shakya Kiran Narshing	Subhas Printing Press	521191	521191
88.	Sharma Badri Prasad	Yeti Travels Pvt. Ltd.	471257	470585
89.	Sharma Bishnu			470472
90.	Sharma Krishna Prasad	Nepal Telecom. Corporation		
91.	Sharma Mukund Prasad	Himalayan Inst. Of Deve.	527797	527797
92.	Sharma Naresh Chandra	Forest Survey & Stat. Div. Babar Mahal		
93.	Sharma Rudra Raj	Agriculture Inputs Corporation	213497	411941
94.	Sharma Subash	Nepal Hokke Pvt. Ltd.	071- 20236	412423
95.	Sherchan Kiran Man	Sherchan Co.		
96.	Sherpa Mingma Dorji	United Traders Syndicate	414625	
97.	Sherpa Phurba	Sata Swiss P.O. Box 113, Kathmandu		
98.	Shrestha Bikesh	Nepal Hokke Pvt. Ltd.	071-20236	211132

Ex-Trainee's Name List

S.NO.	Name	Office	Off. Tel.	Res. Tel.
99.	Shrestha Bikram Krishna	Nepal Commercial Enterprises	521072	
100.	Shrestha Bishnu Bahadur	Brick & Tile Factory Ltd.	521178	522389
101.	Shrestha Bishnu Prasad	Nepal Electrical Industries Pvt.	521171	470520
102.	Shrestha Chandra Lal	Nepal Organo Rubbers		
103.	Shrestha Dinesh Prasad	Honjyo Higashi. Oyodo-Ku. Osaka 531		
104.	Shrestha Govinda Man	Nagar Palika Town Dev.	214945	
105.	Shrestha Jitendra Bahadur	Jisako Int'l Traders	272132	272322
106.	Shrestha Keshab Kumar	Bhrikuti Paper Mills Ltd.		
107.	Shrestha Krishna Kumar	Nepal Telecom. Corporation		
108.	Shrestha Laxmi Krishna	Nepal Telecom. Corporation		
109.	Shrestha Santa Krishna	United Traders Syndicate	414625	
110.	Shrestha Siddhi Bahadur	Arniko International(P) Ltd.	522622	522735
111.	Shrestha Tara Babu	Alka Guest House, P.O. Box 125, Pokhara		
112.	Shrestha Vinod Krishna	Nepal Commercial Enterprises	521072	
113.	Shrestha Yogendra Lal	United Traders Syndicate P. Ltd.		
114.	Singh Kadam Bahadur	Raw Hide Collection & Dev. Corp. Ltd.	417016 211333	216961
115.	Singh Pasupati	Nebico Pvt. Ltd.	271130	415512
116.	Singh Tulsi Man	Nepal Hokke Pvt. Ltd.		
117.	Sthapit Hira Ratna		226774	
118.	Sthapit Rupendra Ratna	United Traders Syndicate P. Ltd.		
119.	Sunuwar Kapil Mukhiya	Swiss Development Cooperation		
120.	Sunuwar Kumar	Sajha Yatayat	521064	
121.	Suwal Prakash R. S.	National Computer Center	215234	212391
122.	Tamrakar Ratna Kaji	Syakar Trading Co. Pvt.Ltd.	226327	
123.	Tuladhar Jina Ratna	Zenith Mills	212116	223942
124.	Tuladhar Pramod Bir	National Computer Center	215234	225062
125.	Tuladhar Subarna Das	Harishiddi Brick & Tile Factory	522776 521451	228444
126.	Upadhya Sharad Chandra	Janak Education Material Center Ltd.	610170	473284
127.	Upreti Gopinath	Toscana Shoe Factory	413950	
128.	Upreti Keshav Prasad	Himal Cement Co. Ltd..		
129.	Vaidya Dil Bahadur	United Traders Syndicate	414625	224474
130.	Vaidya Parmananda			213929

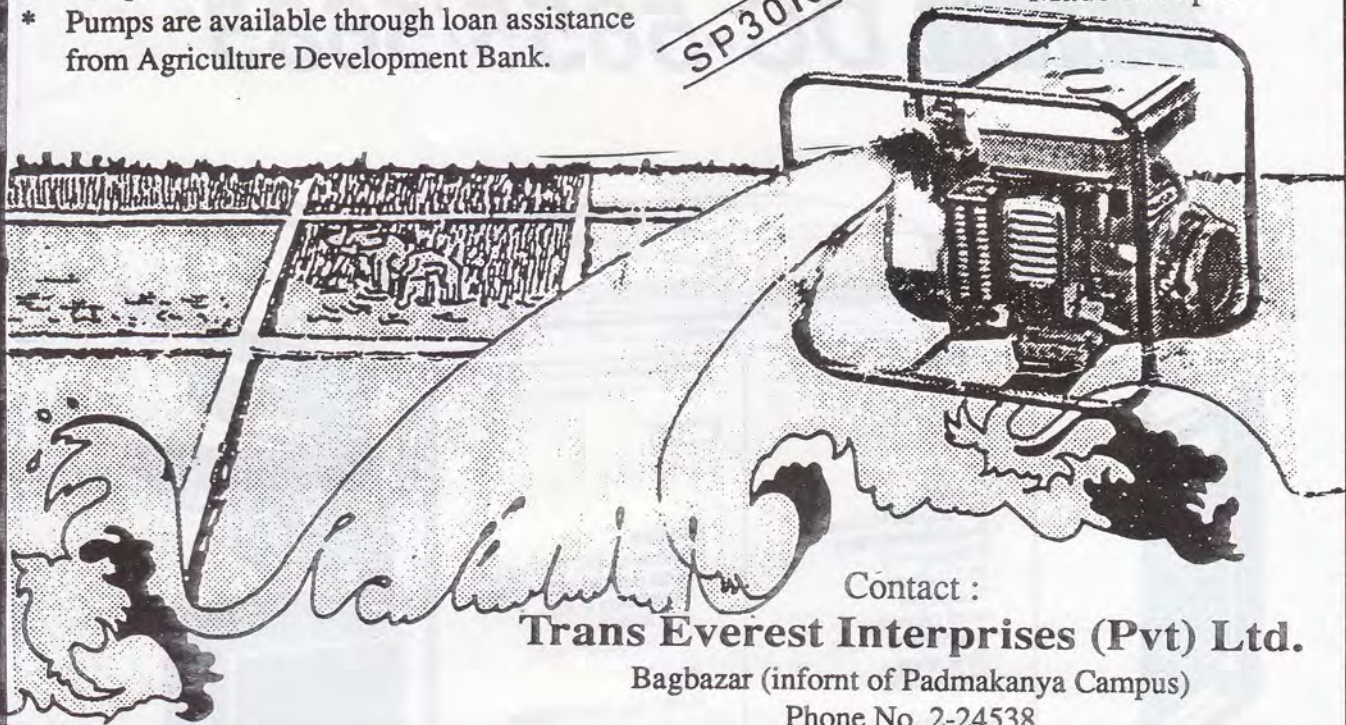
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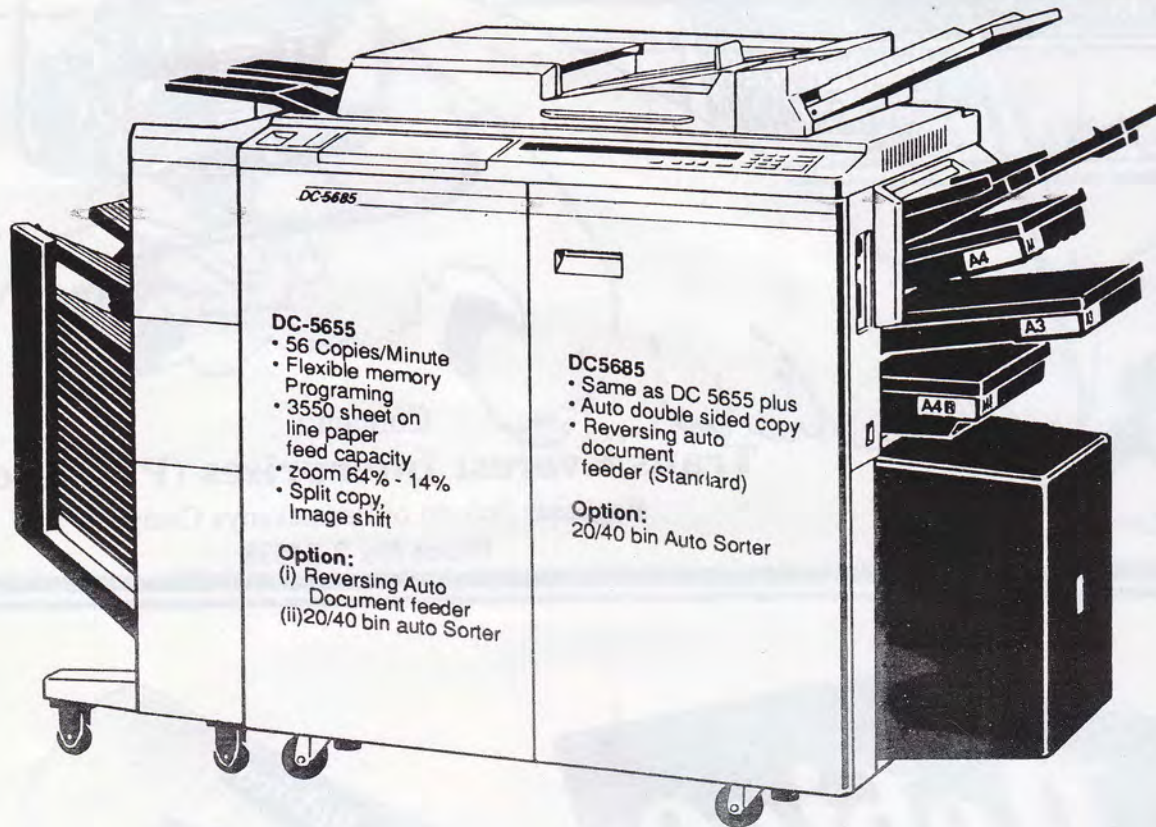


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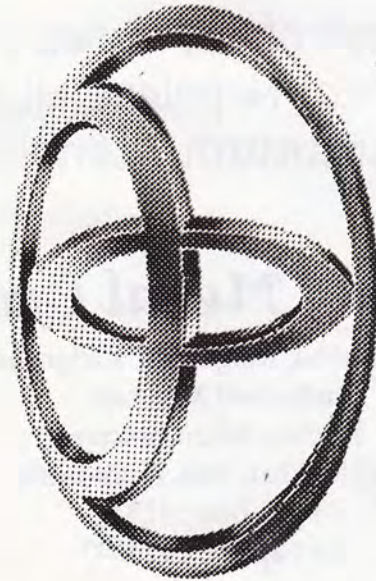
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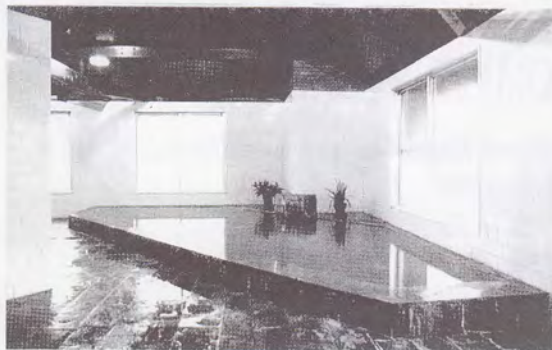
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