

# TALIM



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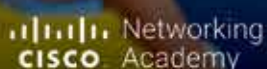


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## PRINTED AT

Creative Press Pvt. Ltd.  
Handigaun, Kathmandu, Nepal  
Tel: 01-4429053/54  
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We stand on the threshold of a world, undergoing the extraordinary experience of living through the COVID-19 pandemic, which has posed unprecedented challenges and continues to affect our lives. The last two years have tested us like no other. Talim, a souvenir of Nepal AOTS, is published to share the glimpses the Nepal AOTS's activities in last 12 months and from then on plan for the future. The latest TALIM vol. no. 31 is in your hand, printed on time for the 32nd AGM of Nepal AOTS. This Souvenir is one of our continuous achievements since last 32 years, with the support and cooperation of all general, life members, corporate and Institutional members. Since we were hit by the COVID-19 catastrophe, it was difficult to publish 29th edition of TALIM since the collection of articles, messages and advertisements were almost impossible. But with the support of active members and well-wishers of Nepal-AOTS, advertisers, article writers and most importantly the press supported us to publish the hardcopy and along with the digital form. Since then, we have been publishing our Souvenir "TALIM" in both hard copy and digital formats.

At the upcoming AGM, the present Executive Committee's tenure is completing and on the same day a new Executive Committee will come to action to continue Nepal-AOTS's activities and plan various strategies. As the pandemic has affected most of the business and industries around the globe, we have learnt to live with it and continue to work around it. We, the Editorial Board thank the present Executive Committee for their belief on us with the responsibility of publishing the "TALIM". Our best wishes is for upcoming "Executive Committee" on 29th July 2022.

As we are all well aware that COVID has slowed our national and global economy and spread havoc in our lives. It has disrupted many demand supply chains, created challenges in health, economic and social sectors, slowing down of various sectors of life some almost nearing shutdowns. But as time passed, the vaccines have given us hope of a protected life to some extent. It has redefined many aspects

of our lives, some to good measures. Now we cherish our lives and those of our loved ones even more. World is not so materialistic any more. It has brought a pause to the rat race of life.

一陽来復 Pronounced as Ichiyō raifuku which means that the spring comes after the winter. It symbolizes good things come after something bad, nothing lasts forever and we should live positively.

This year we will be publishing the 31st edition of the TALIM and 32nd anniversary of the Nepal AOTS which has been circulating to 73 AOTS Alumni Societies (AAS) of more than 42 countries. We extend our gratitude to the companies and offices who have placed their advertisements with their magazine. We also share cordial relationships with majority of the industries such as Pharmaceutical and Healthcare Sector, Hydro, Financial and Banking Sector, Auto Sector, Building Material & Construction Sector, Dairy & Food Sector, Tourism Sector – Airlines & Hotels, Transportation – Supply Chain Management Sector, Trading Sector, including ICT Industry, Media and Educational Sector etc. and many others in Nepal.

We wish to extend our warm welcome to Japanese Ambassador His Excellency Yutaka Kikuta to Nepal and look forward for continuous support from the Embassy of Japan for future events of Nepal AOTS.

We are pleased to welcome Ms. Miyuki ISHIDA, First Secretary, Economic Cooperation, Embassy of Japan and Ms. Sayuri NAITO, Researcher, Advisor, Embassy of Japan at Nepal AOTS Secretariat, Mr. Saumitra Kumar Mutsuddi, Head of Corporate Affairs, BSRM Group of Companies and General Member of Bangladesh AOTS Alumni Society (BAAS), Mr. Mohammed Sharifur Rahman (General Manager- Marketing & Sales), Albion Laboratories Ltd., Chattogram, Bangladesh and an Executive Committee Member of Chattogram AOTS Alumni Society (CAAS) and Mr. Md. Enamul Haque, Chief Executive Officer, Root Bangladesh and General Member of CAAS.

We also take this opportunity to wholeheartedly welcome Mr. Eiji Teshima as the newly appointed General Manager, AOTS New Delhi Office and extend our best wishes for his successful tenure. Best wishes to Mr. Hisashi Kanda, the outgoing General Manager for his unending support to Nepal AOTS.

Despite the sudden upsurges of COVID-19 cases off and on in Nepal, we have been relentlessly carrying on the training work of human resources as much as possible in online mode. It only proves the dedication of our team at AOTS to build a better professional future for many aspirants and a greatly skilled world. Nepal AOTS was able to organize 17 online webinars for 189 participants, 4 WNF online Seminars for 87 participants, executed by different AOTS Alumni Societies. Nepal AOTS also conducted 3 WNF online Seminars supported by the Association for Overseas Technical Cooperation and Sustainable Partnership (AOTS), Japan.

This time many new writers have contributed to the magazine providing an in depth knowledge of their various expertise field and many who have shared their life experiences from which we can enrich ourselves. There is much to learn from the articles like artificial intelligence, employee engagement, employee retention, knowledge management, 7S elements, digitalization, energy efficiency, roadblock to growth and practice of Ikigai. Experiences on relation with AOTS, event management and Nepal visit is a pleasure to read.

We move ahead to a new chapter leaving behind fingerprints of our hard work at the “Digital Media & Publication Committee” and knowing for sure that our successors will put their creative minds together and add new chapter to this beautiful souvenir. Each and every one of us is attached to AOTS one way or the other and working towards achieving new heights.

We hope you all enjoy reading it as much as we enjoyed compiling it. We are very thankful to be able to work towards the development of TALIM which provides us a sense of belonging to AOTS. Thank you to all the members of the “Editorial Board” for being the backbone of TALIM.

The upcoming year will undoubtedly provide new challenges but we are all geared up. Witnessing the innovation and resilience of all members has reinforced our confidence. Yesterday is but a history but today is a gift and that’s why we call it a present. We are taking the present of today, opening it and using it to the best of our ability.

**“With gratification, we put forth our 31st edition.”**

Er. Shiv Bhushan Lal  
Coordinator of Editorial Board

**Writers are responsible for their articles - Editorial Board**





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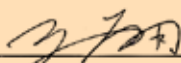
On the occasion of the publication of the 31st issue of TALIM Magazine, I would like to express my sincere respect for the efforts of NAAS and all those involved.

The COVID-19 pandemic, which was a challenging environment for the members of NAAS, seems to have started subsiding and I am delighted to see business activities are reviving steadily. With the increasing interactions with Nepali people, as the Ambassador of Japan to Nepal, I strongly recognize the deep and historical connections between Japan and Nepal.

In this message, I would like to mention two kinds of "connections". First is the connection of economic cooperation. Since the establishment of an official diplomatic relationship in 1956, Japan and Nepal have closely worked together to implement technical and economic cooperation projects in various fields such as infrastructure, healthcare, and recovery from disaster. This connection of economic cooperation is indispensable when talking about the past and future of Japan and Nepal relationship, and the contribution of NAAS has been an integral element for the development of Nepal and the enhancement of the economic connection between two countries.

Second is the people-to-people connection. Regarding this, let me introduce the recent "120th Anniversary of International Student Exchanges Ceremony" held by the Embassy of Japan on 24<sup>th</sup> May, 2022. In 1902, long before the establishment of the official diplomatic relationship, the first batch of Nepali students were dispatched to Japan, becoming the very first Nepalese to visit Japan, and since then, knowledge gained by many Nepali international students has been utilized for the development of Nepal. The event also focused on two people. Firstly, Mr. Himalaya Shumsher Jung Bahadur Rana, the founding governor of the Nepal Rastra Bank, who has made a huge contribution in strengthening economic relations with Japan. It is to be noted that his grandfather, Mr. Dev Shumsher Jung Bahadur Rana, the then Prime Minister of Nepal, was the one who decided to send the first Nepali students to Japan 120 years ago. Another person is Ms. Junko Tabei, the first female in the world to reach the summit of Sagarmatha, and whose name is still acknowledged in Nepal today. These occasions highlight the intimate people-to-people connection of both countries, and it has become a symbolic event, which proves the friendly bonds between Japan and Nepal.

NAAS is the organization that consists of people-to-people connections in the field of economic cooperation. Thus, in these two "connections" mentioned above, I strongly feel that the role NAAS plays is irreplaceable. I sincerely wish that NAAS's continuous efforts lead to the elevation of friendship between Japan and Nepal to the next level and strengthen the "connection" between us.

  
Yutaka Kikuta  
Ambassador of Japan to Nepal



## दूरसञ्चार उपभोक्ताहरसंग सम्बन्धित गुनासो दर्ता गर्ने सम्बन्धी सूचना !

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# Message



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AOTS 22-07-39

July 6, 2022

On behalf of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), I would like to congratulate you for organizing the 32nd Annual General body Meeting (AGM) of Nepal AOTS Alumni Society (NAAS) on 29 July 2022.

The scar of COVID-19 is still visible across the world. However, it seems that the courage of humanity have achieved certain success in fighting against the pandemic. We have come to the stage of relative calm. The global number of new cases and deaths is falling in recent months. It is a triumph of international cooperation, with the focus of vaccine donation and transfer.

AOTS Alumni Societies are still in the quagmire, trapped in the slow recovery of economy. It was remarkable that NAAS organized 3 WNF programs last year amidst the local and global challenges. The webinars were presided over by instructors recommended by AOTS Alumni Societies in Delhi and Chennai (India) and Sri Lanka. This is an example of how readily responsive the network of AOTS Alumni Societies is. We hope that NAAS will continue serving as the catalyst for promoting regional cooperation.

We will remain committed to provide all necessary assistance to ensure the success of NAAS in your mission of social and economic development.

We wish you all success and prosperity.

Sincerely yours,

Shinya Kuwayama

President

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





साल्ट ट्रेडिङ्ग कर्पोरेशन लिमिटेड

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# Message

I would like to extend my congratulations to the 31st Issue of "TALIM" magazine by the Nepal AOTS Alumni Society (NAAS) .

As the General Manager of the New Delhi Office of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), I had been serving with responsibility for AOTS's activities in South Asian countries, and I am now finishing my 4 years tenure in June 2022 to be back in the AOTS Head Quarter in Japan at the time of this magazine to be published.

During my tenure and even the years under the pandemic situation, I had been seeing the NAAS's enthusiasm and commitment toward human resources development and friendly relationship between Nepal and Japan, with various activities organized by themselves as well as in collaborations with AOTS. I believed, with my admiration and respect for NAAS, that their activities and passions had fortified the foundation for industrial development in Nepal as well as their leading positions of promoting Japan-Nepal relationships in Nepal. It had been my great pleasure and honor to work with NAAS for the last four years!!

For the last two years, the Covid-19 has been hitting the world severely, and we indeed had been facing a hard time, being affected by the limited movement and activities of people globally and domestically. But it is also true that AOTS and NAAS had become ever stronger partners after experiencing these unprecedented challenges, through having found new opportunities and approaches as to our raison d'etre. We should be more confident that we have fought against such challenges and gained new strengths with the unchanged spirits to achieve our missions in common.

With the world efforts, we finally see a beam of hope for the exit from the long-continued pandemic. It is time for us to prepare for our quick revival with firm determinations and confidences, by expanding the activities and mutual collaborations encompassing all aspects of human resources development, business exchanges and friendship promotion around the globe.

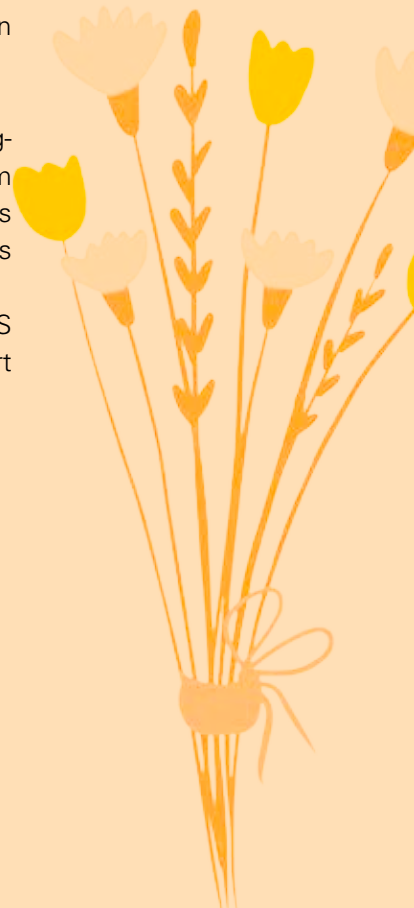
I will be wishing to welcome you in Japan soonest, and work together with NAAS with more eagerness than ever before. Thank you very much for all your support given to me during my stay in your region, and See you soon in Japan!

Best regards,

神田 久史

**Hisashi Kanda**

Former-General Manager, New Delhi Office  
The Association for Overseas Technical  
Cooperation and Sustainable Partnerships (AOTS)





सूर्य नेपाल प्रा. लि.



# मंगलदीप

पूजा अगरबत्ती



# Message

**M**y name is Teshima and I have been General Manager of New Delhi Office of AOTS since June 2022.

I am very honored to be given the opportunity to write a greeting in the 32nd issue of TALIM.

It has been more than two years since COVID-19 raged out of control, and there are still many infected people in many countries. Until now, borders have been closed and people have refrained from traveling, but I believe that the situation is gradually improving and economic activities are being resurrected as people explore what activities are possible while taking care of their health and safety. I believe that it is important for each country to be more willing to help and cooperate with each other, rather than remain confined to their own countries.

For more than two years, AOTS has not been able to receive trainees to Japan, nor have we been able to dispatch lecturers overseas. This was the first time in the history of AOTS that we had been unable to send trainees to Japan, and we were in a critical situation. This year, however, we are finally able to resume the training courses as before, with the resumption of trainees' visits to Japan.

I am now working on my daily work, thinking that it will be meaningful for me to become the representative of New Delhi office at this time when there is a great need to conduct training courses that have been suspended for two years. I have not yet been able to visit Nepal, but I will certainly make a visit in the near future. The Nepal Alumni Association is very active in conducting training programs, offering Japanese language classes, and publishing TALIM. I wish you all the best for your future development and look forward to further cooperation with AOTS in the future.



手島栄慈

Eiji Teshima

General Manager, New Delhi Office of AOTS





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# Message

I am very pleased to know that the 31st issue of the TALIM will be published in conjunction with the 32nd AGM of NAAS to be held on 29 July 2022 and it is my great pleasure to send this short message on this great occasion.



At first, I would like to extend my heart-felt condolence to our friends in Nepal as well as in other countries within the AOTS Alumni Network who lost their lives due to Covid-19 during the last one year. Secondly, I would like to encourage those who have survived to start again their activities with the hope of building a new world. In fact, the AOTS HQ as well as many AOTS Alumni Societies along with ICOSA Japan have been continuing web-based activities even during the difficult days giving us a moral boost for regenerating our energy to create better days.

As a natural process, some changes have taken place at AOTS HQ as well as in the AOTS Alumni Societies, but we must go ahead with the new leaderships to further strengthen our friendship while keeping in mind the philosophy of our great leaders, namely, Hozumi Sensei, Yamamoto San and the successive Presidents of AOTS.

In our SAFAAS Region, JASTECA has been a role model for us, but unfortunately, the country is now facing a very difficult economic collapse. Let us pray and wish for the speedy recovery of Sri Lanka as well as the recovery of the dynamic leadership of JASTECA.

Our friends in Mumbai have initiated a 5-day WNF Program on “Digitalization” which looks very timely and just wonderful. Hopefully, NAAS will be able to nominate some experts and also participants for this program. In fact, I believe that NAAS has the potential to become a “Digital Hub” in our SAFAAS Region.

Finally, I would like to join my friends of NAAS as well as the SAFAAS Region to welcome Mr. Eiji Teshima as the new General Manager of AOTS New Delhi Office while giving a very thankful goodbye to Mr. Hisashi Kanda.

A handwritten signature in black ink, reading "Moazzem Hussain". The signature is fluid and cursive, with a long horizontal stroke at the beginning.

Dr. AKM Moazzem Hussain  
Honorary Adviser to AOTS Activities in  
Bangladesh and Adviser of BAAS, CAAS & NAAS



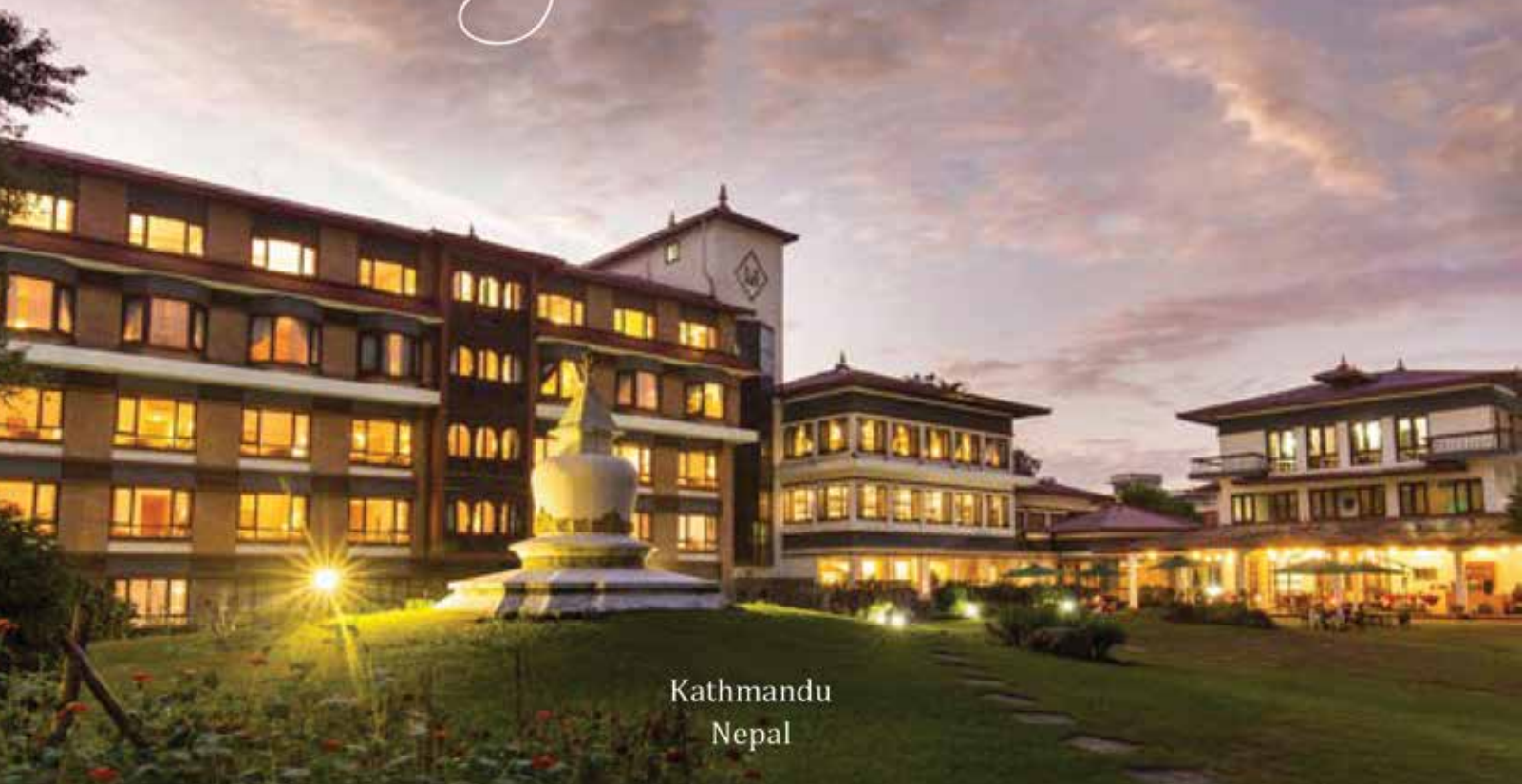




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# Message

Nepal AOTS Alumni Society has completed 31 years of its formal existence and is now running into its 32nd year. The past two years have been challenging due to COVID – 19 but with the support of all the ex-trainees of AOTS, Japan from Nepal, Nepal AOTS have sustained and was Stable and had its activities Continued partly physically and mostly online for the “Human Resource Development in Nepal. Nepal AOTS is advancing ahead continuously in the development of the Nepalese technical skill and human resource in management sector as well as in IT sector, since 1991.



Nepal AOTS has continuously being publishing the annual publication “TALIM” since its establishment. We have this publication of “TALIM” even in this challenging year of COVID-19. TALIM gives all the glimpses of our activities what we have achieved and what we plan to do in future. The latest TALIM vol. no. 31 published on time for the 32nd AGM of Nepal AOTS, is in your hands. This is one of our continuous achievement since last 31 years, with the support and cooperation of all general and life members, Corporate and Institutional members. This stands firmly as one of the pillar in the sustainable and stable development even in this Pandemic age. We must learn to live with the “New Normal” in our lives and the livelihood, which involves our work, services, business etc. The pandemic has affected most of the business and Industries around the globe. Now we have to learn to live with these pandemic and continue our business.

Nepal AOTS Executive Committee for 2020 – 2022, started their tenure from December 2020, delayed by six months due to COVID-19 restriction and had to have the AGM Online. This executive committee had its first physical handover program in December 2020. Similarly, BoNenKai was organized in December 2020. We had to have our 2021 AGM online as well due to the COVID restriction. However, could organize BonenKai in December 23, 2021 in person at Hotel Royal Singi, Tindhara, Kamaladi, Kathmandu, Nepal.

With the support from our parent organization, the Association for Overseas Technical Cooperation and Sustainable Partnership (AOTS), we were able to continue our Human Resource Development activity online. Approximately 189 participants acquired knowledge from around 17 AOTS online webinars. Similarly approximately 87 participants acquired knowledge from 4 WNF Online Seminars executed by different AOTS Alumni Societies. Nepal AOTS also conducted 3 WNF Online Seminar with the support from the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan and AOTS Alumni Society, Delhi (AASD), India, ABK - AOTS Dosokai, Tamilnadu Center and Japan Sri Lanka Technical and Cultural Association (JASTECA), Sri Lanka under World Network of Friendship (WNF) program. Nepal AOTS collaborated with Nepal Pharmaceuticals Pvt. Ltd. (NPL), Quality Circle - Association of Pharmaceuticals Producers of Nepal (APPON) and Development Bankers Association Nepal (DBAN) and Banking and Insurance Management (BIM) to organize these WNF online seminars. Around 345 participants acquired knowledge from these WNF Online Seminars.



Beside the training programs, Nepal AOTS has been conducting BenKyouKai programs. June 2021 onwards, Nepal AOTS conducted 9 BenKyouKai sessions with Japanese and Nepalese resource persons.

Nepal AOTS Alumni Society (Nepal AOTS) Advisors and President had a Lunch meeting with Japanese Ambassador His Excellency Yutaka Kikuta at his official residence, Kathmandu on Tuesday, April 12, 2022. It was our privilege to be the first guest of His Excellency, after COVID! and hope to have more of this type of interactions with His Excellency. It was our honor to present Foreign Investment Guide Book in Japanese Language to His Excellency Yutaka Kikuta. Our sincere gratitude to His Excellency for the precious moment with Japanese cuisine. Further, we pray for His Excellency's good health and prosperity in the days ahead. We look forward to welcome His Excellency physically sometimes soon in Nepal and hope for the continual support for Embassy of Japan in Nepal for the future Nepal AOTS activities.

Nepal AOTS Alumni Society welcomed Ms. Miyuki ISHIDA, First Secretary, Economic Cooperation, Embassy of Japan and Ms. Sayuri NAITO, Researcher, Advisor, Embassy of Japan at Nepal AOTS Secretariat on Friday, April 29, 2022. Similarly, Nepal AOTS Alumni Society welcomed Mr. Saumitra Kumar Mutsuddi, Head of Corporate Affairs, BSRM Group of Companies and General Member of Bangladesh AOTS Alumni Society (BAAS) at Nepal AOTS Secretariat on Tuesday, May 03, 2022. Nepal AOTS Alumni Society also welcomed Mr. Mohammed Sharifur Rahman, and Mr. Md. Enamul Haque at Nepal AOTS Secretariat on Wednesday, June 29, 2022. Mr. Mohammed Sharifur Rahman is the General Manager (Marketing & Sales), Albion Laboratories Ltd., Chattogram, Bangladesh and an Executive Committee Member of Chattogram AOTS Alumni Society (CAAS). Mr. Md. Enamul Haque is the Chief Executive Officer, Root Bangladesh and General Member of CAAS.

It's our great honour to heartily welcome Mr. Eiji Teshima the newly appointed General Manager, AOTS New Delhi Office. Our best wishes for the great success to Mr. Teshima's tenure as General Manager, AOTS New Delhi Office. Our sincere thanks and best wishes to Mr. Hisashi Kanda, the outgoing General Manager, AOTS New Delhi Office for his supports and advices in the development of Nepal AOTS. We also thank all the SAFAAS AOTS Alumni Society for their support to Nepal AOTS Activities

I would like to express my heartfelt thanks and congratulation to the publication committee for successfully publishing the TALIM.

Lastly, I like to thank all the Nepal AOTS members for their active participation in the activities of Nepal AOTS.

Let us continue the HRD with the ideal of "Sustainability, Stability and Continuity" for the development of Human Resources of Nepal"

Best Wishes,



**Prashant Lal Shrestha**  
President  
Nepal AOTS Alumni Society



# NEPAL AOTS ALUMNI SOCIETY

## ADVISORS



**Mr. Madhusudan Bhattarai**



**Prof. Dinesh Chapagain**



**Mr. Ramesh Prasad Nepal**



**Ms. Amira Dali**



**Mr. Prakash Raj Singh Suwal**



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# NEPAL AOTS ALUMNI SOCIETY

## EXECUTIVE COMMITTEE 2020-2022



**Mr. Prashant Lal Shrestha**  
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**Mr. Kishore Bhakta Mathema**  
First Vice President



**Mr. Prajwal Shrestha**  
Second Vice President



**Mr. Narayan Thapa**  
General Secretary



**Mr. Shiva Shrestha**  
Treasurer



**Mr. Shiv Bhushan Lal**  
Joint Secretary



**Ms. Aju Giri**  
Internal Auditor



**Ms. Nishma Bajracharya**  
Executive Member



**Ms. Shanti Laxmi Shakya**  
Executive Member



**Ms. Shanta Baskota Koirala**  
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**Mr. Mukunda Prasad Joshi**  
Executive Member



**Mr. Mahesh Swar**  
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**Mr. Naveen Prakash Adhikari**  
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**Mr. Manish Kumar Agrawal**  
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Executive Member



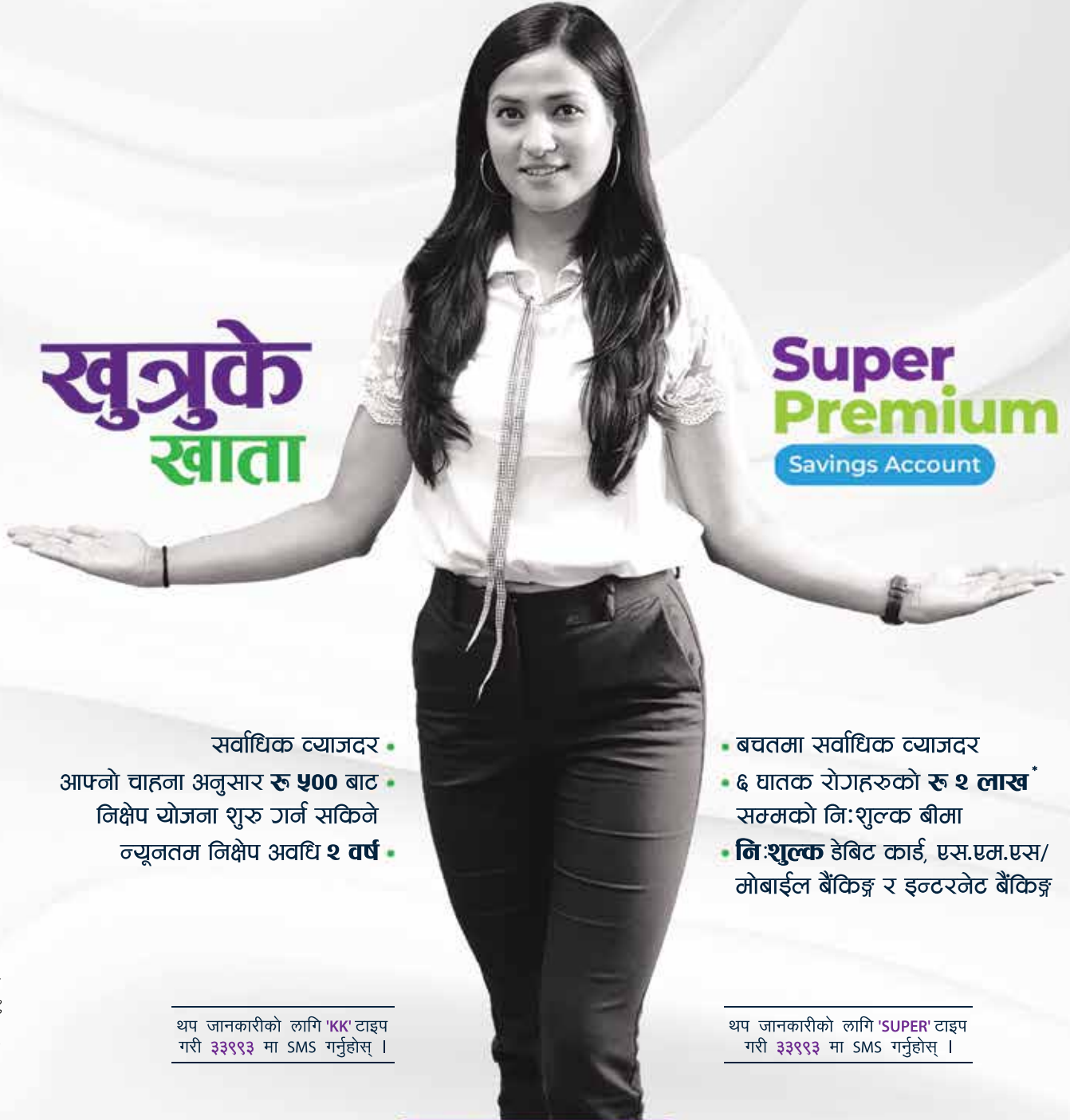
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# REPORT OF THE GENERAL SECRETARY

ANNUAL GENERAL MEETING, JULY 29, 2022



MR. NARAYAN THAPA

General Secretary  
Nepal AOTS Alumni Society

As the General Secretary, it is my privilege to present this activity report on behalf of Executive Committee of Nepal AOTS Alumni Society in this 32nd Annual General Body Meeting. This report covers the period from 30 July 2021 to 28 July 2022 and contains all the major activities carried out during the period.

This Executive Committee was unanimously elected on 4 December 2020 during 30th Annual General Meeting conducted in hybrid mode. Possibly very first time in the history, it was conducted behind the scheduled time, after 6 months and in hybrid mode due to the COVID-19 pandemic.

After the 31st Annual General Body Meeting, which was held in blended mode on 30 July 2021, few in person meetings and physical programmes was possible to conduct due to COVID-19 pandemic.

Just to remind all of you, since then, Bonenkai was the only largest physical gathering event, it was possible to conduct in 2020 and in 2021. All of sudden COVID-19 impacted us all in different ways including way of living, thinking, and doing. Though, Nepal AOTS team is still united, voluntarily organized, still connected and guided by its objectives.

Even due to COVID-19 restriction and lockdown, it was possible to provide training for 582 Nepalese participants in the last 12 months, where 345 participants through the training program organized by Nepal AOTS and 237 participants through the training program organized by AOTS Japan and AOTS Alumni Societies around the globe.

Apart from this, Nepal AOTS also actively participated in other important activities to maintain

the inter-organizational relationships and for other social causes.

Now, allow me to present this annual activity report of Nepal AOTS for the year 2021/22.

**Major activities of Nepal AOTS from 30 July 2021 to till date are as follows:**

## 1. 31<sup>ST</sup> ANNUAL GENERAL BODY MEETING

Due to the government restrictions during COVID-19 pandemic, 31st Annual General Meeting of Nepal AOTS was conducted in Blended Mode (Post Holders were physically present at Nepal AOTS Office and other members attended the



programme via Zoom Platform) on 30 July 2021. The General Secretary's Annual Activity Report and the Treasurer's Financial Report were presented on the occasion, and the reports were unanimously endorsed by the AGM after a discussion.

Altogether 68 members attended the Annual General Meeting.

Mr. Hisashi Kanda, the then General Manager, New Delhi Office, made his presence as the Chief Guest of the programme through Zoom where he appreciated the activities of Nepal AOTS and offered valuable insights for further development of the organization and its activities.

## 2. SECRETARIAT MANAGEMENT

Nepal AOTS Secretariat is managed at its own building named Yamamoto Talim Ghar (YTG) at Koteshwor, Kathmandu and secretariat team is working hard to provide maximum services to the members and concerned stakeholders from the office.

Nepal AOTS is using [office@nepalaots.org.np](mailto:office@nepalaots.org.np) - email address, <https://www.facebook.com/nepal.aots> - Facebook page, and <http://nepalaots.org.np> - website to disseminate its information.



Moreover, Nepal AOTS is using eSewa to enable digital payment for Nepal AOTS activities including membership renewal fees and training fees using QR Code and eSewa – e-payment platform.

Currently Mr. Rajan Rajbhandari (Office Secretary) and Mr. Arjun Choudhari (Office Assistant) are working full-time in the Nepal AOTS secretariat whereas Mr. Kedar Adhikari took voluntary retirement on 18 October, 2021 (२०७८ साल कार्तिक ०९ गते) after serving Nepal AOTS as Night Staff for 25 Years. Nepal AOTS felicitated with gratuity amount of Nrs. 2,42,500 and certificate during the Bonenkai program on 23 December 2021.

## 3. MEETINGS AND OTHER BUSINESS

In order to fulfill the goals and objectives of Nepal AOTS, following formal meetings were organized on a regular basis from July 30, 2021 to till date.

Monthly Meetings	12
Executive Committee Meetings	12

Special Executive Committee Meetings	1
Other Meetings	8

Due to the Covid-19 pandemic, monthly meetings were regularly conducted via Zoom on the first Monday of every month of English calendar.

Similarly, Executive Committee meetings were also regularly organised either in blended mode, in virtual mode or in physical mode on the third Monday of every month of English calendar. Nepal AOTS activities are carried out through various committees and separate meetings are conducted by such committees. Other meetings include sub-committee meetings and on-demand meetings to plan and execute the activities of Nepal AOTS.

## 4. BONENKAI 2021 PROGRAMME

Nepal AOTS Alumni Society (Nepal AOTS) organized Bonenkai Programme on Thursday, December 23, 2021 (२०७८ साल पौष ०८ गते बिहीवार) at Hotel Royal Singi, Kamaladi, Kathmandu.

Bōnenkai (忘年会, "Forget the Year Party") is a Japanese Drinking Party that takes place at the end of the year. The purpose of the party is to forget the woes and troubles of the past year, and hopefully look to the New Year and to socialize with fellow members and family.



Nepal AOTS has been organizing Bonenkai regularly inviting Japanese Embassy members, JICA Nepal Office Staffs, Japan-related Organizations, Japanese and Nepalese guests and Nepal AOTS members with their family. Nepal AOTS's Bonenkai is a social gathering where drinks, snacks and dinner are served for the attendees and gifts are also distributed for all the participants.

Due to COVID – 19 crisis and with the government's protocol and regulations, Nepal AOTS decided to

organized event with Nepal AOTS Members and their families. Though, some guests from Japan Related organizations and guests and students studying Japanese Language in Kathmandu University were invited.

Nepal AOTS had collected gifts from its members and Bonenkai Attendees and these have been given as surprised gifts to all attendees of the Bonenkai programs.

Kathmandu University students sang group song "TAKIBI in program.

## 5. AOTS - UNIVERSITY INTERNSHIP PROGRAM

AOTS - University Internship Program was conducted virtually for the students of Musashino University, Tokyo from 24 February 2022 to 10 March 2022 (10 working days). It was conducted by The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan and Love Green Nepal (LGN) in cooperation with Nepal AOTS Alumni Society for total eight students.

Students from Faculty of Economics, Japanese Communication, Business Administration, Global Business, Faculty of Law, and Japanese Language Education participated in the online internship program at Love Green Nepal using Zoom platform specifically in the area of Infrastructure Development, Agriculture Activities, Education, and Women Empowerment.

Nepal AOTS President – Mr. Prashant Lal Shrestha welcomed students in Nepal and gave an orientation about life and culture of Nepal in the opening ceremony. Also, as a counterpart of AOTS Japan, Nepal AOTS officials actively participated in the orientation/kick off meetings, presentations, wrap up meetings, evaluation, and supported AOTS Japan and LGN as needed during the implementation of the program.

At the end of the program, "Certificate of Internship" was presented to all the students in a physical closing ceremony organized at AOTS premises on 10 March, 2022.

## 6. CONTRIBUTION TO WNF, AOTS JAPAN

Nepal AOTS General Secretary, Mr. Narayan Thapa actively participated in WNF Management Committee, representing SAFAAS region to execute WNF activities. SAFAAS was nominated Mr. Thapa from Nepal AOTS in the WNF Management

Committee Japan during SAFAAS Convention held in Tokyo, Japan in 2019.

## 7. BEN-KYOU-KAI MEETING

Nepal AOTS has provided training to thousands of people in Nepal at different times while the members of this organization have been voluntarily involved in the activities and programmes of the organization.

In this context, after the election of the current executive committee on December 4, 2020, various committees have been formed to carry out activities of the organization while maintaining the culture and tradition of Nepal AOTS.

The Benkyoukai Committee was formed for the purpose of "Knowledge Sharing and Building" and it is led by Ms. Shanti Laxmi Shakya who is also an Executive Committee Member of Nepal AOTS.

The Japanese word Benkyoukai is actually a combination of 3 Japanese Kanji Characters. These characters, i.e. Kanji symbols, have unique meanings. The first Kanji character means "exertion"; the second Kanji character means "strong" and the third Kanji character means "meeting". When we mix first and second Kanji Characters together, it means "study" and thus, Benkyoukai means "study meeting".

Nepal AOTS is trying to conduct at least one Ben-Kyou-Kai meeting each month just before the monthly meeting and 7 sessions are conducted during the period, as below so far.

### • My Experience working in Nepal and Establishing a New Company 'Love Fit' In Japan

Nepal AOTS Alumni Society had Ben-Kyou-Kai meeting on Monday, August 2, 2021 on the theme of "My Experience working in Nepal and Establishing a New Company 'Love Fit' In Japan" through Zoom platform. Ms Ashina Kikuchi, President and CEO, Laugh Fit Inc. was the resource person to share her experience working in Nepal when she was working as a Project leader of overseas business, in ibasei, Ltd. (Japan) from 2015 to 2020 and her experience to establish a New Company named Laugh Fit Inc. in 2020, December.



Commissioned by the Japan International Cooperation Agency (JICA), ibasei (where she



was working as a Project Leader of Overseas Business until September, 2020) conducted a verification study to install a small hydroelectric generator in a poor rural area of the Himalayas. As a project leader overseas business, she assisted projects which conducting local technical and business surveys, procuring necessary equipment, installing hydroelectric generators, developing local technicians and personnel for maintenance, holding product demonstration events. They also manufactured some hydroelectric power generation facilities and handed over all the equipment to the Government of Nepal. ibasei was selected as a "Companies Driving Regional Growth" by the Ministry of Economy, Trade and Industry (METI), Japan.

#### • Experience Sharing on My Journey from Toyota Japan to the Educational Academy in Nepal

Nepal AOTS Alumni Society had Ben-Kyou-Kai meeting on Monday, September 6, 2021 on the theme of "Experience Sharing on My Journey from Toyota Japan to the Educational Academy in Nepal" through Zoom platform. Mr. Anil Marahatta, Managing Director of Multi Achieve Education Academy was the guest of honor for the Ben-Kyou-Kai session.



During the session, Mr. Marahatta shared his experience about his journey in Japan starting from his early 20s, working Toyota Japan for few years and his motive to start Multi Achieve Education Academy in Nepal.

#### • Living in 2 Worlds - Collaboration for Development Between Nepalese in Japan and Nepal

Nepal AOTS Alumni Society had Ben-Kyou-Kai meeting on Monday, October 4, 2021 on the theme of "Living in 2 Worlds - Collaboration for Development Between Nepalese in Japan and Nepal" through Zoom platform. Ms. Astha Tuladhar, Assistant Professor - Mie University, Mie, Japan was the guest of honor for the Ben-Kyou-Kai session.



During the session, Ms. Tuladhar shared her more than 2-decade long experience in Japan starting as a student in 2001 to recent professional life in the academic sector.

Ms. Tuladhar has more than 16 papers published in international journals, chapters in books and have very long experience to speak as a resource person in different countries including Nepal, Japan, China, Australia, Thailand, Italy and others.

#### • Experience Sharing on My Professional Journey in Japan and in Nepal

Nepal AOTS Alumni Society had Ben-Kyou-Kai meeting on Monday, December 6, 2021 on the theme of "Experience Sharing on My Professional Journey in Japan and in Nepal " through Zoom platform. Mr. Arjun Adhikari was the guest of honor for the Ben-Kyou-Kai session.

Mr. Adhikari is currently chairman of Hokkaido Nepal Business Group, Hokkaido Ramen House, Hokkaido Motors, Hokkaido Cleaning Star, Dekkaido Onsen, Dekkaido QX, Bistarai Bistarai Group, Japan, Janeichi Import Export and also a Main Board Member in Langtang Grace and WINS international.



During the session, Mr. Adhikari shared his experience starting from Arghakhanchi to Kathmandu Nepal and then Kathmandu- Nepal to Osaka-Japan and back again from Japan to Nepal in different sectors.

#### • My Experience with SALT TRADING CORPORATION LIMITED and Supply of Essential Goods During Covid 19

Nepal AOTS Alumni Society had Ben-Kyou-Kai meeting on Monday, February 7, 2022 on the theme of "My Experience with SALT TRADING CORPORATION LIMITED and Supply of Essential Goods During Covid 19" through zoom platform. Mrs. Urmila Shrestha, CEO - SaltTrading Corporation Limited was the guest of honor in the session where she has shared her valuable and inspiring experience among the participants.

Besides in Salt Trading Corporation, Mrs. Shrestha has around 35 years of working experiences and involvements in several other organizations including as: Vice President - Nepal Chamber of Commerce; Chairperson - Nepal Woman Chamber; Executive Member - International Chamber of Commerce; Executive Member - Nepal Vietnam Chamber of Commerce; Executive Member - Nepal Bangladesh Chamber of Commerce



and others. Nepal Government, National Women's Commission of Nepal awarded for her valuable contribution to the nation and society in 2068.

In the Ben-Kyou-Kai meeting, Mrs. Shrestha shared her very long journey with Salt Trading Corporation during Maoist insurgency, Economic Blockade, Earthquake and mainly her experience about Supply of Essential Goods during Covid-19. The meeting also discussed about the future possible programmes with mutual benefits between Nepal AOTS and Salt Trading Corporation.

#### • Think Outside the Square but Within a Circle

Nepal AOTS Alumni Society had Ben-Kyou-Kai meeting on Monday, March 7, 2022 on the theme of "Think Outside the Square but Within a Circle" through Zoom platform by Prof. Dinesh Prasad Chapagain.



During the Ben-Kyou-Kai meeting, Prof. Chapagain shared his experience starting as a front-line engineer to General Manager of manufacturing industry for 22 years and another 15 years in research, consulting and teaching.

Former President and Advisor of Nepal AOTS Prof. Chapagain shared his experience about quality, productivity and his different key roles for related things in Kathmandu University, Nepal AOTS, and other organizations, community and groups.

Prof. Chapagain has received various prestigious national awards and international awards like Asia Pacific Quality Organization (APQO) presidential award and life time achievement award from World Council for Total Quality and Excellence in Education (WCTQEE) for his work. His book Introduction of Quality Control Circles in Nepali language was written for the first time by him and published by Nepal AOTS in 1998.

#### • Working with Japanese in Nepal

Nepal AOTS Alumni Society had Ben-Kyou-Kai meeting on Monday, May 2, 2022 in hybrid mode on the theme of "Working with Japanese in Nepal" by Mr. Hideaki Takada. As, this meeting was organized in blended mode, some of the Nepal AOTS Executives and Members attended physically while others attended online.

Mr. Takada has very long working experience in Nepal since February 2001, including with Hazama Corporation Japan, Japanese Association/Japanese Chamber of Commerce in Nepal (JCCN), with publishing "Investment Guidebook to Nepal, 2014" in corroboration among JCCN/NAAS/GoN and others.



During the Meeting, Mr. Takada shared his experience during Construction of Sindhuli Road from 2001 to 2010, about his translation work, and about doing business from Nepal to Japan and mainly about working with Japanese in Nepal.

## 8. TALIM PUBLICATION

The 31st edition of TALIM is published this year on the occasion of the 32nd AGM of Nepal AOTS. This annual publication of Nepal AOTS has been managed by the Digital Media and Publication Committee led by its Coordinator and Joint Secretary Mr. Shiv Bhushan Lal. Nepal AOTS owes its gratitude to timely advice and support provided by its advisors, and special thanks goes to the contributors and well-wishers of Nepal AOTS, and various other organizations which supported the publication of the magazine by providing articles and advertisements. Digital copy of the TALIM is available online at <https://nepalaots.org.np>.

## 9. TRAINING PROGRAMMES

During the 31-year period from 1991 to 2022, Nepal AOTS has provided training to hundreds of senior and mid-career management personnel in various fields in Japan.

In addition to this, Nepal AOTS has provided training to thousands of Nepali human resources at different times while the members of this organization are voluntarily involved in the activities and programmes organized by the organization.

Generally, Nepal AOTS conducts 3 types of trainings. First one is to send qualified person to Japan (for cost sharing training and scholarship programme), second is to conduct training in Nepal with the help of AOTS Japan (including WNF Committee) and the last one is to conduct training in Nepal by Nepali resource person (generally, Nepal AOTS Member).

As the whole world is suffered by COVID-19 and it

is not possible to conduct face-to-face trainings, we are conducting training virtually.

During the period, following training programmes are completed till now.

#### A. Virtual Trainings – by AOTS Japan

AOTS, Japan has started to conduct a series of webinars subsidized by Japanese Government in absence of overseas training programme conducted with in person participation in Japan due to global pandemic. Accordingly, the following AOTS Webinars have been concluded from August 2021 to March 2022.

S.N.	Programme Name	Date	Rec.	Sel.	Attn.
1	Transform your Business management AI/ IoT [KROP01]	2021: Aug 4 & 20	57	56	51
2	Transform Your Business Management Using AI/IoT [KROP02]	2021: Oct 6 & 22	12	12	11
3	Program for Women Leaders Aiming for Further Growth amid COVID-19 [KROP03]	2021: Aug 17, 18 & 19	6	4	4
4	For continuous 5S and Kaizen that you can successively develop [KROP05]	2021: Sept 15	25	25	20
5	Corporate Revitalization by Practical Actions [KROP08]	2021: Nov 11, 12, 23 & 26	2	1	1
6	Shaping the Future through Business Transformation in the Post COVID-19 Era [KROP09]	2021: Oct 25	6	6	6
7	The Training Program on Strategic Management across Cultures in the Post COVID-19 Era [KROP10]	2021: Nov 18, 25, Dec 2 & 9	3	3	3
8	Program for Women Leader: Aiming for Further Growth amid COVID-19 [KROP12]	2021: Dec 3, 6 & 7	3	3	3
9	Leadership Management in the VUCA Era: For Middle and those who are expected to be Leaders [KROP13]	2021: Dec 13	14	14	6
10	Leadership Management Training in the VUCA Era: For Executives and Senior Managers [KROP14]	2021: Dec 20	3	3	3
11	Innovative Cost Reduction Approach from Japan (MFCA): Challenge to Low Cost Kaizen [KROP15]	2021: Nov 30	9	9	7
12	Quality Control Training Seminar [KROP20]	2022: Jan 21	8	8	6
13	Leadership and Subordinate Development for Managers [KROP21]	2022: Jan 25, Feb 8 & 22	6	5	5
14	Project Management in a New Era, Practical Training for Enhancing Your Skills and Knowledge Drastically [KROP22]	2022: Jan 21, 26 & 27	10	2	1
15	Next Generation Leadership Based on Empathy and Co-creation in the Post COVID-19 Era [KROP26]	2022: Feb 15	13	13	11
16	Kaizen: Productivity Enhancement from Workplace [KROP28]	2022: Feb 16	11	11	11
17	Learning from Japan's Long-lived Companies For Sustainable Business Succession and Innovation [KROP29]	2022: Mar 4	4	4	4
18	Training Seminar for Behavior Change [KROP30]	2022: Feb 15, 16, 21 & 22	3	3	3
19	Executive Program on Corporate Management (EPCM) [KROP33]	2022: Feb 25, Mar 1, 2 & 3	2	2	1
Total			197	184	157

Rec – Recommended, Sel – Selected, Attn - Attended



Likewise, following three trainings are already announced for August and September 2022, and other programmes will be announced soon.

S.N	Programme Name	Date	Recommended
1	Project Management in a New Era, Practical Training for Enhancing your Skills and Knowledge Drastically [KROP01]	2022: Aug 29, 30 & 31	2
2	Business strategy and DX in times of change [KROP02]	2022: Aug 24	2
3	Program for Leaders aiming for Further Growth amid COVID-19 [KROP05]	2022: Sept 6, 7 & 8	Collecting Applications

Furthermore, AI/IoT Fundamental Test Global (AIFTG) certification programme was announced to certify an ability of usage of AI and IoT to inspire corporate reforms and business improvements. Participants after passing the AI/IoT Fundamental Test Global (AIFTG) was awarded a certificate from AI-IoT Promotions Association of Japan (AIPA).

### B. WNF Trainings – by Nepal AOTS

The World Network of Friendship (WNF) was formed with the consensus of all AOTS Alumni Societies during the 5th Convention of AOTS Alumni Societies held in Aichi, Japan in September 1997 with an initial fund made by a personal contribution of 5 million Yen by former AOTS President Mr. Nagaaki Yamamoto. Prior to the formation of WNF, there was the Inter-Alumni Society Resource Exchange Programme. However, the basic guidelines were drawn in the second steering committee meeting held in Dhaka, Bangladesh in November 1998, which was then revised by the WNF Management Committee during the third meeting held in Kuala Lumpur, Malaysia in December 2001.

WNF's mission statement is "The creation of a better world through the ties of friendship and the individuals as well as collective endeavor of our members." To implement this mission, WNF seeks to empower individuals and organizations in developing countries that are committed to the social and economic development of their own communities based upon a belief of self-help and equal-partnership, through human resources development, exchanging information and learning from each other's experiences. With this entire endeavor, WNF programme can be beneficial to the countries in the region and will certainly be an effort to attain the aim stated in the WNF resolution.

For the fiscal year 2021/2022 there were five programmes approved by WNF committee, AOTS Japan. Among five programmes, it was not possible to conduct two programmes due to Covid-19 and other reasons. However, following three programmes were conducted virtually via Zoom and summary report is given below:



S.N	Programme Name	Date	Collaboration with	Supporting AAS
1	Art of Delegation and Empowerment <b>Participants: 61</b>	2021: August 26 & 27	Nepal Pharmaceuticals Laboratory Pvt. Ltd. (NPL)	AOTS Alumni Society, Delhi (AASD), India
2	Mastering the Art of Decision Making <b>Participants: 103</b>	2021: Oct 31 & Nov 1	Association of Pharmaceutical Producers of Nepal (APPON)	ABK - AOTS DOSOKAI, Tamilnadu Centre, India
3	How to Improve Employee Engagement in Your Organization <b>Participants: 181</b>	2021: Mar 4, 5 & 6	Development Bankers Association Nepal (DBAN) and Banking & Insurance Management (BIM)	Japan Sri Lanka Technical and Cultural Association (JASTECA), Sri Lanka

### C. *Virtual Trainings – by Other AOTS Alumni Societies (AAS)*

During the period, Nepal AOTS sent Nepalese participants on the webinar/virtual training Programmes organised by other AOTS Alumni Societies (AAS) in the region as below:

S.N	Programme Name	Date	No.	AAS Name
1	Upskilling for Human Resource Management	2021: August 24, 25, 26, 30 & 31	26	Alumni Society of AOTS Kerala, India
2	Maximising Productivity & Quality – A Productive Maintenance Approach” (PQPA)	2021: Sept 14, 15, 16, 20 & 21	32	Alumni Society of AOTS Kerala, India
3	Developing New Initiatives using Lean Business Model	2021: Oct 18, 19 & 20	9	AOTS Alumni Society of Mongolia
4	Upskilling for Human Resource Management” (UHRM)	2022: Julsy 5, 6, 7, 11 & 12	13	Alumni Society of AOTS Kerala, India

### D. *Other Training Programmes – By ICOSA Japan*

Team of International Cooperation Organization for Small and Medium Enterprises in Asia (ICOSA) was planning to visit Nepal by the end of 2020. This trip couldn't be materialized due to the global COVID-19 pandemic and we are rescheduling that in 2022 again.

Under these circumstances, ICOSA started series of web-based seminars (Webinars) during the period, and starting from 12 June last year, 15 webinars successfully conducted on the theme of “Unique SME Owners”.



As per the original plan, webinars were centered on interviews with the owners of independent SMEs working hard in various parts of Japan and one in three discussion sessions conducted by panelists from Japan and overseas.

Nepal AOTS decided to send at least three participants for each webinar paying fees - JPY 2500 per participants for half a year though it was waived by ICOSA lately. In average, there were 4 participants on each webinar from Nepal including Nepal AOTS Executive Committee Members and General Members.

## 10. OTHER ACTIVITIES

### A. *ICOSA-Exchange Program with Nepalese SMEs*

International Cooperation Organization for Small & Medium Enterprises in Asia- (ICOSA) is conducting a virtual exchange program with managers and owners of SMEs in Nepal, through Nepal AOTS, scheduled on 20 August 2022, Saturday from 10:45 am to 12:45 pm (NST).

Nepal AOTS has selected three different SMEs amongst their members' network- each one of them representing different industry and serving different type of products and each company is considered as one of the best in Nepal in their represented field.

**Sitaram Gokul Milks Pvt. Ltd** - representing the dairy industry, **Nepal Pharmaceuticals** - manufacturer of live saving drugs and represents the pharmaceutical industry and **Temple Tiger Group of Companies** - representing tourism and hospitality industry will share their experience through the virtual platform on the topic “Experience of Nepalese SMEs during and after COVID”.

Regarding the brief activities of ICOSA- it aims for Asian SMEs to take a leading role in the development of the Asian economy through mutual cooperation. Through such experience sharing programs ICOSA helps SMEs to build base for their HR development and improvement of their managerial abilities through exchange of meaningful ideas and information and learn from each other's experience through experience sharing programs.

Furthermore, ICOSA also encourages Asian SMEs to match their strong points and develop new businesses and new market through their relationship network.

### *B. Meeting with the Ambassador of Japan for Nepal*

Nepal AOTS President – Mr. Prashant Lal Shrestha, Immediate Past President and Advisor - Mr. Mahesh Kumar Nakarmi and Advisors – Ms. Amira Dali and Mr. Ramesh Man Singh met with His Excellency Mr. Yutaka Kikuta, Ambassador of Japan for Nepal on Tuesday, April 12, 2022 at the Ambassador's residence.



During the meeting, Nepal AOTS President – Mr. Prashant Lal Shrestha welcomed His Excellency in Nepal and presented Foreign Investment Guide Book published in Japanese Language by Nepal AOTS to help Japanese investors. Also, it was discussed about the Nepal AOTS activities to strengthen Nepal-Japan relationship and expressed Nepal AOTS hope for the continual support for Embassy of Japan in Nepal for the future activities.

Ms. Miyuki Ishida - First Secretary, Economic Cooperation, Embassy of Japan and Ms. Sayuri Naito – Researcher/Advisor, Embassy of Japan were also present in the lunch meeting.

### *C. Meeting with the JICA Consultants*

Nepal AOTS President – Mr. Prashant Lal Shrestha, Advisor – Ms. Amira Dali, First Vice President - Mr. Kishore Bhakta Mathema and General Secretary – Mr. Narayan Thapa met JICA consultants Mr. Shinichi MORI and Ms. Akiko Nishibuchi on Tuesday,



July 19, 2022 at YTG (Yamamoto Talim Ghar), Nepal AOTS Secretariat.

JICA is formulating a new technical cooperation project named, “Project on Career Development and Entrepreneurship Support Program for International Migrants” in order to support Nepali returnee migrant workers from Japan.

During the meeting, it was discussed about the project including possible way for Nepal AOTS to become an important partner in implementing the project

### *D. Bhotechaur Visit to Monitor Community Health Center in Sindhupalchowk*

Nepal AOTS Immediate Past President and Advisor - Mr. Mahesh Kumar Nakarmi along with Former Second Vice President Mr. Ashok Aryal visited Community Health Center, Bhotechaur in Sindhupalchowk on Sunday, March 20, 2022.

Nepal AOTS had, earlier in 2017, through its Earthquake Relief Fund, built a pre-fabricated two room X-Ray building for Rural Community Health Service Center (RHSC), which was severely damaged by the earthquake of 25 April 2015. After the inauguration of the building by the then His Excellency, the Ambassador of Japan for Nepal, Mr. Masashi Ogawa on 27 March, 2017, Nepal



AOTS requested for upgrading the health center through Grant Assistance for Grassroots Human Security Projects (GGP) of the Government of Japan. The request was accepted, and accordingly, an agreement was signed between the Embassy of Japan and RCHSC on 21 February 2018 for the Project for the Installation of Medical Equipment for the Community Health Center funded under GGP amounting to USD 32,708.

Later on, it was not possible to have Handover ceremony because of the Covid-19, and was



not possible to go to the site for the same, this monitoring visit planned and Ms. Yumiko Usui - GGP Coordinator, Embassy of Japan was also present in the visit.

*E. Welcome Program for Ms. Miyuki Ishida and Ms. Sayuri Naito*

Nepal AOTS organized a welcome programme for Ms. Miyuki Ishida - First Secretary, Economic Cooperation, Embassy of Japan and Ms. Sayuri Naito – Researcher/Advisor, Embassy of Japan on Friday, April 29, 2022 at YTG (Yamamoto Talim Ghar), Nepal AOTS Secretariat.



In the welcome programme, Nepal AOTS President, Advisors, executive committee members and founding Vice President Mr. Bishnu Sharma were present.

*F. Inauguration Ceremony of CFC Hospital's New Pathology Lab*

Nepal AOTS Alumni Society (Nepal AOTS) President Mr. Prashant Lal Shrestha attended the inauguration ceremony of CFC Hospital's New Pathology Lab with new lab equipment under assistance of Bagmati Pradesh Infrastructure Development Program and from other organization.

Nepal AOTS contributed Finecare III Plus analyzer (1 set), D-Dimer Rapid Quantitative Test (4 Box), CRP Rapid Quantitative Test (1 Box), MAU Rapid Quantitative Test (1 Box) and HBA1C Rapid Quantitative Test (3 Box) worth NPR 4, 28,462.10



on June 28, 2021. This fund was collected from various donors including Nepal AOTS members, advisors and executive committee members.

CFC Hospital's New Pathology Lab was inaugurated by Honorable Basanta Manandhar, Member of Parliament, Bagmati Pradesh on October 30, 2021.

*G. Official Visit from CAAS and BAAS*

Nepal AOTS Alumni Society welcomed Mr. Mohammed Sharifur Rahman, and Mr. Md. Enamul Haque at Nepal AOTS Secretariat on Wednesday,



June 29, 2022. Mr. Mohammed Sharifur Rahman is the General Manager (Marketing & Sales), Albion Laboratories Ltd., Chattogram, Bangladesh and an Executive Committee Member of Chattogram AOTS Alumni Society (CAAS). Similarly, Mr. Md. Enamul Haque is the Chief Executive Officer, Root Bangladesh and General Member of CAAS.

Furthermore, Nepal AOTS Alumni Society welcomed Mr. Saumitra Kumar Mutsuddi, Head of Corporate Affairs, BSRM Group of Companies and General Member of Bangladesh AOTS Alumni Society (BAAS) at Nepal AOTS Secretariat on Tuesday, May 03, 2022.



During the visit, Nepal AOTS held an interaction meeting with three of them. Nepal AOTS Advisors, Executive Committee Members and active members were present in the meeting. Both Mr. Rahaman and Mr. Haque shared their experience visiting Kathmandu and Pokhara and informed their purpose of visit to gather the data and status of Nepalese market for their business expansion in the Nepalese Market.

#### H. Other Participations

- Nepal AOTS President – Mr. Prashant Lal Shrestha, Immediate Past President and Advisor – Mr. Mahesh Kumar Nakarmi and Advisor – Ms. Amira Dali, First Vice President – Mr. Kishore Bhakta Mathema and General Secretary – Mr. Narayan Thapa participated at the opening ceremony of the exhibition of



“Photographic Images and Matter, Japanese Prints of the 1970s” on Friday, July 22, 2022 at Embassy of Japan, Panipokhari. According to the Embassy of Japan, exhibition focuses on print expressions from the 1970s as seen in the work of 14 artists who helped develop a print movement in the world of Japanese contemporary art.

- Nepal AOTS President - Mr. Prashant Lal Shrestha attended the Love Green Nepal’s 30 years Establishment on June 26, 2022.
- Nepal AOTS President – Mr. Prashant Lal Shrestha attended “Meet & Greet” programme of Hokkaido Nepal Business Group (HNBG) on May 27, 2022.
- Nepal AOTS President – Mr. Prashant Lal Shrestha, Advisor and Immediate Past President – Mr. Mahesh Kumar Nakarmi, and General Secretary – Mr. Narayan Thapa joined 48th annual function of JICA Alumni Association

of Nepal (JAAN) to congratulate JAAN officials for their wonderful journey and for Japan – Southwest Asia Exchange Year Celebration on April 16, 2022.

- Nepal AOTS President - Mr. Prashant Lal Shrestha attended 5th Organic and Natural Agriculture Exhibition jointly organised by Organic Association Nepal and Kanchanjunga Tea Estate on April 14, 2022.
- Nepal AOTS President - Mr. Prashant Lal Shrestha attended and delivered speech on the Annual Program of Japanese University Alumni



Association Nepal (JUAAN) on March 12, 2022. Nepal AOTS Advisor - Ms. Amira Dali was also present on the program.

- Nepal AOTS President - Mr. Prashant Lal Shrestha, Immediate Past President and Advisor – Mr. Mahesh Kumar Nakarmi and Advisor - Ms. Amira Dali attended Ben-Kyou-Kai program organized by Japanese University Alumni Association Nepal (JUAAN) on December 27, 2021.

Thank you!

**Narayan Thapa**  
General Secretary  
Nepal AOTS Alumni Society  
29 July, 2022

# REPORT FOR TALIM ON WNF ONLINE SEMINARS



MR. PRASHANT LAL SHRESTHA

President  
Nepal AOTS Alumni Society

Due to the Government Regulations during COVID-19 pandemic and lockdown of the Nepal AOTS Alumni Society (Nepal AOTS) could not execute the Face to Face training programs / seminars for the 2021 – 2022. However, Nepal AOTS conducted 3 WNF Online Seminars for the 2021 – 2022.

Nepal AOTS conducted the WNF Online Seminar “**Delegation and Empowerment**” using ZOOM as the platform. This WNF online seminar was jointly organized by Nepal AOTS Alumni Society and Nepal Pharmaceutical Pvt. Ltd. (NPL) with the support of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan and AOTS Alumni Society, Delhi (AASD) under World Network of Friendship (WNF) program and was held from August 26, 2022 to August 27, 2022. This WNF Online Seminar was of total 6 Hours duration (3 hours per day) started on August 26, 2021 and concluded on August 27, 2021. This two days seminar program had 52 participants.

AOTS Alumni Society, Delhi (AASD), India recommended the Resource Person Mr. Shailendra

Kumar Rai Sharma, Regional Director, AOTS Alumni Society, Delhi (AASD), New Delhi, India.

Opening Ceremony was organized on the first day (August 26, 2021). On the Opening Ceremony



Mr. Prashant Lal Shrestha, President, Nepal AOTS Alumni Society welcome all guests, resource person and the participants. He shared how this seminar was

conceived and had discussion with NPL to materialize and hope the participants will be able to gain knowledge on Delegation and Empowerment. He thanked Chief Guest Mr. Hisashi Kanda, AOTS Representative for South Asia / GM, New Delhi Office and said that Nepal AOTS is greatly honored by his kind presence. This WNF online seminar and other activities of Nepal AOTS have clearly shown that AOTS Japan's continued cooperation has being a great catalyst in HR development activities of





Nepal AOTS. Nepal AOTS is hopeful that we will have opportunity to welcome him again and again virtually as well as physically. Mr. Shrestha said that he is delighted to have the opportunity to work together with NPL and thanked Mr. Mahesh Kumar Gorkhali, Marketing Director, Nepal Pharmaceutical Pvt. Ltd. (NPL). Mr. Shrestha said that Nepal AOTS is quite fortunate to have the opportunity to have Resource Person of this online WNF Seminar Mr. Sharma and his deliberation will be a step towards preparing for the future pandemic. Mr. Shrestha thanked all the participants, guests, advisors and colleagues of Nepal AOTS to this WNF online seminar and the constant support to Nepal AOTS activities has been an encouragement to do more to achieve our Nepal AOTS objectives.

Mr. Hisashi Kanda, AOTS Representative for South Asia / GM, New Delhi Office delivered the guest remarks and requested the participants to implement what they will learn during these 2 days seminar and also be safe during this pandemic. At the end of the opening ceremony,



Mr. Mahesh Kumar Gorkhali, Marketing Director, Nepal Pharmaceutical Pvt. Ltd. (NPL) and member, Nepal AOTS delivered the vote of thanks. He conveyed that it is a good initiative by Nepal AOTS to collaborate with NPL to conduct

this type of online seminar and hoped that Nepal AOTS and NPL will have these types of seminars in the future. He thanked chief guest Mr. Kanda, and said that Nepal AOTS and NPL are greatly honored by his kind presence. He said that Nepal AOTS and NPL is pleased to thank Mr. Kanda and are greatly honored by your kind presence. Mr. Gorkhali said that Nepal AOTS and NPL is quite fortunate to have the opportunity to thank our Resource Person of this online WNF Online Seminar Mr. Sharma. Mr. Gorkhali thanked all the participants, guests, advisors and colleagues of Nepal AOTS to this WNF online seminar

Ms. Nishma Bajracharya, Executive Member and Coordinator, WNF Committee, Nepal AOTS and Strategic Business Manager, NPL was the moderator for this online seminar. She

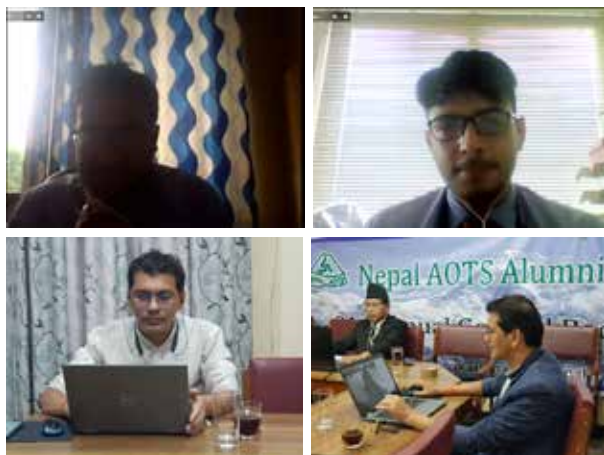


introduced Mr. Shailendra Kumar Rai Sharma the resource person of this WNF online seminar. All participants were thankful for been given the chance to listen Mr. Sharma and had good interactions between



the participants during the WNF online seminar. Mr. Sangam Shakya, Sr. Product Manager, NPL moderated the second day session. The second day started with the review of the previous day session. At the end of the second day, Mr. Sharma expressed great admiration to Nepal AOTS and also AASD for nominating him for this online seminar. At the end of the session, Ms. Bajracharya thanked Nepal AOTS, AASD, NPL, Mr. Kanda, AOTS and Mr. Sharma and concluded the seminar.





Similarly, Nepal AOTS conducted the WNF Online Seminar “Mastering the art of Decision Making” using ZOOM as the platform. This WNF online seminar was jointly organized by Nepal AOTS Alumni Society and Association of Pharmaceutical Producers of Nepal (APPON), Quality Circle with the support of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan and ABK - AOTS Dosokai, Tamilnadu Center, Chhenai, India under World Network of Friendship (WNF) program and was held from October 31, 2021 to November 1, 2021. This WNF Online Seminar was of total 6 Hours duration (3 hours per day) started on October 31, 2021 and concluded on November 1, 2021. This two days seminar program had 103 participants.

ABK - AOTS Dosokai, Tamilnadu Center, Chhenai, India recommended the Resource Person Er. Mulvadi Raghupathy RANGANATHAN, Chairman, ABK - AOTS Dosokai, Tamilnadu Center, Chhenai, India.



Opening Ceremony was organized on the first day (October 31, 2021). On the Opening Ceremony Mr. Prashant Lal Shrestha, President, Nepal AOTS Alumni Society welcomed all guests,

the Resource person and all the participants. He shared how this seminar was conceived and had discussion with APPON Quality Circle to materialize and hope the participants will be able to gain knowledge on Decision Making. He thanked Guest Mr. Prajwal Jung



Pandey, President, Association of Pharmaceutical Producers of Nepal (APPON) and said that he is also Nepal AOTS general member and Nepal AOTS is greatly honored by his kind presence. Mr. Shrestha expressed his delight to have the opportunity to work together with APPON and thanked Mr. Pandey. Mr. Shrestha said that Nepal AOTS is quite fortunate to have the opportunity to have Resource Person of this online WNF Seminar Mr. Ranganathan. Mr.



Shrestha thanked all the participants, guests, advisors and colleagues of Nepal AOTS to this WNF online seminar and the constant support to

Nepal AOTS activities has been an encouragement to do more to achieve our Nepal AOTS objectives.

Mr. Prajwal Jung Pandey, President, Association of Pharmaceutical Producers of Nepal (APPON) delivered the guest remarks and requested the participants to attend both the days and try to implement what they will learn during these 2 days seminar. At the end of the opening ceremony,

Mr. Sumit Chandra Shrestha Coordinator – APPON, Quality Circle delivered the vote of thanks. He conveyed that APPON is fortunate to collaborate with Nepal AOTS again and wanted to have face to face training



programs. He thanked guest Mr. Pandey, and said that APPON Quality Circle is greatly honored by his kind presence. He said that Nepal AOTS and APPON are quite fortunate to have the opportunity to thank our Resource Person of this online WNF Online Seminar Mr. Ranganathan. Mr. Shrestha thanked all the participants, guests, advisors and colleagues APPON Quality Circle / APPON and Nepal AOTS to this WNF online seminar



Ms. Nishma Bajracharya, Executive Member and Coordinator, WNF Committee, Nepal AOTS and Strategic Business Manager, NPL and

Executive member, Quality Circle – APPON was the moderator for this online seminar. She introduced Er. Mulvadi Raghupathy RANGANATHAN the resource person of this WNF online seminar. All participants were happy having chance to listen Mr. Ranganathan and had a good interactions between the participants during the WNF online seminar.



The second day started with the review of the previous day session. At the end of the second day, Mr. Ranganathan expressed great admiration to Nepal AOTS and also ABK AOTS Dosokai Tamilnadu for nominating him for this online seminar. At the end Mr. Prawan Dahal, Vice Co-Ordinator, APPON, Quality Circle thanked APPON, Nepal AOTS, AOTS and Mr. Ranganathan and concluded the seminar.



Nepal AOTS conducted the third WNF Online Seminar "How to Improve Employee Engagement in Your Organization" using ZOOM as the platform. This WNF online seminar was jointly organized by Nepal AOTS Alumni Society, Development Bankers Association Nepal (DBAN) and Banking and Insurance Management (BIM) with the support of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan and Japan Sri Lanka Technical and Cultural Association (JASTECA), Sri Lanka under the World Network Friendship (WNF) program and was held from March 4, 2022 to March 6, 2022. This WNF Online Seminar was of total 9 Hours duration (3 hours per day) started on March 4, 2022 and concluded on March 6, 2022. This two days seminar program had 181 participants.



Japan Sri Lanka Technical and Cultural Association (JASTECA), Sri Lanka recommended the Resource Person Mr. Anuruddha Thiththagalla Gamage, General Manager – Human Resources and Corporate Sustainability, Hayleys Plantations Sector, Sri Lanka



March 4, 2022, Opening Ceremony was organized and Mr. Pradyuman Pokharel, President, Development Bankers Association Nepal (DBAN) welcome all guests, resource person and the participants. He thanked Nepal AOTS for approaching DBAN for the partnership to organize this program. He hope the participants will be able to gain knowledge on Employee Engagement. He welcomed the Chief Guest Mr. Bam Bahadur Mishra, Deputy Governor, Nepal Rastra Bank, Mr. BN Gharti, Chief Advisor, DBAN and CEO, Banking and Insurance Management (BIM), Mr. Anuruddha Thiththagalla Gamage, the resource person, Mr. Prashant Lal Shrestha, President, Nepal AOTS. Mr. Pokharel said that he is delighted to have the opportunity to work together with Nepal AOTS again and thank Nepal AOTS.

Guest of Honor Mr. Hisashi Kanda, AOTS Representative for South Asia / GM, New Delhi Office delivered the



guest remarks and requested the participants to implement what they will learn during these 3 days seminar and be safe during this pandemic.



The Chief Guest Mr. Mr. Bam Bahadur Mishra, Deputy Governor, Nepal Rastra Bank delivered the guest remarks and requested the participants to attend both the days and try to implement

what they will learn during these 3 days seminar. At the end of the opening ceremony, Mr. Prashant Lal Shrestha, President, Nepal AOTS delivered the vote of thanks. He conveyed that Nepal AOTS is fortunate to collaborate with DBAN and







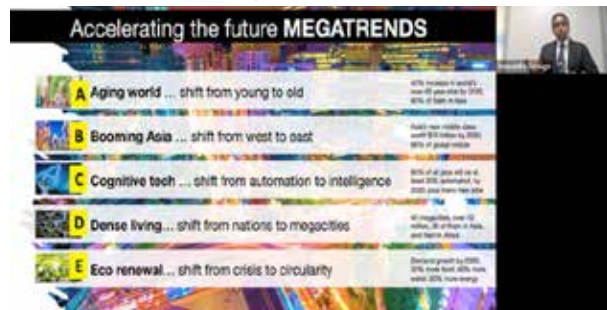
BIM. He thanked chief guest Mr. Mishra and said that Nepal AOTS are greatly honored by his kind presence. NRB is honorary corporate member of Nepal AOTS. Mr. Shrestha said that Nepal AOTS is pleased to

thank Mr. Kanda and are greatly honored by your kind presence. This WNF online seminar and other activities of Nepal AOTS have clearly shown that AOTS Japan's continued cooperation has being a great catalyst in HR development activities of Nepal AOTS. Nepal AOTS is hopeful that we will have opportunity to welcome you again and again virtually as well as physically. Mr. Shrestha said that he is delighted to have the opportunity to thank Mr. Pokharel and Mr. Gharti, for their initiative and the result is this WNF online seminar. Mr. Shrestha said that Nepal AOTS is quite fortunate to have the opportunity to thank our Resource Person of this online WNF Seminar Mr. Gamage and his deliberation will be a useful to the participants. Mr. Shrestha thanked all the participants, guests, advisors and colleagues of Nepal AOTS to this WNF online seminar and the constant



support to Nepal AOTS activities has been an encouragement to do more to achieve our Nepal AOTS objectives.

Mr. Kishore Bhakta Mathema, Vice President, Nepal AOTS was the moderator for this online seminar. He introduced Mr. Anuruddha Thiththagalla Gamage the resource person of this WNF online seminar. All participants were happy having given the chance to listen to Mr. Gamage and had good interactions between the participants during the WNF online seminar. The second day and third day started with the review of the previous day session. At the end of the third day, Mr. Gamage expressed great admiration to Nepal AOTS and JASTECA for nominating him for this online seminar. At the end Mr. Mathema, thanked DBAN, BIM, Nepal AOTS, AOTS and Mr. Gamage and concluded the seminar.



# Congratulation

FOR SUCCESSFULLY COMPLETION OF 31<sup>ST</sup> YEAR OF SERVICES BY

**NEPAL AOTS ALUMNI SOCIETY**



**Lamjung Electricity Development Company Limited.**

Tripureswor Kathmandu

# AOTS, JAPAN AND I



MR. DINESH P. CHAPAGAIN

## BACKGROUND

**M**ost probably, I am one of the most fortunate young ambitious engineers from Nepal who got opportunity to visit Japan for training at his early age of twenty-four years. It was a technical on-the-job training for six months organized by OTCA (Overseas Technical Cooperation Agency) Japan in 1970. It was under the invitation of Ministry of Finance, Japan. After this visit, I been to Japan three times for training at APO/AOTS (1984) and AOTS (1986 and 1998). I attended AOTS Convention of 1994, too. Moreover, I started presenting my research papers first at International Quality Conference (ICQ 2005 Tokyo) and then at Asian Network for Quality Congress (ANQ 2007 Tokyo). I visited Japan for several occasions on 2010, 2012, 2015, and 2017 for lecture or personal friends and family visits. This way, I am travelling Japan for learning Japanese technological and managerial knowledge as well as social skills. These facts are enough to explain here that my personal and professional life both are shaped by these learnings and staying at Japan for a significant time. Moreover, AOTS is a catalytic organization for shaping my life.

## MY GUIDING PRINCIPLES OF LIFE

I developed within me a responsibility for creating something new knowledge on the basis of the knowledge I gained in Japan and sharing it to other members of the societies. I made my philosophy of working as continuously learning, creating new and sharing with my colleagues in Nepal and in other countries. I followed these principles and plead others to recommend the following six guiding principles in their respective life. The phrases given below are self-explanatory. However, I like to brief each of these in few sentences.

### 1. *Life is short, learn, create and share till you dissolve:*

We have come to this world definitely with some purpose. However, we are leaving from here someday. Nobody can argue it. Some may live 30 years, some more to 50 or 70 years, but very few lives more than 100 years and nobody lives here for more than 125 years. And, comparing with respective to the life of this civilized world even 125 years is very short. So, life is short and to make it meaningful living we need not only to learn and share but to create something new, may be a little bit more and share it to our immediate society members as well as to others who are within our approach.

### 2. *Think like a genius, work like a giant and live like a saint:*

We should never be a lazy to live a worthwhile life. We try to develop our brain to sharpen it to become a genius, study and think smartly with effort. Together with our genius brain we need to work hard like a giant. However, whatever return we receive from our sharp brain and hard work we need to live like a saint, simple, humble and selfless person useful to the society.

### 3. *Collaborate with others and compete with yourself:*

In general, we are taught to compete with our friends in school, with our colleagues in workplace and with our fellows in society. And, what happens? We are always in frustrations

and we are always making others unhappy. In the end, our lives are ruined. In other side, if we learn to compete with ourselves, that means making ourselves better today than yesterday and much better tomorrow than today, improving our personal performance from day to day, what will happen. Moreover, together with this principle if we understand to make collaborative partners with others in team work to solve any difficult situation, the society will be different and the world order will be wonderful to live.

#### 4. *Quality is a journey not destination:*

Quality is a dynamic process. One cannot find an ultimate goal to quality. It goes on changing every moment. Even the best products or the services have a limited life. The toy we played in our childhood is obsolete for the children of this time. The software we are using today will be obsolete after few weeks or few months. Let us not stop at a point of production satisfying with our quality, let us continue improving and if we cease to improve, we will be diminished. We need to form a habit of learning and improving the quality more and more in different features and dimensions.

#### 5. *Think outside the square within a circle:*

We have always been taught a part of this phrase, i.e., always think outside the box or outside the square. The guiding principle I learned is 'think outside the box within a room, or think outside the square within a circle'. We all know that we have a periphery or constraints for anything we design or do. Without knowing constraints, if we start making a metro-line in Kathmandu or train line construction between China and India, we will be frustrated. Go slowly step by step, as a very famous Japanese term "KAIZEN" guides us. Think out of the box in one room, then shift to another bigger room and think again out of the box, till we go out in free world to think out of the box.

#### 6. *Continuity is much more arduous than Initiation:*

Many of us must have felt this difficult situation in all our life. Establishment of any institution, or designing and producing any product or services is not very difficult. If we have human and infrastructure resources and technical

knowhow, we may start it, immediately. However, to give continuity for longer period, 20 years, 30 years or even 100 years, it need a very careful and strong principles to dynamically update the products, process and coping techniques for ever changing societal environments. We need to be very careful and take cautious from the very beginning. Even Nepal AOTS, as an organization need to be very careful on it.

### MY DELIVERIES

I wrote a book titled an introduction to Quality Circles in Nepali language (क्वालिटी सर्कल: एक चिनारी) which is published by Nepal AOTS in 1997 with an objective of training QC Circle to Nepalese managers and workers. I team up with Nepal AOTS volunteers and initiated domestic lecturing tour organizing trainings to Nepalese managers and supervisors of mostly manufacturing industries in different industrial centers like Kathmandu, Chitwan, Hetauda, Biratnagar, Butwal and Bhairahawa collaborating with local chambers of commerce and industry. With all your blessings, I took the responsibility of presidentship of Nepal AOTS for the period 1998 to 2000. I wrote a guide book on Students' Quality Circles with an objective of developing personality of young minds at schools in 2006, published 2nd edition in 2009 and 3rd edition in 2013. At the moment, these books are used in several countries of Asia. I established two major not-for profit organizations for promotion of quality in Nepal. The first one is NQPCN (Network for Quality, Productivity and Competitiveness, Nepal) in 2004 and the second one is QUEST-Nepal (Quality Circles in Education for Student Personality Development, Nepal) in 2006. Their purposes are self-explained by their respective name itself. Both of them are satisfactorily progressing as per their purpose. Lately, I have published my Haiga book containing art and Haiku poems in 2018. Many of these arts are published in edited International Haiku magazines, too.

### ACKNOWLEDGMENTS

In this context, I like to sincerely thank to Japanese Senseis with whom I learned a lot at AOTS like Prof. Takanaka (Chusanren), Prof. Ono (Keo University), Prof. Akimoto, Prof. Kume (Tokyo University), Prof. Kano (Tokyo Science University), Prof. Fijita, Prof. Bany'a (Saitama University), Kuniharu sensei and many others. It was impossible to go ahead without a strong support of Yamamoto san and Hussain



san. I like heartily thank them both. Moreover, I like to express my heartfelt thanks to my colleagues Sunil Vijaysimha and Neelum Desilva (Sri Lanka), Khairul Bashar and Kamalur Rahman (Bangladesh), Kamran Moosa (Pakistan), Cristina Francisco (Phillipines), Vikram Nabar (India), Hesam Kashfi (Iran) and many others who gave me opportunity to share my knowledge with the people at their respective nations. Most of these occasions, I shared Japanese style management creating new knowledge on the basis of my learning at Japan to colleagues at Bangladesh, Sri Lanka, Philippines, Iran, Singapore, Korea and India. Last but not the

least, I cannot forget the support I got from my colleagues in Nepal for continuing to work with the guiding principles of life which I basically learned for AOTS Japan. To name few here, I like to acknowledge Purushottam dai, Madhusudan ji, Amira ji, Ashok (both dai and bhai), Prakash ji, Ramesh ji (both Man Sing and Nepal), Mahesh ji, Binod ji, Shravan ji, Azu ji and recently Prasant ji, Shiva Bhusan ji, Prajwal ji and many others.

Thank you all, and wish you best of luck to live happily and becoming a meaningful global citizen.



*When you look at Japanese traditional architecture, you have to look at Japanese culture and its relationship with nature. You can actually live in a harmonious, close contact with nature – this very unique to Japan.*

*– Tadao Ando*



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# EMPLOYEES ENGAGEMENT



**MR. KISHORE BHAKTA MATHEMA**

First Vice President  
Nepal AOTS Alumni Society

In the dynamic organization, employees are considered as the valuable asset where every employee participates whole heartedly and are valued.

Many successful organizations have adopted STEP model (Success through employees' participation) in their management affairs to build and upgrade their competencies to become successful.

Grooming and training of human resource enabling best utilization of human element through their proper involvement and engagement in company's affairs are the prime factor for the company's success.

With regards to "employees' engagement" **Dell Inc.** explains as follows "to compete today the companies need to win over the minds (rationale commitments) and hearts (emotional commitments) in ways that lead to extra ordinary effort"

**Gallup** organization has elaborated "engaged employees" as those "who work with a passion and feel a profound connection to their company and drive innovation and move the organization forward"

The professional body for HR and people development- **The Chartered Institute of Personnel Development (CIPD)** that accredit and award professional Human Resources (HR) qualifications- refers "employees' engagement" as "passion for work" and the "willingness to go the extra mile"

The high speed internet service provider company

**"Shaw"** defined engagement as "translating employees' potential into employees' performance and business success"

Next company-**International Survey Research (ISR)** defines "employee engagement" as "a process by which an organization increases commitment and continuation of its employees to the achievement of superior results". The ISR separates commitment into three parts: cognitive commitment, affective commitment and behavioral commitment. In other words, the three dimensions are: think, feel and act.

Based on those definitions –The crux of Employees engagement is the capability to generate the affective commitment which employees convert in practice at work place working hard along with job satisfaction and that focuses on "liking" their job and building their competency to excel.

Engagement with the set of positive attitude and right behavior that enables to deliver high performance in tune with company's **vision and mission**.

## COMPANY'S VISION:

Clear-cut future direction of the company, what the organization is going to accomplish during certain period- its goals. Strategies, values, mission etc.

When the vision is translated through employees' action- will convert into business performance.

The employees can see how their performance is linked to company's vision. This alignment between employees' effort and their performance judged through performance outcomes. When outcome is clearly seen by employees they feel engaged with a



sense of accomplishment as well, as their work has created to achieve the meaningful impact –positive contribution both to company and their personal career development as well.

In general, Employees engagement, is the **management of human energy** to generate the state of emotional and intellectual commitment towards the company through healthier and right mindset workforce that maintains and achieve the following positive results:

- : Maintain- employees' health and safety at workplace.
- : Talent acquisition - retention and employees' satisfaction
- : Attain quality product with desired quantity
- : Achieve productivity
- : Achieve growth in market share
- : Achieve profitable results
- : Maintain Consistency in performance and growth

### ENGAGEMENT SPECTRUM

Engagement spectrum of employees and work behavior:

#### A. Actively engaged

constantly learning and taking calculated risk, Solution focused, builders, teamwork oriented, move beyond the comfort zone, consistence performers and productive

#### B. Passively engaged

Routine Task oriented-they do what is told and stick to what they know (concentration only on their ritual task rather than on goals and outcomes). They grumble that their potential is not being tapped by the management. - persist unproductive relationship with managers and co workers

#### C. Actively disengaged

Actively disengaged are cave dwellers

- : such category employees are virtually against everything-speak poorly about the company and leaders-make sarcastic jokes about work
- : Look for ways to find blame
- : Are unhappy at work, they sow seeds of negativity at every opportunity -salary is the only reason they stay and put their time

: Undermine accomplishment of engaged coworkers

: Cause great damage to an organizational functioning- they are dangerous, they spoil the teamwork

### ENGAGED BEHAVIOR:

- : Optimistic
- : Team oriented
- : Solution oriented
- : Goes beyond their comfort zone
- : Selfless- think about others
- : Show a passion for learning but accept blame

### DISENGAGED BEHAVIOR:

- : Self centered
- : Pessimistic
- : High absenteeism
- : Problem oriented-negative attitude
- : Egocentric
- : Focuses on monetary work
- : Accepts credit but passes blame

### IMPORTANCE OF EMPLOYEES' ENGAGEMENT:

- : Engagement Drives performance
- : Engaged employees look at the whole of the company and understand their purpose-where and how they fit in. This leads to better decision making on performance matrix and KPIs.
- : Organization with engaged workforce outperform their competitors
- : Organizations having engaged employees have a higher EPS and resiliencies and recover more quickly after recession and financial setbacks.
- : Engagement is a key differentiator when it comes to growth and innovation
- : A company that has an effective employee engagement strategy and a highly engaged workforce is more likely to retain top performers as well as attract new talent
- : Such Successful organizations are value driven with employee centric culture
- : Reduced attrition rate
- : Reduced overhead costs

- : Increased productivity
- : Increased profitability
- : Increased innovation

### **FACTORS THAT MOTIVATES TO FOSTER EMPLOYEES' ENGAGEMENT:**

- : Clear- realistic and achievable goals and objectives
- : Respect and trust from supervisor who believes on employee and wants them to excel
- : Employees Commitment linked to performance of end result
- : Feeling of pride to work and sense of empowerment
- : Job autonomy and awareness that their contribution makes a difference
- : Timely Recognition and reward to the deserving personnel
- : Opportunity to learn new things at work and given interesting things to do
- : Freedom to determine how employee achieve their goals
- : Mutual trust and respect among co workers

### **FOCUS IN EMPLOYEES' ENGAGEMENT-** Strategy for capacity building of the company:

- : Career development and leadership development exercise
- : Recruitment- Hire correct person at all levels
- : Maintain healthier relation with the team
- : Involve and motivate the team
- : Support their creative idea –creativity for betterment
- : Create culture of accountability and ownership of task
- : Promote open communication-transparency
- : Drive productivity-target card
- : Give reward and recognition- to reflect company culture-values & beliefs
  - As per behavior study's findings- 14% increase in employees' productivity and engagement drive occurs due to on time recognition and reward
  - Adopt Employee of the month-gift cards scheme etc.

- : Suggestive feedback system-suggestion box Vs idea generation platform
- : Training-learning & development
  - Gallup survey \* 94% retention rate if employees see an improvement in their professional lives

### **CONCLUSION:**

Employees Engagement is the game changing model to achieve organizational efficiency and productivity at the workplace.

- : EE generates productive human energy and unleashes the talent of human resource that carries organization to a newer height
- : The engagement wheel- 3As
  - "Awareness"- Become aware of owns attitude and engagement level, Including their team members
  - "Align" – each members' role and task with organizational goals and objectives
  - "Act"-to achieve engagement

The engagement wheel drives the human energy, that helps the company to attain organizational profitability and growth.

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लोकल कुखुराको मासु



लोकल कुखुराको अण्डा



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गाईको शुद्ध घ्यू



# शुभारम्भ

## गाईको शुद्ध दुध

### खुशीको खबर

व्यवसायिक गाई, भैँसी तथा बाख्रा पालक कृषकहरुलाई खुशीको खबर

सुपाच्य पोषणयुक्त, मकैको साइलेज आवश्यक भएमा सम्पर्क गर्नुहोला।

शुभारम्भ एग्रो प्रा.लि.

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९८०६९९६६००  
९८६९९३८०००








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## “कामना सेवा विकास बैंक अब मेरो रोजाईको बैंक”

*Ravi Lamichhane*

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# IMPACT OF KNOWLEDGE MANAGEMENT ON ORGANISATIONAL PERFORMANCE IN THE INFORMATION TECHNOLOGY SECTOR IN NEPAL



MS. DURGA UDAS

Fusemachines Nepal Pvt. Ltd.

## BACKGROUND

Being a part of Fusemachines Nepal, I came to know about Nepal AOTS during visits by President AOTS, Japan, Mr. ...., Managers AOTS, New Delhi Mr. ...., Mr. .... and advisor Nepal AOTS, Ms. Amira Dali, at Fusemachines Nepal Pvt. Ltd. on 19th Feb 2019 from the invitation of Er. Mukunda Pd. Joshi, currently an executive member at Nepal AOTS and Managing Director of Fusemachines Nepal Pvt. Ltd. They were found to be really impressed seeing the progress of Fusemachines Nepal Pvt. Ltd. I have also been provided opportunities on being a part of some of the training conducted by AOTS. And now another opportunity to publish an article in Talim Magazine from Nepal AOTS has opened the door for me in publishing my first article in my career which has always been one of my bucket list.



In regards to this, I recently conducted a study on the topic "IMPACT OF KNOWLEDGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN THE INFORMATION TECHNOLOGY SECTOR IN NEPAL". During my academic year of masters degree of management, I became familiar with the word 'Knowledge Management'. Being a part of an IT company, and connecting Knowledge Management with IT sector knowledge, I came to realize that knowledge management is even more important for both employees and organizations in terms of uplifting skills and improving their performances. Hence, with this realization, I consulted with professors from colleges and Er. Mukunda Pd. Joshi to conduct a study on the above mentioned topic. An article on the study I conducted is presented below.

Knowledge is justifiable fact, belief, information acquired during different phases of human life cycle through experience, occurrence of the events, academic enrollments and many more. None of us are away from this globalized world and with this each one of us require knowledge to understand the current practices. The creation and diffusion of knowledge have become even more important factors in competitiveness (Dalkir, 2005). Being different in this competitive world is only possible through updating oneself with the new theories, skills and knowledge, current practices, innovations, ideas, discoveries. The ability to manage knowledge is becoming increasingly more crucial in today's knowledge economy (Dalkir, 2005). Therefore, today's globalized business world has felt the importance of knowledge management in their business to succeed in this competitive world.

The pandemic, COVID-19 was the period, which brought the importance of information technology in daily life. We experienced a high level of information and knowledge sharing through the help of information technology. This proved how important knowledge management is in the information technology sector. Acquiring available data as raw information, transforming them to meaningful and useful knowledge, storing them and their easy access was highly active. This led people to get aware of the situations during the pandemic on time. However, having said that, still many of the organizations feel waste of money and time when it comes to knowledge management and this is one of the reasons for the failure of most of the companies. In response to this problem, there has been research conducted in Nepal to investigate the impact of knowledge management on organizational performance in the field of banking sectors and tourism sectors but not in information technology sectors. Hence, to fill this gap, a study was conducted by me. The study was directed towards answering the following questions:

1. Is there a significant relationship between knowledge management practices and organizational performance?
2. How knowledge management practices influence organizational performance?

The study measured the four independent variables of knowledge management: knowledge acquisition, knowledge conversion, knowledge application, knowledge protection and a dependent variable: organizational performance through a structured questionnaire. Descriptive, relational and causal research design were adopted for the analysis of 160 responses from senior resources out of 300 distributed questionnaires with response rate of 53.33 percent. The responses were measured in the five-point Likert-type scale rating system. The result uncovered the relation and effect between knowledge management and organizational performance.

Through the correlation analysis, it demonstrated that all the independent variables: knowledge acquisition, knowledge conversion, knowledge application and knowledge protection have positive and significant relationships on organizational performance at 99 percent confidence level. The results received from regression analysis were different. The analysis showed that there is no effect of knowledge acquisition on organizational performance with a corresponding p-value of 0.946, which is greater than 0.01 level of significance.

Whereas, the effect of knowledge conversion on organizational performance was found to be positive with the corresponding p-value of 0.001, being less than 0.01 level of significance. The analysis also showed that there is no effect of knowledge application on organizational performance after finding the p-value with 0.266, which is greater than 0.01 level of significance. Likewise the p-value with 0.001, being less than 0.01 level of significance, signified that there is a positive effect of knowledge protection on organizational performance.

R<sup>2</sup> equals 35.60 percent, which showed 35.60 percent variations in organizational performance due to knowledge acquisition, knowledge conversion, knowledge application and knowledge protection. The remaining 64.4 percent change was explained by other factors, which were not included in the model. The other factors that affect the dependent variable are F value: 23.002 and significance level: 0.001 which stated the acceptance of the regression equation as  $\text{sig}=0.001<0.01$  which validated the regression model fit.

The study concluded that the relationship between knowledge acquisition and organizational performance is positive as well as significant. However, seeing from the point of leaving impact, only acquiring knowledge does not bring positive impact on organizational performance. Similarly, the relationship between knowledge conversion and organizational performance found to be positive and significant. The result also proved that converting knowledge into meaning left a positive impact on organizational performance. Likewise, the relationship between knowledge application and organizational performance was positive proving that application of meaningful knowledge has a direct relationship with organizational performances. The result also proved that there is a positive and significant relationship between knowledge protection and organizational performance as this lets organizations use the protected knowledge whenever required and help in bringing out the quality performances.

The results of this study is believed to be helpful to IT firms of Nepal and firms from other sectors as well in realizing the importance of knowledge management in their organizations and implementing them to broaden their business areas in terms of clarity on vision, mission and strengthening their organizational performances. Since the sector of information technology is growing fast and beyond our imagination, being updated on the latest knowledge and theories is the most important. From the findings and literature

reviews, this research stresses on the importance of knowledge management. Evolution in technology is the result of continuous improvement in tech knowledge. This proves how important is managing knowledge within the organization to improve the organizational performances. Hence, the study suggests business firms of Nepal on implementing knowledge management and increasing the productivity that will ultimately help not only firms but also benefit the whole Nepal widening its areas of expertise, compete in the global market, and bring more opportunities benefiting everyone.

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*— Donald Richie*

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# ४ जनालाई ५ वर्षसम्म कुल रु. ८४ लाख सम्मको बीमा सुनिश्चित गर्ने सर्वश्रेष्ठ बचत खाता






एउटै खातामा प्राप्त गर्नुहोस् सर्वश्रेष्ठ  
ब्याजदरको साथमा २४ सर्वश्रेष्ठ फाइदाहरु।






## ३ बीमा सम्बन्धी फाइदाहरु ५ वर्षको लागि निःशुल्क:

-  रु. ४० लाखसम्मको घातक रोग बीमा
-  रु. ४० लाखसम्मको दुर्घटना बीमा
-  रु. ४ लाखसम्मको औषधी उपचार बीमा  
(ओपिडीमा रु. ५० हजार र हस्पिटल भर्ना खर्च रु. ३ लाख २० हजार)

## ३ कर्जा सम्बन्धी फाइदाहरु:

-  ब्याजदरमा विशेष सहूलियत
-  प्रशासनिक शुल्कमा विशेष सहूलियत
-  पूर्व स्वीकृत कर्जा सुविधा

## १८ अन्य फाइदाहरु ५ वर्षको लागि निःशुल्क:

-  ५ वर्षसम्म निःशुल्क डेबिट कार्ड/मोबाइल बैंकिङ्ग/इन्टरनेट बैंकिङ्ग
-  निःशुल्क लकर सुविधा
-  देशभरी रहेका कुनै पनि बैंकको कुनै पनि एटिएमबाट रकम निकाल्न शुल्क नलाग्ने
-  स्वीप इन स्वीप आउट सुविधा
-  अन्य सर्वश्रेष्ठ फाइदाहरु

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साथमा

शर्तहरू लागू हुनेछ

# '7S ELEMENTS OF A SUCCESSFUL BUSINESS'



MR. NAVEEN PRAKASH ADHIKARI

Executive Member  
Nepal AOTS Alumni Society

**M**ckinsey 7S Elements of a Successful Business' was developed by McKinsey consultants in 1980. The McKinsey 7S Elements is an organizational tool that assesses the well-being and future success of a company. The 7S elements are an organizational tool that assesses the well-being and future success of a company. It looks to seven internal factors of an organization as a means of determining whether a company has the structural support to be successful.

Since the introduction, the model has been widely used by academics and practitioners and remains one of the most popular strategic planning tools. It sought to present an emphasis on human resources, rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher organizational performance. The goal of the model was to show how 7S elements of the company: Structure, Strategy, Skills, Staff, Style, Systems, and Shared values, can be aligned together to achieve effectiveness in a company.

## 1. STRUCTURE:

Structure represents the way business divisions and units are organized and includes the information of who is accountable to whom. In other words, structure is the organizational chart of the firm. It is also one of the most visible and easy to change elements of the framework.

## 2. STRATEGY:

Strategy is a plan developed by a firm to achieve sustained competitive advantage and successfully compete in the market. In general, a sound strategy is the one that's clearly articulated, is long-term, helps to achieve competitive advantage and is reinforced by strong vision, mission and values. But it's hard to tell if such strategy is well-aligned with other elements when analyzed alone. So, the key in 7 elements is not to look at your company to find the great strategy, structure, systems and etc. but to look if its aligned with other elements. For example, short-term strategy is usually a poor choice for a company but if its aligned with other 6 elements, then it may provide strong results.

## 3. SYSTEMS:

Systems are the processes and procedures of the company, which reveal business' daily activities and how decisions are made. Systems are the area of the firm that determines how business is done and

it should be the main focus for managers during organizational change.

## 4. SKILLS:

Skills are the abilities that firm's employees perform very well. They also include capabilities and competences. During organizational change, the question often arises of what skills the company will really need to reinforce its new strategy or new structure.

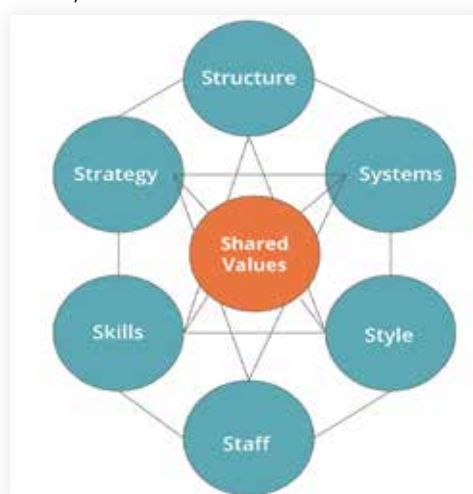


Fig. 1: 7S Elements

**5. STAFF:**

Staff element is concerned with what type and how many employees an organization will need and how they will be recruited, trained, motivated and rewarded.

**6. STYLE:**

Style represents the way the company is managed by top-level managers, how they interact, what actions do they take and their symbolic value. In other words, it is the management style of company's leaders.

**7. SHARED VALUES:**

Shared values are at the core of McKinsey 7s model. They are the norms and standards that guide employee behavior and company actions and thus, are the foundation of every organization.

The model can be applied to many situations and is a valuable tool when organizational design is at question. The most common uses of the framework are:

- To facilitate organizational change.
- To help implement new strategy.
- To identify how each area may change in a future.
- To facilitate the merger of organizations.

The subjectivity surrounding the concept of alignment concerning the seven key elements contributes to why this model seems to have a complicated application. However, it is suggested to follow a top-down approach – ranging from broad strategy and shared values to style and staff.

**STEP 1: Identify the areas that are not effectively aligned**

Is there consistency in the values, strategy, structure, and systems? Look for gaps and inconsistencies in the relationship of elements. What needs to change?

**Step 2: Determine the optimal organization design**

It is important to consolidate the opinions of top management and create a generic optimal organizational design that will allow the company to set realistic goals and achievable objectives. The step requires a tremendous amount of research and analysis since there are no “organizational industry templates” to follow.

**STEP 3: Decide where and what changes should be made**

Once the outliers are identified, the plan of action can be created, which will involve making concrete changes to the chain of hierarchy, the flow of communication, and reporting relationships. It will allow the company to achieve an efficient organizational design.

**STEP 4: Make the necessary changes**

Implementation of the decision strategy is a make-or-break situation for the company in realistically achieving what they set out to do. Several hurdles in the process of implementation arise, which are best dealt with a well-thought-out implementation plan.

**ADVANTAGES OF THE MODEL**

- It enables different parts of a company to act in a coherent and “synced” manner.
- It allows for the effective tracking of the impact of the changes in key elements.
- It is considered a longstanding theory, with numerous organizations adopting the model over time.

**DISADVANTAGES OF THE MODEL**

- It is considered a long-term model.
- With the changing nature of businesses, it remains to be seen how the model will adapt.
- It seems to rely on internal factors and processes and may be disadvantageous in situations where external circumstances influence an organization.

The McKinsey 7S model can be applied in circumstances where changes are being brought into the organization that may affect one or more of the shared values. Suppose a company is planning to undertake a merger. It will affect how the company is organized since new staff will be coming in. It will also affect the structure of the company, along with strategic decision-making, as new ideas flow in through synergy.

In such a case, the McKinsey 7s model can be used to first identify the inconsistent areas – here, it would primarily be the structure, staff, and strategy. After identifying the relevant areas, the company can make effective decisions to optimally re-organize and incorporate the changes in a way that streamlines the merger process – after conducting extensive research and analysis of the consequences that the changes bring to the company.

Thanks



# LEADING CONTINUOUS IMPROVEMENT

INCREDIBLY SIMPLE, EXCEEDINGLY DIFFICULT



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## THE RELENTLESS PURSUIT OF PERFECTION

Everybody talks about it, aims for it, and strives for it – to be better, to do things better. It is a rational quest of humans to desire and pursue improvement in their beings, through individual as well as collective pursuits on a continual basis. Continuous improvement is now recognized as a pervasive aspect of management in organizations. An integral feature of TQM philosophy, continuous improvement is “the unending betterment of a process based on constant measurement and analysis of results produced by the process, and use of that analysis to modify the process.” Continuous implies that the practice needs to be part of ‘doing the work’ in the organization rather than a ‘as and when’ work or function done. It is the ongoing improvement of products, services or processes through incremental and breakthrough improvements. As simple as it sounds, continuous improvement is exceedingly difficult to implement.

Human beings are always questioning, always asking ‘why’ and ‘how’. In fact, this very questioning nature is the underlying foundation of continuous improvement. Can things be done in a better way? It’s this sort of curiosity that can lead to improvement. Questions out of curiosity stretched through systematic observation, experiment, formulation, testing and modification of hypotheses constitute scientific process of improvements. Early contributors the likes of Walter Shewart, W. Edwards Deming and Joseph Juran moved science to industry. Taiichi Ohno’s *Workplace Management* (1982), Deming’s *Out of Crisis* (1982), Masaaki Imai’s *KAIZEN The Key to*

*Competitive Success* (1986) etc. are considered to be the classics of continuous improvement. The perspective on continuous improvement emerged as that of new ideas generated, tested, refined and implemented by everyone, everywhere. Continuous improvement is thus the relentless pursuit of perfection, and symbolizes a way of life.

Philosophically, everyone wants betterment or improvement in their life, and in matters of their immediate concerns. Mathematically, if you improve 1% everyday, you improve 38 times more in a year ( $1.01^{365}$ ). Conversely, if you were to degrade 1% everyday, you get 97% worse in a year ( $0.99^{365}$ ). If this revelation does not trigger one to want to improve, one can assume there is something grossly wrong with that person.

Never settle, constantly look to do better, and get all to be involved at all times. It’s total – *everyone, every day, everything, and everywhere*. Organization must create the culture of improvement. Organizational culture is about “the basic attitudes, beliefs, customs, value systems, behavioral norms, and ways of doing things that set a general pattern for organizational activities and actions.” This system of shared values and beliefs has a strong influence on the people in the organization and shape how they act and perform their jobs. For example, improvements to happen require that the organization accords great value to creativity and innovations, and promotes initiatives to generate new ideas, knowledge and concepts. They are more flexible in business operations and adopt new ideas quickly based on requirement and effectiveness. One of the most difficult aspects of implementing continuous improvement is that it

necessarily requires a change, though gradual, in the prevailing culture of the organization.

Implementing continuous improvement requires making explicit processes, models and systems so that they are visible and can be improved. Although easier said than done, it would be beneficial to understand the basic ingredients required to implement true continuous improvement in the organization, i.e., will, skill, authority, and guidance.

1. **Will:** You have to want it. You have to develop an intrinsic belief that 'good enough never is.' We have to pass the improvement baton from the elite few to the common many. Continuous improvement is, and should be, a concern of all. Leaders must recognize that people who do the work are the experts. Show respect for people. Develop and engage them, and foster an environment of curiosity – why? why not? what if? This culture of inquiry must be accorded great value in the organization. People will make half-hearted improvement effort, if none, if they don't have a strong will to be part of the effort. A sustained employee engagement is very important to strengthen the will.
2. **Skill:** Develop the basic required knowledge and skills for improvement actions. One can never learn enough, but the people should possess, among others, the knowledge in general to distinguish value adding and non-value adding activities, conditions to eliminate (*muda, mura* and *muri*), 8 types of wastes, 5-Why's, fish bone diagram, root cause analysis, PDCA, basic problem-solving tools, 5-S, process metrics, process time, lead time, process mapping, process documentation etc. etc.
3. **Authority:** People have to be given authority to effect change/improvement. While the leadership largely exercises the authority to define the strategic direction, the 'what' aspect of that lead the organizational operations, the frontliners should be given the authority to translate the 'what' into 'how'. Failure to do this will lead to disengagement of the people. Just giving authority may not be enough. There are people who do not open up easily. Leaders need patience to encourage them, draw them out, and unleash their potential. The middle managers have larger role in identifying such employees and drawing them out.

4. **Guidance:** The culture provides broad guidelines and boundaries for the behaviour of the members of the organization. In the context of continuous improvement, it is necessary for leaders to set boundaries through learning and development. Sounds paradoxical, but give every team member freedom with boundaries. Train them, teach them what can be done and what cannot. The pursuit of continuous improvement provides unlimited scope to stretch one's imagination for betterment, but doing so has to be within the bounds of, say, the law and organizational policies. Supervisors and managers must become proficient about the processes, and assume important roles to guide the whole improvement process with the help of improvement coaches or consultants if needed.

### I AM OK YOU ARE OK CULTURE

Developing improvement culture in the organization can only be possible if, foremost, the leader creates an atmosphere where the people feel safe, and are open to learning. The right atmosphere is one that makes people feel that everyone is 100% OK. We must strive to reach the Level 4 quadrant denoted in the diagram – "*We are great!*" Such a culture is the starting point for continuous improvement.

		You Are	
		... Not OK	... OK
I am	... OK	<i>I'm great ... and you are not</i> <b>Level 3</b>	<i>We are great!</i> <b>Level 4</b>
	... Not OK	<i>Life sucks!</i> <b>Level 1</b>	<i>My life sucks!</i> <b>Level 2</b>

In such a culture, people feel safe to talk about their fears, concerns and assumptions. Exhibiting the other levels of negative and depressing feelings only generate inhibitions, hesitations and reluctance to contribute creative ideas and show half-hearted participation in the improvement effort.

### SYSTEM-SYSTEMATIC-SYSTEMIC

Continuous improvement is a *system* in which groups of people and processes work toward a common goal of enhancing the quality, productivity and competitiveness of the organization. Continuous improvement is a *systematic* set of actions that results in positive outcome. It is process-driven, not

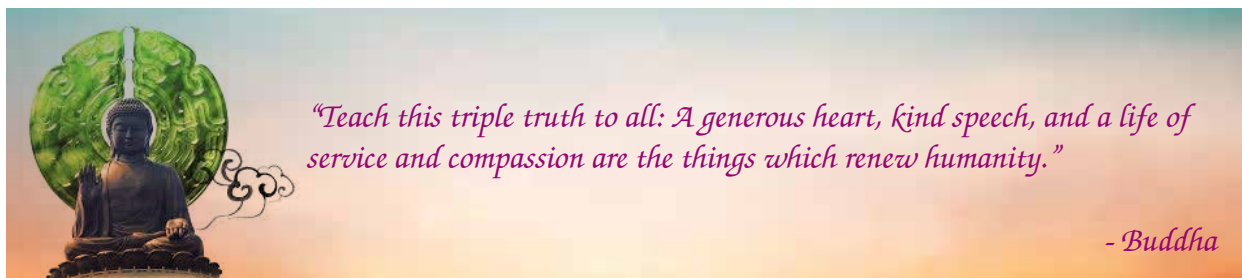
haphazardly carried out actions. Actions are done step by step in orderly manner, and all actions that lead to improvement are reviewed and standardized. Continuous improvement is, therefore, *systemic*. It affects the entirety of the organization. It is used wherever and whenever needed, and applies to all levels of work in the organization.

### SKEPTICISM, CYNICISM AND RESISTANCE TO CHANGE

There will always be skepticism and cynicism of those who do not believe the continuous improvement process will work. This can only be overcome by continued, diligent and sincere efforts of the leaders to restore the faith of those people on their personal abilities and positive value added. The inherent nature of people to resist change will always put off people from treading new grounds.

Change in work culture, change in performance expectations, and the pressure to come out of the comfort zones breed 'fear of the unknown' among many. This fear is not easily overcome, but leaders must work hard to allay such fear through education and communication, participation, facilitation and support, or other proper means, and empower everyone to participate in the improvement effort.

There is no panacea to success – no single perfect action that can be taken that will successfully implement continuous improvement in the organization. Success is achieved by taking one step at a time along the path of betterment and accepting the journey as a way of life. Remember – improvement has no limits. Never stop trying to improve.



**सीताराम गोकुल मिल्कस् काठमाडौं प्रा. लि.**

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An early and active proponent of democratizing AI, Fusemachines strives to make AI education accessible globally. There is a greater need than ever for qualified engineers as the largest tech companies push their uses and applications, making them more present in our daily lives. To enable this disruption, we seek to find and nurture talented engineers all over the world and bring them into the global AI market.

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# EXPERIENCE SHARING OF EVENT MGMT



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First Vice President  
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**S**ynopsis of Interesting features related to **managerial communication** and **competencies** based on attributes shared by Mr Nakano – A young Japanese president of an event management company (based in Kashiba city- Nara prefecture) on the topic “Creating a culture to turn the company into an autonomous group’.

Learnings, based on ICOSA-Japan run web seminar dated 17th July,2021.

## PART I

### a. Success story of Event 21 company:

Company’s Mission-You happy, we happy!

- : The company, founded by Mr Nakano’s father in the year 1990
- : The company was initially involved in a limited field of sub-contracting business (only)-making sign board and tents for the event management company
- : Mr Nakano was forced to take over the company as director in the year 2007 due to death of his father
- : During the time of his takeover his company was at the verge of liquidity crunch

### BEFORE

- No of employees 4
- No of bases 2
- Annual Turnover 400 million yen in 2014

Mr. Nakano gradually turned around his father’s company from the initial stage of bankruptcy to 1.6-billion-yen revenue generating company between the period 2007 to 2021 –**The company’s success is credited through his creativity and innovativeness in management practices and its right implementation, managing various factors like risk managing aptitude, adoption of right profitable strategies and dedication through hard work by mobilizing the entire team and winning their confidence to attain profitable results.**

### AFTER- (ON 2019)

- No of employees 175
- No of bases 22
- Annual Turnover 1.6 billion yen

### b. Mr Nakano admitted the following (three) factors as the driving force for success of his company:

1. **Selection of right Business Model** –adoption of right business strategy (as mentioned below to determine **profit & growth**)- Collaboration with business partners for cost competitive and value added service delivery
2. Recruitment of **talent** manpower followed by talent retention policies and practices
3. **Winning the confidence of entire team members so to achieve Solidarity** of employees to move towards right direction (common goal- common purpose- common effort)-employees to pull rope in same direction to turn around the business

### c. Adopted the game changer business strategy for profit & growth:

- i. In order to capitalize the prospect of **online market** –Company Initially invested and learnt about web creation and web site management- After learning the web related skill, disseminated business information and promoted businesses (orders & quotations) through web marketing. Understood the new need of young customers to develop new products- and posted customers' feedback as transparent measure to apprise new customers on the company's service credibility. \* thus succeeded in getting more orders and increased revenue
- ii. Moved away from **sub-contracting business** of merely making sign boards and event equipment (working) under the principal order caterer (event management company).
- iii. **Ventured** in event management business as full-fledged service provider and organizer (from production of event related equipment like sign boards etc. to rental business of equipment, facilitating the clients for Venue selection and undertake the construction activities in the event venue-thus extended the business to cater complete event management services, subsequently attained the increased revenue).
- iv. **Adopted** aforementioned strategies to attract wide range of clienteles for broad spectrum of services to cater the consolidated need & requirements of event management industry- amusement, leisure, fashion & glamour, automobiles, wedding events, advertising, publishing and media industry to the need of diplomatic mission of various countries for their trade fair arrangements.
- v. Ventured into **new business-** planning and organizing the on line events\* considering its rapid demand due to COVID-19
- vi. Company **adopted** "You happy. We happy" as their **management philosophy** and making the world happier through event business. – creation of corporate culture based on company's philosophy.
- vii. Linkage of management philosophy in Business plan- business goals & targets are cascaded down to departmental level and reaching at each individual employees' level.

Thus the employees undertake the ownership of their task, roles and responsibilities.

- viii. **Promotion of Collaborative** participation of employees through 23 **committees** across the business division. All employees participate in the committee and in periodic training camps. (It is interesting to note that company do not have HR department- whereas the committee manages HR affairs and recruitment activities as well. Owner is generally not involved in recruitment –the first time owner meets the selected employees- in the welcome gathering of company hosted for new entrants)

The beauty is that instead of instructing the employees what to do –it is task of adding what they want to do further in the business plan and make their own task plan and submit to seniors.

Managers and seniors share and follow their goals and targets and how they want to move their department –in case of annual plan – what it should be for 9months and 3 months. Its linkage and impact in respective PQCDSM sphere of activities

Thus each employee knows about their 9 months and 3months goals, targets and task plan. This create culture of autonomy and independence

- ix. Departments to Rotate PDCA wheel each month to check the missing points with their boss. Apply countermeasures for correction and on time review

### d. Company performs employees' performance appraisal on each quarter. Based on the performance appraisal findings -reward and promotion thereafter will be decided by the management

## PART II

### a. My Personal Analysis:

Mr Nakano's Event 21 company worked hard on a long term basis for creating a culture to turn his company into an autonomous group.

- : Corporate culture and information sharing did not surge the sales, but succeeded in getting out of subcontracting business after 20 years
- : Company Promoting corporate culture and employees' participation through 23 committees and 3 directors
- : Information sharing and collaborative participation alleviates employees' performance
- Trust, respect for employees, and sharing



of information for the purpose of improving business competency will strengthen the intrinsic motivation level of employees to achieve the desired goal. This intrinsic motivation (non-monetary incentive) moves the people. Hence extrinsic motivation (fear & reward) only is not a long lasting solution to move the people.

- Employees participation creates ownership of task and responsibilities and commitment to accomplish goals of quality, productivity and growth even in difficult and uncertain period.
- Information sharing and respect to employees enhances the joy of working at workplace with leverage for autonomy in work practice.
- Employees desire for **autonomy** in work, **good relationship based on values- respecting each other's autonomy** and **building competency** at work place are the driving force of intrinsic behavior for which information sharing is the soul.

Competency –able to accomplish the task efficiently and effectively (doing things right and doing the right things)

: Employees are the driving force for growth of company-who can move autonomously-feel rewarded to work and grow as human resource to make their customers happy

: In this era of knowledgeable workforce, System and mechanism can not to be created by force. It delivers well, if felt by employee as worthwhile with a sense of achievement in result

## b. My Personal views:

**Constrain to imitate & practice the learnings of the Japanese management practices in the case of Nepalese environment-**

: Autonomy in work, working relationship connected with values that generate competency through Solidarity culture is not an automatic process.

- It requires two-way commitment and **trust** from and between owner, management and employees to practice and promote intrinsic behavior at workplace
- It requires the promotion of work environment through the joint effort of owner, management and employees that values “people” in a real sense
- It requires transparency and free flow of

communication on management policy starting from top to down in hierarchy echelon

This requires a democratic essence in the thinking process of owner/leader/manager for building trust and respect in human relationship in all dealings and interaction in the company's work environment.

Information monopoly in Nepalese corporate environment –considered as a source of authority for the top management, but they must be willing to shed that authority by sharing top level information to strengthen the authority of general employees. Are they willing to shed that authority? this aspect might raise the eyebrow and question mark from Nepalese entrepreneurs' domain. It is but natural for employers/ entrepreneurs to carry this thinking as they have promoted their family owned company with their sweat and personal investments- pumping their family equity and undertake bank loans as well by mortgaging their personal property. So, this thinking is but natural why should they adopt and promote democratic culture in their investments. Over and above that it also seems rationale -why give leverage of autonomy to employees in work practice.

: However, it is important for business owners to understand and remember that –initial progressive effect will not last long and become productive in absence of employees' autonomy and subsequent absence of democratic (working) relationship.

- This cannot be possible in a work environment where the owner or top management carry feudal thinking influenced by dominance of Owner considering employees as Servant. Which is deep rooted in Nepalese SMEs.

- Manager-Worker relationship in business- In Japanese environment- managers and general employees consider each other equal in personality. That is easier said than done phenomenon in our context.

This cannot be established overnight, and requires a lot of effort to change the mindset in building such work culture, and requires consistent effort from both sides to build the awareness for creating the conducive work environment in the company.

- Next bottle neck is thinking attributes and attitude of general employees – they think managing is

the management's job and not theirs.

- The lower rung employees still feel that chunk of profit through their hard work is reaped by owner and management and why should they bother for their benefit- strongly inculcated such polluted thinking pattern as politicized by most of the Nepalese trade unions as well to demonstrate their presence and strength in industry.

#### **Proposed role of Nepal AOTS:**

To foster a conducive work culture, Nepal AOTS's training division to soldier this responsibility through various training- education and awareness drive- pursuing the owners and employees (managers & workers) separately.

To pursue the owners that such autonomy fostering work environment will ultimately lead to attainment of profit-through efficiency drive in PQCDMS spectrum of their business activities

Also pursue them to apply PDCA cycle on weekly and monthly basis to monitor for immediate correction through countermeasures (brainstorm involving employees)-this helps to generate solidarity effect as well.

Simultaneously during the period of discussions with management, we may present a suitable program on initial 3S training as the stepping stone to demonstrate quick result and control waste through 3M (Muri, Mura and Muda) application.

Next is to advise the owners to make their business plan and targets to percolate down the line reaching each departments to individual level (through HODs) so that each individual is aware of their responsibilities and take ownership of their tasks.

This exercise is the in house responsibility of owner and management of SME -which they have to independently handle, whereas, based on their request we (Nepal AOTS) can facilitate this exercise as well.

I feel that Nepal AOTS together with the resource persons involving the SMEs entrepreneurs need to collaborate to adopt" can be adopted" Japanese management practice and blend with culturally acceptable practice of local environment based on "think regional and act local" – and pursue to co create, synergy effect in PQCDMS sphere of Nepalese industry.



# कार्पेटको शहंशाह

# DIGITALIZATION THROUGH PUBLIC - PRIVATE PARTNERSHIP FOR AN INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT



**PROF. TIMILAYAMITHAPA**

Chairperson  
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## BACKGROUND

**G**overnment institutions and private sector organizations have been hardest hit by the COVID-19 pandemic and Ukraine war, disproportionately affecting institutions, in turn, people and places. The restrictions to mobility, trade and business activities to contain the virus have forced employing agencies to suffer revenue losses and even others to close operations. However, the crisis also raised a new opportunity, heightening the importance of digitalization and accelerating digital transformation. During the crisis, digital technologies have been essential for many both government and private sectors to sustain economic activities and provide necessary services. The digitalization of employing agencies is integral to building an inclusive and resilient economy and societies. Internationally organizations have been adopting their business models through the uptake of digital tools during the pandemic.

The digital use is the most important issue for Micro, Small, and Medium Enterprises in Nepal. The digital economy's strength has been demonstrated to be valuable, and its application can improve communication skills, interpersonal skills, and company operations and performance of SMEs. While the possibilities are numerous, many natural resources; many governments' productive human resources; many partners working together to create MSMEs. It is a challenge for the government and concerned stakeholders to create a favorable environment for them by reviewing existing policy which encourages market availability by imported products of superior.

Small and Medium-sized Enterprises (SME) and Startups have been lagging in the race of digital transformation in Nepal due to poor Academia and Industry integration. They are missing opportunities to reduce costs and compete on more footings. Those who are adopting digital model they are often outsourcing digital solutions. Covid -19 has accelerated digitization, however, risks have intensified for instance digital security attacks called Cyber pandemic. Large policy consensus is needed to speed the digital transformation and on how to do it (complexity? Scope? Targeted vs mainstreaming?) easing SMEs and Startups access to strategic resources. Among strategic resources massive investment on Human Capital should be among the top priority. Facilitation is necessary for fintech and alternative sources of finance including business innovation and supply of digital solutions improving their linkages to knowledge networks, hubs and platform for learning and testing. The digital transformation presents several opportunities but also generates new risks for economies, requiring the implementation of adequate policies. Despite high mobile phone penetration, significant Internet service coverage and progress in e-commerce, Nepal still needs to build infrastructure, develop human capital, promote innovation and deregulate the digital environment if it is to exploit its full potential. Government should invest on youth for engaging them in development works.

## DIGITAL FRAMEWORK NEPAL

The government released the Digital Nepal Framework, which contains 80 activities in eight categories. The Framework is the driving force



behind Nepal's digital transformation. And, despite inspiring an explosion of ICT growth in recent years, notably following the craze for 'digital,' the government has yet to give a big and tangible commitment. It was approved by the government on October 22, 2019 and has been included in the 15th plan as a game changer project. The effective implementation of the Digital Nepal Framework and achievement of all 80 initiatives under the eight sectors, requires enhanced ICT infrastructure and qualified human resources. The government cannot possibly achieve this goal without the support of the private sectors since the private sectors have been leading the technological transformation in Nepal. The government can invest in developing the required infrastructures and improve Cyber Security through public-private partnerships. Similarly, it can facilitate the stakeholders involved by drafting policies that create an enabling environment for them to work on the Digital Nepal initiatives. The government can also create skill development programs to develop a capable workforce.

Right business environment is required for regulatory framework, e-government and e-services, high quality digital infrastructure. Promotion of the whole of government approach in long term strategic frameworks, governance arrangements in emerging policy areas, selling consultative instances and advisory groups supported by THINK TANKs is necessary. Removing regulatory barriers and market distortions., expanding infrastructure coverage (speed, reach). building more evidences, comparable data, sectorial studies and business cases (successful or not) to inform all relevant actors, international cooperation and knowledge sharing are all necessary. Experts should explore the conditions under which digital innovation opportunities emerge in small and medium-sized enterprises (SMEs) for accelerating the Digital Nepal. Capabilities are required to shape the exploitation of digital innovation, namely market offerings and the digital business process. Human collaboration, technical, and innovation capabilities—human, technical, and innovation capabilities contribute to market offerings, while human, collaboration, and technical capabilities contribute to the business process.

Although the situation on the ground is improving, internet connection remains relatively expensive, slow and/or not always readily available. Spatial inequalities are marked in ICT connectivity with direct effects on territorial innovation, growth and job creation. Access to digital services also impact

popular access to financial services. The research and innovation ecosystems struggle to fuel the entrepreneurship and SME sector with new ideas and opportunities. Academia is poorly linked with the private sector in Nepal. The country also suffers from low private sector funding for research and development (R&D), little public incentive to invest in R&D and unfavorable intellectual Property (IP) and Cyber Security policies.

## COMMUNICATION NETWORK

Nepal is investing in expanding access to broadband and engaging more people in the digital economy. The engagement of NGOs, INGOs and private sectors should be encouraged to work as eco - system partners with the concerned ministries of Nepal government. The new project funded by World Bank will support the implementation of the Digital Nepal Framework. Nepal's goal is to promote an inclusive and secure digital economy that will connect people and businesses to information, services, and markets. The project will improve access to high-quality and affordable broadband services, especially for people and businesses in remote rural areas. It will also support and secure the delivery of digital government services through improvements in Nepal's data infrastructure and Cyber Security. Specific activities will seek to boost internet use, digital skills and entrepreneurship, and access to digital services by women, ethnic and social minorities, and persons with disabilities. The project will also create better job opportunities for people by providing digital skills development training. SMEs to be effective engines of inclusive growth which is one of the constitutional requirements of Nepal government.

There is a need of strategies, policies and programs for the development of four components of this ecosystem, namely: high-speed networks, services, applications and users. There should be efforts to strengthen the service-based competitiveness (service-based competition) as well as in equipment (facilities-based competition) by reducing the cost of entry into the market and network development. Institutions should be formed with the purpose of organizing a well-designed ICT market, and their activities with well-regulated improved authority responsible for licensing and supervising telecommunications activities focusing on high quality of services and affordable prices for the citizens. Broadband-supported tools in regional countries are enabling MSMEs access to and easier management of information technologies (IT).

These tools are offering new ways to communicate and reach customers. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth.

## AI AND SERVICES

AI as a service allows organizations to exploit state-of-the-art AI, ML, and cognitive solutions without heavy investments into infrastructure, skilled personnel, or maintenance overheads. It acts as a driving tool to boost add-on functionalities into existing products and services. AI will play an even greater role in the service delivery process with machine learning models able to predict with greater and greater accuracy. While the promise of AI is not yet fully realized, there are already many ways to integrate it into existing service and support channels. One of the most common use cases for AI in field service is for AI to identify the right field service management resource to address a particular task at a time that makes sense for both the customer and the business. This is a challenging problem that depends on the characteristics of the task and the capabilities of the field service professionals, amongst many other variables, to determine the solution. AI and machine learning are now becoming essential to information security, as these technologies are capable of swiftly analyzing millions of data sets and tracking down a wide variety of Cyber threats — from malware menaces to shady behavior that might result in a phishing attack. These technologies continually learn and improve, drawing data from past experiences and present to pinpoint new varieties of attacks that can occur today or tomorrow.

Nepal should start embracing Artificial Intelligence (AI) for the digitalization of the nation. Regional countries are rolling out Five G (5G). India is drawing strategies for 6G. Nepal is behind and should review the communication infrastructure policies. Future technologies like artificial intelligence, robotics, big data, blockchain, and IoT will be widespread. In regional countries strategies for adopting AI backed by acts and preparing right kind of frameworks are already on the way. Nepal should also start necessary initiatives by engaging concerned stakeholders. In Feb. 2019 IT Bill was proposed in the house of representatives, however, couldn't get approval because it threatened the

freedom of expression. Government has drafted Cyber Security ACT and is collecting feedback from concerned stakeholders. Reviewing is important for digital transformation. Article 28 of the Constitution has declared the right to privacy and protection of information as a fundamental right. Although privacy was protected in some way under the Criminal Code, the Individual Privacy Act 2018 ("Privacy Act") was introduced with the purpose of giving effect to the constitutional right.

## HUMAN CAPITAL FORMATION

One of the emerging development strategies to exploit technology is to develop the country's human capital to be of high caliber with goodness, ethics and morals, discipline, and a positive attitude toward society. New emerging trend is to focus on the most essential issues is education for human capital building. Empowered people with capability of exploitation of emerging technologies will become the work force that drives a sustainable developed country. Old historical scientific evidenced based facts should be the approach backed by Buddhist concepts for teaching and learning. The holistic view of the world in which everything is interrelated, the discipline, and the interpersonal relations. The western concept emphasizes the development of knowledge, skills, and behavior whereas the Buddhist approach polishes inside, or develops people's minds and souls.

Buddhism, though primarily misperceived as merely a religion, can be regarded as an integrated source of ideas and insightful learning for so many disciplines and branches of human knowledge, which we are even unaware of till the date. Buddhist values are found incorruptibly alert and alarmed to highlight the profound principles of organizational work ethics, business values, rules and regulations, theory, doctrine, precepts, moral conduct and behavior of the people which are few of critical discussions that modern management practice urges to gauge the success of any institutions. Highlights on the relationship between Buddhist values and work. ethics on human resource management (HRM) practices and organizational performance are important.

An organization in hyper-competitive global economy is only as innovative and successful as the talent it attracts and energizes. Today's institutions demand not only people with STEM (science, technology, engineering and math) skills, but also for people who have the innovative

acumen to help differentiate themselves from competitors. Supporting institutional growth requires balancing skills requirements across disparate global labor markets with fast changing economic conditions. This accentuates the role of human resource executives, who are increasingly being called upon to serve as strategic partners to their businesses. To respond to these challenges, HR executives are looking to accelerate digitization to more electively attract and retain needed talent, as well as to manage services and requirements in a more streamlined way. There's a significant self-service aspect to modern Human Capital as well, and for current and potential employees, the ability to manage their work lives through online services ensures higher levels of satisfaction and productivity. For business leaders who are also promoters of ICT, modern Human Capital, with its cloud-based tools, provides a more complete visual picture of the employment lifecycle and helps bring together formerly siloed knowledge and work practices of enterprises. Fully digital Human Capital will also help bring about a corporate culture that emphasizes talent Human Capital management that are agile and adapts to changing markets and opportunities for the business. Digital Human Capital Management is transforming HR, with all its many aspects. Digital Human Capital has a huge productivity impact, as it frees up HR managers' and professionals' time, enabling them to focus on activities that are of more strategic value to their businesses. Moving with the speed of the technology today allows people to be strategic and leverage data, and make strategic business decisions. During this phase academic curriculum should be redesigned so that teachers focus on students on training of minds in computing way backed up by knowledge of Mathematics so that they learn to adopt with the digital world.

Education ministry of Nepal has to play lead role in introducing AI in the school curriculum by developing an integrated curriculum, and AI as an elective subject implementing in classes 8-10. Guardians should be made aware of the new developments and concerned stakeholders have to be proactive in giving students ample exposure to AI. To prepare the future workforce to live and thrive in a society where this piece of technology is so fundamentally ingrained, several schools are now offering age and level appropriate training in artificial intelligence, programs in innovation and integration of technology in education. AI has

also grown out of disciplines such as Science, Mathematics, Philosophy, Sociology, Computing and others, and hence, it is the right thing for any school to recognize the importance of integrating AI readiness to maximize learning across disciplines.

### THINK TANKS

Nepal also needs THINK TANKs to work with volunteers from not-for-profit Think Tank, staffed mostly by volunteers from the tech world, who dedicate their time, energy and expertise towards Nepal's hard problems. They should find market players and government entities with the conviction in this approach and help everyone work together and function together. In practical terms, this means that the government builds the digital public infrastructure, and the market participants build businesses on top of it. Groups in regional countries have iterated this model and are continuing to improve and refine this model. To play such a role they use their mission to align with the Government partners, Market partners and their own volunteers. They should convert ideas into policy proposals to take to the government, stakeholders. As part of their advocacy efforts they should explain, educate and inform government policy makers and other policy bodies that a vibrant software product industry is vital to Nepal's future for digital transformation. They should have symbiotic relations with trade organizations including professionally run institutions and see them leading the charge of converting policy prescriptions into reality.

### SMES AND STARTUPS

SMEs and Startups have been adopting their business models through the uptake of digital tools during the pandemic. In Asia and the Pacific region where the use of digital platforms was fastest-growing in the pre-pandemic days, the demand for digital technology-based products has surged in 2020 despite the overall economic downturn. Youth mass is greater in Asia. Timely interventions to accelerate SMEs and Startups' digital transformation is critical in taking this momentum for sustainable productivity growth and speed the recovery across the region. The digitization of South-East Asia's economy is being experienced unevenly, and the gaps with large companies remain huge, widening inequalities. Digital divides are associated with gaps in productivity, scaling up, innovation and growth. Most of the SMEs face difficulties such as



lack of information, digital skills gaps, insufficient capital to finance, volatile regulatory environment, and accessing affordable digital infrastructure. Nepal government should learn from regional countries for creating right framework for the digital transformation of SMEs and Startups with more innovative public-private support.

Private sectors of many countries are promoting digitalization among their networks, engaging specialized start-ups. SMEs are the enablers for implementing digital strategies through tailored services and products. They should have a collective mind to address structural barriers such as skills gaps and lack of digital infrastructure and facilitate fintech and innovation. Cooperation among public and private sectors is key in enabling the digital shift of SMEs and Startups to overcome the challenges and seize the benefits of digitalization. Regulatory and policy frameworks are crucial to the development of startups and SMEs. The frameworks in general come with preferential assistance for startups and SMEs, such as tax incentives, specific regulations, training courses, initial funds, and investment matching. Nepal should learn from the experiences from other countries and engage concerned stakeholders for necessary interventions. The complicated criteria for government support and finance, policy creditability, government-centralized policy, a shortage of assessment of policy outcome, and a lack of regional cooperation on policy discourages investors. The international and regional cooperation on SME regulations and policies facilitates the connectivity of regional startups and SMEs countries. Human Capital development is necessary for supporting such initiatives. SMEs and startups do not always have digital strategies. They need such a strategy for a holistic and successful digital transformation to support good ecosystem.

## **PUBLIC PRIVATE PARTNERSHIP**

The public and the private sectors have increasingly forged working relationships and is the today's world. The use of PPPs is not new in Nepal. Different forms of PPPs have been used worldwide to deliver infrastructure services and PPP remain a relevant tool to be considered as a means to increasing and improving the delivery of infrastructure services. It is basically judiciously preparing leader and team for a PPP model. It is also establishing leadership credentials with team that are based on ethical values, sound judgment, humility, and integrity. It

is personally, embracing collaboratively developed shared visions and goals which will encourage team to embrace leadership vision. Engagement of THINK THANKs will help in accelerating this process in Nepal. IT tools are available to measure the effectiveness of the public-private partnership (PPP) leadership and measuring the vital skills and competencies that PPP leaders possess to ensure the success of PPP models. Nepal too should build a sound framework to facilitate the execution of PPP models by going through the learning experiences of other countries by engaging competent local experts. Government initiatives and incentives are necessary for all interested SMEs and Startups with a focus on Intellectual Property, Cyber Security and Innovation through global and local PPP programs for supporting SMEs' R&D and global technology exchange.

Private sectors are also playing an important role by promoting digitalization among their networks, and specialized start-ups support other SMEs to implement digital strategies through tailored services and products. They should have a collective mind to address structural barriers such as skills gaps and lack of digital infrastructure and facilitate fintech innovation. Ultimately, cooperation among public and private sectors is key in enabling the digital shift of SMEs and Startups to overcome the challenges and seize the benefits of digitalization.

Policy makers have been formulating policies and designing programs to develop small and medium sized enterprises (SMEs) with a view to create jobs and achieve inclusive growth. SMEs continues to face barriers to growth. Partial implementation of reforms explains some of the underperformance, but frictions in strategy design also played an important role. Sustaining current reforms is, therefore, not sufficient to achieve inclusive growth. Digital technologies have potential to boost SMEs productivity and growth and economies are rapidly digitalizing, thus SMEs need to embrace digital solutions to compete and survive. Therefore, for SMEs to be effective engines of inclusive growth, a rethinking of the SME development strategy is needed that makes SMEs' digital transformation a priority. Human Capital development initiatives, Cyber security and IP issues should be handled through public-private partnership functioning. It can also facilitate the stakeholders involved by drafting policies that create an enabling environment for them to work on the digital Nepal initiatives.

## WOMEN'S AGENDA

Women, during Covid-19 pandemic, faced some of its most severe and unforeseen impacts. The pandemic exposed deep, structural inequalities that exist within social and economic systems. The pandemic posed a threat not only to livelihoods from inadequate social protection systems, but also to women's security as violence against women has increased in the country. As endorsed by the adoption of the UN Security Council Resolution 1325 on 'Women, Peace and Security', women play an essential role in peace and security activities, including in accelerating economic revitalization in the aftermath of conflict and emergency situations such as the Covid-19 pandemic. Economic empowerment of women not only contributes to more peaceful and resilient societies but also protects women from issues such as domestic violence. Applying a 'Women, Peace and Security' lens to response, therefore, provides valuable guidance on the fundamental need for women's rights and women's leadership to be at the forefront of recovery. Government should speed up training to support women to start their own businesses, through training ranging from technology adoption in financial literacy to business planning to ensure that women and girls in Nepal are economically empowered and resilient in the face of crises, now and in the future. The Covid-19 pandemic has widened gender and other inequalities in employment, with women (and industries dominated by women) experiencing the largest job losses. And men currently earn most degrees and hold most jobs in these future-proof areas. This pandemic has taught the world a lot of lessons.

Do the senior elderly citizens of Nepal have sufficient knowledge and skills to record the learning lessons in order to generate and achieve their correct narratives for future generations? Girls especially should take interest in capturing and recording the valuable contents of past experiences of elderly citizens before they fade away. These meaningful contents add value to current and future generations. Women seemed to have a different risk perception and desire for protective action than the men in their lives. Researchers found that there are many barriers that disadvantage women in the event of a disaster, leaving them behind when it comes to decision-making and potentially slowing down their recovery. Eliminating the male head-

of-household model is crucial for speeding overall household recovery.

## CHALLENGES AND RECOMMENDATIONS

Ensuring protection of data, Intellectual Property (IP) and Cyber Security is a rising challenge in Nepal. All Startups, SMEs and Enterprises should be taking concern. It is difficult to streamline the few successful models adopted by private sectors. Government is abiding by strict policy and regulations. Security specially to ensures IP and Cyber Security issues should be the top priority. Environmental failure is another problem as Nepal is prone to natural disasters and also man-made disasters through unplanned infrastructure in natural resources. IT solutions to handle such situations should be encouraged.

New setup / development on IT and AI creates a new opportunity to invest in business development. More cooperation on software base development, collaborative engineering should be promoted. Government should emphasize more to adopt successful model developed by the private Sector. There should be focus on creation of a more cooperative extension of international agencies. Top priority should be given in the area of Human Resource Development to add in the new development markets. Enhancing of the collaborative monitoring and evaluation for ensuring transparency and accountability in donor projects is necessary. Equal investment is necessary in all parts of the country for digital transformation to speed up implementation of Digital Framework Nepal. G2G collaboration for easy access of working visa to hire high skilled work force from Nepal is necessary for technology transfer and international collaborations.

It is important to promote the meaningful workshops for diplomatic corps, policymakers and representatives of private-sector who are leading the change for identifying the barriers as well as opportunities in the digitalization of SMEs and Startups with a special focus on Public-Private Partnership for providing broad range of policy areas and digital strategies including SME financing, innovation, productivity, skills, and others. It eventually helps key factors at national and local levels localize new innovations in countries, further, to achieve broader inclusive growth and economic development in the region. Based on the mission of helping to serve developing countries and enabling mutual economic development through

economic and technical cooperation and enhancing mutual friendship through the establishment of human networks, AOTS has actively implemented various activities that contribute to the sustainable development of Japan and the international community in an age of rapid globalization and digitization through human resources development. AOTs Nepal has been established in 1991 with the objective of human resource development in management and technical fields in Nepal through various activities in line with its parent organization,

HIDA / AOTS, Japan. Nepal AOTS has assisted to the private sector of the nation through HRD activities and facilitated their business promotion. By end of 2017, more than 1000 Nepalese have already received training through HIDA / AOTS in Japan and more than 3300 in Nepal itself. AOTs community could be active partner for minimization of the skill gap in digital transformation of Nepal in order to build capacities of SMEs and startups and promoting the PPP models.



*Life is a song - sing it. Life is a game - play it. Life is a challenge - meet it. Life is a dream - realize it.  
Life is a sacrifice - offer it. Life is love - enjoy it.*

-Sai Baba





# सबै खाता HEALTHY बचत खाता उपचारमा OPD देखि औषधिसम्मको सेवा

**स्वास्थ्य बीमा  
१ लाख**

अस्पताल भर्ना : रु. ८०,०००।-  
OPD खर्च : रु. २०,०००।-

**दुर्घटना बीमा  
५ लाख**



\*सर्वतन्त्र लागू हुनेछन् ।



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# ARTIFICIAL INTELLIGENCE (AI) IN PHARMACEUTICAL SECTOR



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The use of Artificial intelligence (AI) has been increasing in various sectors of society, particularly the pharmaceutical industry. According to an MIT study, only 13.8% of drugs are successful in passing clinical trials. To top that, a pharma company has to pay anywhere between US\$ 161 million to US\$ 2 billion for a drug to get through the complete process of clinical trial and get FDA approval. However, adopting AI by pharma companies lead to improve the success rates of new drugs, create more affordable drugs ad therapies, and most importantly, reduce operational costs.

## AI IN PHARMACEUTICALS SECTOR:

Just as Industrial Revolution-era factory builders developed machines to mass-manufacture drugs once ground by hand, today's pharmaceutical companies are turning to artificial intelligence (AI) to both speed and smarten the work. AI could assist pharma companies in getting medicines to market faster. AI today not only does flashy gene-sequencing work, it's being trained to predict drug efficacy and side effects, and to manage the vast amounts of documents and data that support any pharmaceutical product.

## EXCITING APPLICATION OF AI IN PHARMA SECTOR:

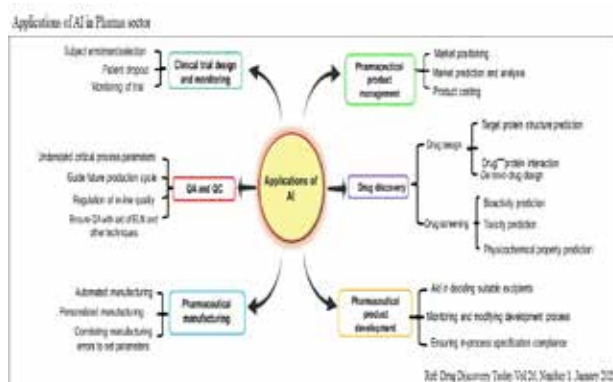
When it comes to the pharmaceutical industry, AI presents an ocean of untapped opportunities for business transformation. AI can significantly improve the value proposition of pharma companies by driving innovation and the creation of new business models.

Let's look at some of the most mention-worthy applications of Artificial Intelligence in the pharmaceutical industry:

### 1. Research & Drug Development:

AI holds the potential to improve the R&D process. From designing and identifying new molecules to target-based drug validation and discoveries, AI can do it all.

### 2. Diagnosis



Doctors can use advanced Machine Learning systems to collect, process, and analyze vast volumes of patients' healthcare data. Healthcare providers around the world are using ML technology to store sensitive patient data securely in the cloud or a centralized storage system. This is known as electronic medical records (EMRs).

### 3. Epidemic prediction

A good example of this AI application is the ML-based Malaria Outbreak Prediction Model that

functions as a warning tool predicting any possible malaria outbreak and aid healthcare providers in taking the best course of action to combat it. AI and ML are already used by many pharma companies and healthcare providers to monitor and forecast epidemic outbreaks across the globe.

#### 4. Remote Monitoring

Remote monitoring is a breakthrough in the pharma and healthcare sectors. For instance, TENCENT HOLDINGS has collaborated with MEDOPAD to develop an AI technology that can remotely monitor patients with Parkinson's disease and reducing the time taken to perform a motor function assessment from 30 minutes to three minutes. By integrating this AI technology with smartphone apps, it is possible to monitor the opening and closing motions of the hands of a patient from a remote location.

On detecting hand movement, the smartphone camera will capture it to determine the severity of the symptoms (Parkinson's). The frequency and amplitude of the movement will determine the severity score of the patient's condition, thereby allowing doctors to change the drugs as well as the drug doses remotely.

In case the conditions become worse demanding a treatment upgrade, the AI will send an alert to the doctor and arrange a checkup. Remote setups like these help eliminate the need to travel back and forth to the doctor's clinic, saving patients the hassle of traveling and waiting.

#### 5. Manufacturing

AI can replace the time-consuming conventional manufacturing techniques, thereby helping pharma companies to launch drugs in the market much faster and at cheaper rates as well.. AI can be used to manage and improve all aspects of the manufacturing process, including:

- Quality control \*Predictive maintenance  
\*Waste reduction \* Design optimization
- Process automation

#### 6. Marketing

Given the fact that the pharmaceutical industry is a sales-driven sector, AI can be a handy tool in pharma marketing. With AI, pharma companies can explore and develop unique marketing strategies that promise high revenues and brand awareness.

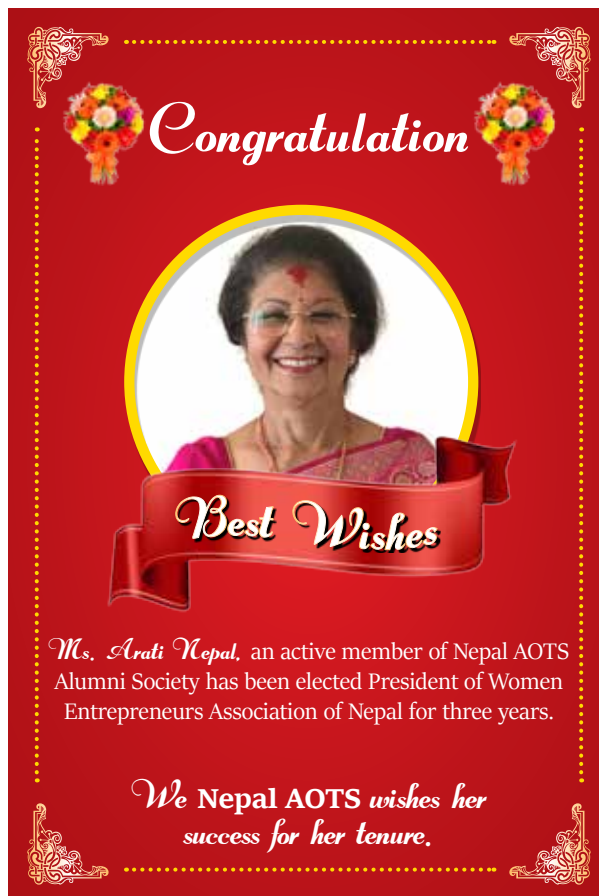
#### HOW PHARMA COMPANIES MAY ADOPT AI:

The process of AI adoption in the pharma sector can be made easy by taking these steps:

- Partnering and collaborating with academic institutions that specialize in AI R&D to guide pharma companies with AI adoption.
- Collaborate with companies that specialize in AI-driven medicine discovery to reap the benefits of expert assistance, advanced tools, and industry experience.
- Train R&D and manufacturing teams to use and implement AI tools and techniques in the proper way for optimal productivity.

#### CONCLUDING REMARKS AND PROSPECTS

To conclude, the scope of AI in the pharmaceutical industry looks highly promising. The advancement of AI, along with its remarkable tools, continuously aims to reduce challenges faced by pharmaceutical companies, impacting the drug development process along with the overall lifecycle of the product, which could explain the increase in the number of start-ups in this sector. It is likely that AI will become an invaluable tool in the pharmaceutical industry in the near future.





# IMPORTANCE OF ENERGY EFFICIENCY IN INDUSTRIES



**MR. RAMESH P. NEPAL**

Sr. Energy Efficiency Expert  
IMRCA

## INTRODUCTION:

In prehistoric times the sun was the only source of energy. As time passed an innovative caveman decided to rub two pieces of wood and thus came up with fire, giving birth to what we know now as the energy age. With the passing of time man came up with many forms of energy and devised ways to convert one form of energy to another, thus developing the grounds for the Industrial Revolution. At that time the energy sources were abundant and some not even tapped so there was no need to account for energy wastages. But today the picture has changed drastically; the source of energy has become limited while the use is growing day by day.

Today it can be seen that the energy demands resulting from rapid economic and industrial growth has become a common phenomenon of the developing countries that are striving to step in to the frame of developed countries. New constructions for power generation be it thermal plants or hydro power plants are cost intensive and are usually strongly objected by the environmentalists. It is becoming difficult for existing energy resources to meet the increasing energy demand brought forth by development. In addition, the conventional sources of energy such as wood, fossil fuels and petroleum products will be exhausted within few decades if current rate of their usage persist. Therefore another means has to be sought for; that is energy efficiency.

## RATIONALE:

Energy input- both electrical and thermal is an essential part of manufacturing process, and

expenditure on these inputs accounts for a significant share of the manufacturing cost. With the energy demand growing while the supply remains constant the price of energy is rising day by day. Therefore unlike before where cost of energy was taken as a fixed cost, but now cost of energy is considered as raw material cost. Any saving in energy costs directly results in the reduction of

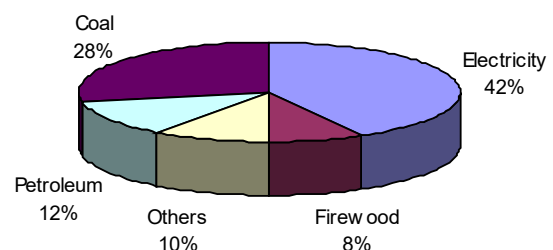


Fig. 1: Energy sources used in Industries

operating cost of the company, thereby adding to the profit. Under these circumstances, energy saving effort or use of energy in a most efficient way becomes an important issue.

The main purpose of energy efficiency is to systematically identify practical and feasible opportunities for saving in all forms of energy in a plant and realizing the benefit of cost reduction. Experience shows that as much as 10-15 percent of energy could be saved without any investments through energy audits. It is easier to improve profits through energy savings than by reducing labor cost, increasing sales, increasing prices, and reducing distribution costs. Thus, making the application of energy efficiency activities (energy audit) or energy management approach essential in industries.

## CONCEPT AND DEFINITION OF ENERGY EFFICIENCY

It is recognized worldwide that Energy Efficiency is widely recognized as one of most important factor for sustainable development in the industrial sector. It becomes more prominent in a country like Nepal, where all form of fuel oil has to be imported and the cost of electricity is rising continuously.

Adoption of Energy Efficiency (EE) can be interpreted as “Grabbing the Bull by The Horn” approach, meaning the opportunity that arises must be seized immediately. In EE it is imperative to consider all form of energy use in the industry and discard the ineffective ones immediately, thereby reducing the energy cost to the company and enhancing the profitability. As a result Energy Efficiency is a **Money Minting Tool** to attain higher profitability and cut down operating cost.

EE (Energy Efficiency) is Defined as

*“The use of energy at the right place at the right time with optimal utilization.”*

### POTENTIAL SAVINGS:

In the industries it has been proven that by implementing energy efficiency measures the industry can save up to 30% of its energy costs. This can be divided into to three categories:

- a. Good Housekeeping - 30% - Right Time and Place
  - b. Process Modification - 40% - Right Place and Optimal Utilization
  - c. Waste Heat Recovery - 30% - Optimal Utilization
- a. By improving the housekeeping practices of the industry the company can save up to 30 % of the total energy; saving that is 9 % of the annual energy bill. Utilizing the right time and place principle does this. For example, shutting off idle motors & bulbs, cleaning of luminance, proper handling of fuel, and proper control of boiler firing. These examples cost very little if nothing to implement but can give tremendous savings.
  - b. Process modification means changing the inefficient energy jugglers with new energy efficient machines. The savings from this category accounts for nearly 40% of the energy saving and 12% of the annual energy bill. Some example are replacing rewind motors with energy efficient motors, replacing electric

chokes with electronic ballasts, using hot water instead of cold water, changing insulation etc. These examples are cost incurring but due to the savings the overall payback period will not be more than three years. This is beneficial from a long term prospective.

- c. Waste heat recovery is the extraction of heat, to heat or preheat materials. This means of savings is true in a thermal system wherein hot fluids are exhausted to the drain or to the atmosphere. For example heating of feed water by using hot flue gases, preheating of billets by flue gas, and heating of process water by hot wastewater, oil to oil heat exchanger etc. In industries with thermal system, savings from this category accounts for nearly 30% of the energy saving and 9% saving in the annual energy bill.

### OBJECTIVES OF ENERGY EFFICIENCY (EE):

- Save Energy and Increase Profitability.
- Identify inefficient use of energy and provide corrective measures to insure an efficient system.
- Provide retrofits and training to “personnel at all levels” to sustain the efficient system.
- Reduce and omit excessive or unnecessary use of energy leading to environmental degradation either through emission or through construction of new hydro power plants.

### AREAS FOR ENERGY EFFICIENCY/ENERGY CONSERVATION IN INDUSTRIES AND COMMERCIAL COMPLEX

- » Boiler and Steam Distribution System
- » Combustion Efficiency
- » Steam Leakage

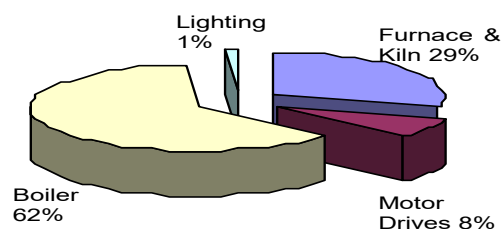


Fig. 2: Ideal Energy Use in Industry

- » Insulation
- » Condensate Recovery
- » Steam traps
- » Feed Water
- » Power factor management
- » Load management and demand control
- » Electrical distribution system and transformers
- » Electrical motors
- » Lighting Systems
- » Fans and Blowers
- » Pumps
- » Air compressors
- » Refrigeration and Air Conditioning system
- » Cooling Towers and Heat Exchangers
- » DG Sets
- » Furnaces, etc.



*The past is not dead, it is living in us, and will be alive in the future which we are now helping to make.*

*-William Morris*

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# BEAUTIFUL NEPAL VISIT\_

## A LIFE TIME SWEET MEMORY



**MD. ENAMUL HAQUE**

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It was almost end of June 2022. I and one of my elder brother Mohammed Sharifur Rahman decided to visit Nepal for first time. It was a beautiful day. As we both are the member of Chattogram AOTS alumni society, we also willing to courtesy visit with Nepal AOTS along with visit different places inside the Nepal.

We started our journey from Hazrat Shahjalal International airport, Dhaka, Bangladesh on 25th June by Bangladesh Biman. It was 1.15 hour Journey to reach the Tribhuvan International Airport, Nepal. As we heard that the Airport is risky to land the aircraft but we have noticed nothing and comfort landed our aircraft. After completing On Arrival visa procedure, we started to sightseeing beautiful landscape of Kathmandu. After reaching the hotel we just went out for visit famous Patan Durbar Square. One of our Nepali Pharmacist friend helped us to visit this excellent place. We saw uncountable monuments there. Surprisingly we found huge rain in our hotel area but was dry at Patan Durbar Square.



Second day we had started for Pokhara by bus at 6.30 am from our hotel. The hilly snack shape road was so attractive with natural beauty. The hills and rivers almost similar to our country Bandarban area. Almost 7 hours journey from Kathmandu to Pokhara but we never feel bored. On our third day, we've visited Devis fall, is a lovely waterfall in the city's southern edge. All the new look of the waterfall comes with a landscaped garden, a wishing well, and a model Nepali countryside home perched on top of the waterfall for visitors to sit and relax. After that we went Gupteshwor Cave. This underground cavity is quite a fascinating occurrence for its close proximity to the waterfall. Then our next destination was International Mountaineering Museum. The first section of the museum features the mountain peoples from Nepal and other countries and their lifestyle portrayed through the clothes, crafts, utensils and models. The second section was mountain rocks, geological specimens and old and new posters on display. The last section consists of the display of tools and equipment's used by famous



mountaineers including Junko Tabei, the first woman to summit Everest. We also enjoyed a short movie there.

Our 4th day was scheduled to Sarangkot, one of the best place to see the sunrise in the world. But unfortunately due to heavy rain we missed the sunrise though we went Sarangkot. Also missed paragliding, Ultra-light, Bungee, Jeep Flyer etc due to rainy season. Next day we back to Kathmundo.

On fifth day, there was a curtesy visit with Nepal AOTS society. Warm reception and hospitality delighted us. In the curtesy meeting Mr Pranshant Lal Shestha, President, NAAS introduced us among the other members. Also there were present Mr. Narayan Bahadur Thapa, Mr Shiva Kumar Shrestha, Mr Shiv Bushan Lal, Mr Ramesh Man Singh, Mr Manish Kumar Agrawal and Mrs Shata Baskota

Koirala. After meeting and delicious entertainment we had capture a moment in group photo in front of NAAS office. The dinner party with cultural program also was a memorable part organized by NAAS. Thanks to NAAS executive committee and all staffs for their effort.

We returned from Nepal with life time memory. During the tour, we visited many businessmen, Doctors other professionals. Nepalese people are very friendly and also hard worker. There are few cultural resemblance with Bangladesh. We bought many things from Nepal as souvenir. Especially their handicraft, Notebook for friends and Family. During Travel in Nepal we tried many types of Nepalese food in their traditional & cultural Restaurants at Kathmandu. We are feeling an invisible attraction to this Himalaya's country, hope will meet soon in near future.





# IKIGAI

- "REASON FOR BEING"

(PURPOSE OF LIFE)



ER. SHIV BHUSHAN LAL

Joint Secretary  
Nepal AOTS

'Ikigai' – 'iki' means life and 'gai' means purpose or worth.

*Ikigai* (生き甲斐, lit. 'a reason for being') is the Japanese concept of referring to something that gives a person a sense of purpose, a reason for living. (Source- Wikipedia)

I had recently come across a book "*IKIGAI* by HECTOR GARCIA" which is about positivity and uplifting ourselves thereby enlightening our lives by practising this ancient technique of *Ikigai*. This book has brought a calmness to me and inspired me to write this little article about the purpose in my life. Having been visited Japan multiple times, their unique & disciplined way of life has impacted me immensely. I would like the readers of this magazine to read this book.

Particularly after the COVID pandemic, we have been analysing, re-analysing our lives, evaluating its worth and realising the importance of today. The consequences pandemic has had on us has led each and every one of us to live a more productive and fruitful life. Majority of us have had to change our approach to living, it dawned upon us on the importance of a healthy lifestyle, the need of an open natural environment and cultivating good habits. *Ikigai* is not just a philosophy, if followed well it teaches us to live an active and happy life.

*Ikigai* has transcended into today's modern world and multiple research have been done on its concept and outcomes. Many such articles through rigorous scientific analytical means have summarized that favourable physical health outcomes (lower risk of developing functional disabilities and dementia), reduced psychological

distress (depressive symptoms and hopelessness), and improved subjective wellbeing (happiness and life satisfaction). *Ikigai* is predicted to be associated with strong interpersonal ties. Positive perceptions of the future and social satisfaction are unique aspects of *Ikigai*. Acquiring *Ikigai* has many positive physical effects, which converge on the individual, and may also include social effects, such as relationships with others. In other words, having *Ikigai* may lead to a positive attitude toward the enrichment of relationships, which will, in turn, enhance interpersonal connections.

*Ikigai* comes to everyone in own different ways. Some people may derive their *Ikigai* through activities that promote purpose in life such as volunteering, others may cultivate *Ikigai* by fulfilling one's own need (e.g., reading books to satisfy curiosity) or simply indulging in pleasure (e.g., enjoying drinks with peers). For me it was through a trip I had just embarked upon.



*Ikigai* is a profound tool through which we can derive our purpose or reason for being. It makes us think: what do we love?, what are we good at?, what does the world need? what are we paid for, or what could we be paid for? Through *Ikigai* we define these traits and look for connections in our life. It significantly improves our quality of life (QOL). And it is more recommended for people in the late adulthood. People who have applied *Ikigai* were clear about their meaning and purpose in life had higher subjective well-being than those who were unclear. People with clear meaning and purpose in life had specific goals, while many of them with unclear goals did not. In other words, high life purpose leads to a positive life, which affects our subjective well-being. We learn to develop passion for the job or discover a job for which we have a passion for. Unless the passion comes, we will never enthusiastically work, not for a single day. And it will be a burden every day we work.



Uphill Track

Recently on a trip to Lukla which is a small town in the Solukhumbu District in the Province no. 1. It is in north-eastern Nepal at an elevation of 9380 ft. known to have a dangerous airport where flights land and take off only when the weather permits. We hiked from Namche to Lukla enjoying the wilderness. It tested not only my physical but my mental strength as well. ***But it is all in the mind,*** I told myself to keep pushing forward, to take that extra step and the destination will be near.

The serene surrounding helped me to transform this laborious journey into a delightful one with absolutely breath-taking views of bountiful nature.

I rediscovered my love for travel and nature. My fitness helped me on this trip when my return flights were cancelled for 5 days in a row and my team had to resort to hiking for 2 days to reach Saleri from where we could manage a vehicle back to Kathmandu. I chose not to stress over the matter, I took my age on my stride and held my determination to reach my destination.

It was a trip worth remembering and taught me an important lesson that this life is worthwhile. My purpose in life is to make every day worth it, to take today as the most important day and to cherish my health and ensure the quality of my living.

In life there has to be good balance of work and leisure. I enjoy my work alongside my passion. My heart feels content when I have achieved a successful completion of a project as well as when I spend quality time with my nearest & dearest ones. I would like to believe that I have given my best to all spheres of my life and without any regrets. I have cultivated a strong bonding with peoples from all walks of life who I have known and the life lessons they taught.

I often tell myself, I love what I do, I am good at what I do, I hope I will be helpful to the world and my hard-work will be respected. These positive affirmations are more than enough to set pace for the rest of my day. I do not expect things to be perfect, rather I try to rejoice in the beauty of imperfect things as they give a much more meaningful understanding and set a goal for me to achieve.



Giving it my best



Lukla





You can read in depth about *Ikigai* in the all-knowing 'GOOGLE' ..haha. In quality-oriented cultures such as the Japanese as well as ours, tend to have high intrinsic motivation (a type of motivation that is activated by inherent joy and curiosity, where the activity itself is a reward) and higher wellbeing. Integrating *Ikigai* in our life will reinforce our overall wellbeing. This article was how my path to *Ikigai*. When you get an opportunity to read and learn about this ideology I hope you feel the same revelation that I did. it will be an interesting journey full of adornment of self and the world.



*You can fool all the people some of the time, and some of the people all the time, but you cannot fool all the people all the time.*  
-Abraham Lincoln



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**Best Wishes**

On the publication of 31<sup>st</sup> issue of TALIM magazine and Successfully  
completing 32<sup>nd</sup> years of Nepal AOTS establishment.



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# ROADBLOCK TO DEVELOPMENT



**MR. RAJENDRA CHAPAGAIN**

CEO, Creative Press Pvt. Ltd.

Since the adoption of liberal Economy system after restoration of democracy in 1990 we have not witnessed encouraging economic growth in our country with few exceptions. A Shortfall of prudent and conducive economic environment in the name of political instability always poses threat for natural growth. During the same period and onwards we have observed our immediate neighbors china and India transform their respective country as a developed

nations in the world stage. They put huge efforts in infrastructure like roads, airports, bridges, health facilities and education sectors ultimately got success to change. This was made possible with conviction and determination. In our cases it was a missed opportunity. We all know we always kept blaming political system for roadblock of the development but did not took part our proactive role to change the face of nation. For instances the leadership have their desired political system



in their hand which they were advocating for long but did not yield any fruits of development. So their thought established themselves irrelevant and outdated. It is obvious change of guard with radical thoughts and populist slogans gives nothing but frustration and distress.

The general apprehension is our political leaders are championed for giving slogans and false assurance no matter they could be fulfilled what they promised again and again. The benefit of doubt for their success is they somehow pretended themselves a true leader who still have guts to transform a prosper nation from poverty but failed repeatedly. They should be ashamed for not being able to play a desired role to drive the nation. Leaders did not did right thing in right way like they did not attempted to protect the industry and business for their pity interest caused misfortune for this sector resulted decreases in productivity and competitiveness. Leaders did not comply with rules and regulation resulted indiscipline and anarchy everywhere. Transfer of leadership and graceful exit of old leaders is need of hour and they should be ready for this. Hence, besides leadership issues we need in depth Introspection for not being successful. Because introspections are prerequisite to revisit to consider what went wrong for not obtaining the goals.

We must acknowledge adversaries, challenge is common in any society but one should have courage and integrity to move on with feeling of sense of responsibility. Fear to fail and set short sighted agenda of political benefit embracing failure one after another. In our case leader with greed and partiality drives things in other ways. We have culture of Keep blaming others for own incompetence which is ridiculous. Procrastination is major hindrance for timely delivery because we are not time bound nor we have impartial award and punishment system. Irony is there is no real punishment in our society and if you see face of awarded you will ashamed.

How the people are chosen or picked for their post has been crucial because if they are selected for mere interest of selectors he cannot perform well rather he will loyal to make selector satisfied. So a person who is in charge with greater responsibility loyal to somebody is disheartening. Disorientation from main responsibility has always been holding us back to move ahead. The selection of right

people in right place is all time demand to grow the society but we have been not successful yet. Only the competence person would yield productivity.

We are known for consumer nation who purchase everything from outside but we could have done much better and be self-reliant in some areas to balance the deficit unfortunately we fail to do so. Our hard earned money is being spent not only for products we cannot produce or manufacture but for the product we can do within so it is high time to formulate national plan to enhance our gross production in the sector like hydro, tourism, agriculture, software development, herbal products etc.

Logjam in development process where we talked more and done little eventually put our place weak in global status and vulnerable at home. There is no credibility in our deliveries where we can perform as it should have. The rhetoric of not being able to complete the development project in time bound has been shame to everyone for all time. As a lack of enough resources we are unable to provision sufficient budget to every project but we fail to expend whatever allocated budget even to the national pride projects.

As a result we deprived from minimum living standard in the world. The darkest side is there is no confession from leader who failed to discharge their respective job. There is a general realization amongst all citizens that had we done something differently in past we would have been in better place today.

If we think differently and act in a progressive way we can reshape our country within short time since we are blessed with abundance of natural resources and development potentials so we should focus on unutilized resource to be utilized and make country prosper. We should rethink and introspect that what are the issues which holding us back always.

Thank you

**Rajendra Chapagain**

A participant of EPPM Project in Nagoya Japan

17 to 30 Jan 2018



# FACTORS AFFECTING EMPLOYEE RETENTION AND TURNOVER IN IT INDUSTRY



MR. MANJUL PRASAD JOSHI

Every organization requires vital resources in order to achieve the targeted goal and human resource is one of them. One of the keys and most challenging functions of HR has been retaining productive and effective employees. Behind any successful business or organization, there is always good management of people. In the modern era, the industry is very competitive in Information Technology (IT). All the companies are in the hunt for excellent engineers. The biggest challenge is not just recruiting employees but to retain them. And in such a competitive world, retaining good employees has been a very essential step for any kind of organization to sustain in the market. In order to take successful strategies to retain these employees, organizations need to identify their performance, interest in the field, potential career growth, etc.

Employees are the most valuable assets of an organization. It has become a need for organizations not only to attract the best talents but also to retain them for a long term. It is vital these IT companies identifies the proper strategies for increasing employees' retention and decreasing turnover ratio. During the research, I made on "Factors affecting Employee Retention and Turnover, 2001", 200 IT employees in Nepal responded to the topic. Here are the factors that require to retain the best employees listed below:

1. Motivating Non-monetary factors	2. Motivating monetary factors
<b>a. Performance Significance</b> i. Performance/Achievement <b>b. Skill Recognition</b> i. Skill Identification ii. Skill Enhancement Opportunities <b>c. Job Flexibility</b> i. Work-Life Balance ii. Productivity over Punctuality <b>d. Superior-Subordinate Relationship</b> i. Real Time Feedback ii. Coaching and Mentoring iii. Quality of Technical Supervision <b>e. Learning and Working Environment</b> i. Creative and challenging work ii. Possibility of growth on the job iii. Transparent Company Policies iv. Knowledge Sharing Sessions	<b>a. Vehicle and food allowance</b> <b>b. Competitive Salary</b> <b>c. Accidental &amp; Medical Insurance</b> <b>d. Timely salary dispersion</b> <b>e. Team Lunch/Outing</b>

- v. Availability of necessary training resources
- vi. Good Interpersonal relationship
- vii. Good Infrastructure
- viii. Work Time Flexibility
- ix. Recreational Time

#### f. Career Development

- i. Clear vision of career path
- ii. Job security
- iii. Satisfying Job status

#### g. Training

- i. On-the-job training
- ii. External Training
- iii. Online training courses
- iv. Capable Trainers

### 3. Motivating monetary factors

- a. Vehicle and food allowance
- b. Competitive Salary
- c. Accidental & Medical Insurance
- d. Timely salary dispersion
- e. Team Lunch/Outing

## B) MOTIVATING MONETARY FACTORS AFFECTING WORKPLACE

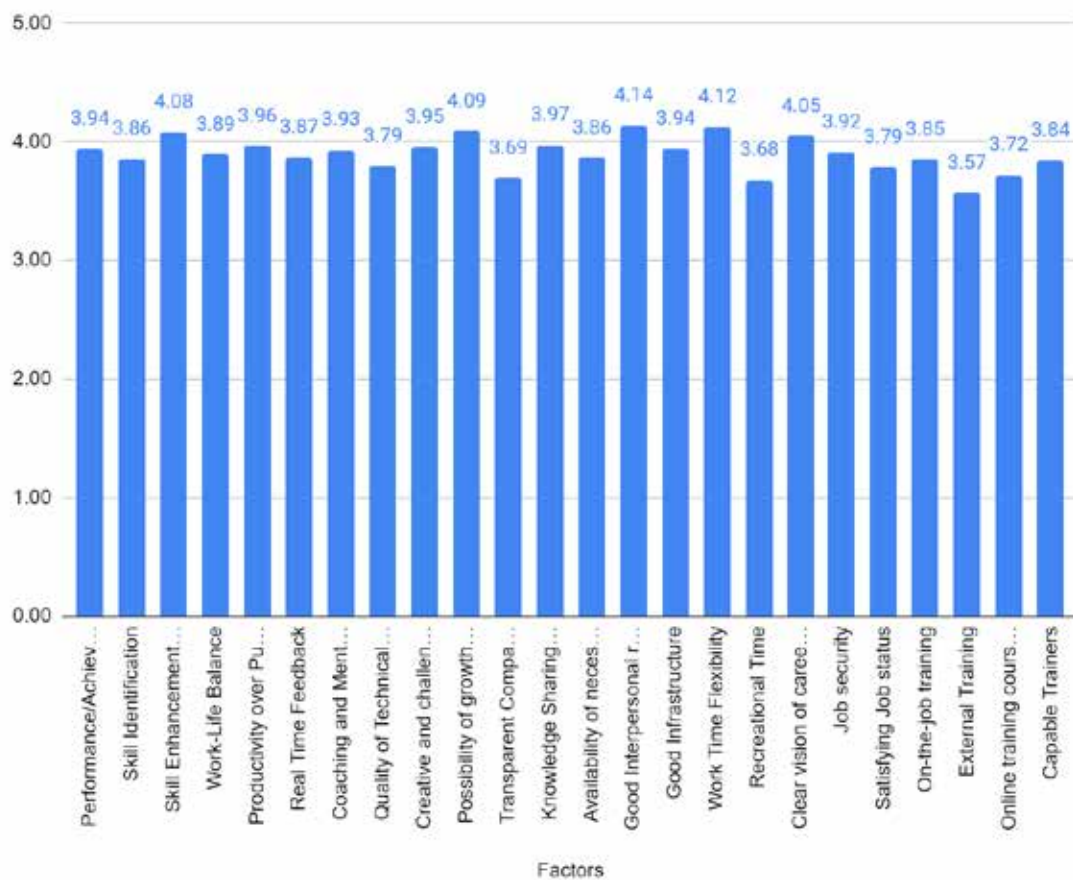


Figure 1: Non-Monetary Factors affecting workplace

As per the graph, it shows that the top five non-monetary motivation factors in accordance to the respondents are Good Interpersonal skill with mean of 4.14 percentage, followed by Work Time Flexibility with mean of 4.12 percentage, followed by Possibility of growth on the job with mean of 4.09 percentage, followed by Skill Enhancement Opportunities with mean of 4.08 and Clear vision of career path with mean of 4.05. The least three out of 24 motivation factors were with the mean of 3.60, which shows that the staff are least motivated by the external training activities, followed by recreational time with mean of 3.68, and transparency company policies with mean of 3.69.

## B) MOTIVATING MONETARY FACTORS AFFECTING WORKPLACE

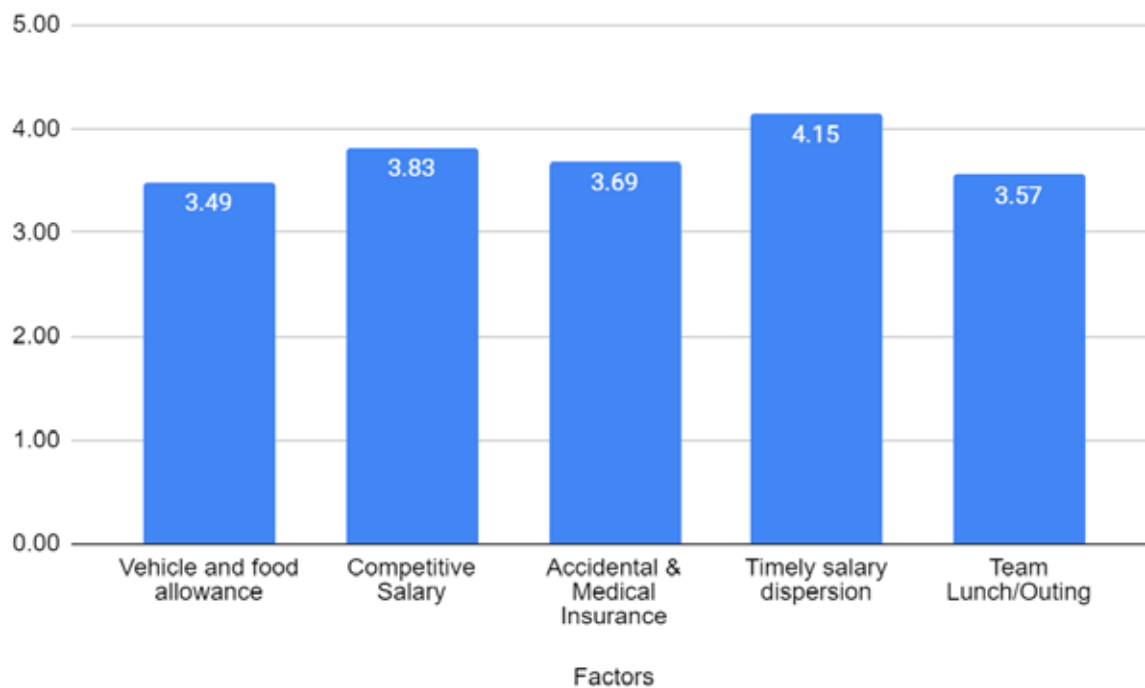


Figure 2: Motivating Monetary Factors affecting workplace

As per the graph, it shows that the top five monetary motivation factors in accordance to the respondents are Timely dispersion of salary with mean of 4.15 percentage, followed by Competitive Salary with mean of 3.83 percentage, followed by Accidental & Medical insurance with mean of 3.69 percentage, followed by Team Lunch/Outing with mean of 3.57 and the least out of 5 factors is vehicle and food allowances with mean of 3.49.

In the end, retaining the best employees is the vital strategy to continuously grow as a company. It helps to elevate the productivity which directly impact the revenue in a good way. Moreover, retaining the best people in the company can preserve the actual culture of the organization. During my research, I observe that above statistics may have shown one factor being higher than the other but if notice carefully not by the large margin. Since the IT is a booming and competitive industry, a company needs to balance all the factors.



# NEED OF THINKING AND WORKING ON POPULATION AGEING AS HUMAN AND SOCIAL EMPOWERMENT



MS. MINOO PIYA AMATYA

## UNDERSTANDING, PROBLEMS AND SOLUTION OF POPULATION AGEING

Population ageing, as a natural phenomena and an inevitable process, is one of the most important facts as well as socio-economic and demographic factors that have come into prominence in the 21st century. Population ageing is international phenomenon. However, the experience of the phenomenon varies from one country to another because of the variation in national demographic structures. Population ageing is viewed as one of the greatest triumphs of humanity but it has become greatest challenge as well. Governments of many countries are being forced to divert their scarce resources to provide social support services to the fast increasing elderly population. One million people worldwide turn 60 years old (elderly people), every month, in which 80% live in developing countries. According to United Nations estimates, the number of elderly people (60 years) will double from the current or 1.2 billion by 2025 and again, 2 billion by 2050 A.D. Scientific study, research and care of elderly has gained tremendous priority and importance during the past couple of decades. Rapid advances in medical sciences and better care of elderly, improvement in nutrition, mass immunization against disease and due to increasing late marriage and child bearing, and reduction in fertility and mortality ( which is product of improved public health , sanitation and development ) ,the elderly population over 60 years is fast increasing. Paradoxically, however, the problems of elderly population is overshadowing the joy of longevity and affect the social, economic and physical well being of individuals, their families and their societies.

The Asian and Pacific Population conference held in 1992 in Indonesia has also stressed that Asia has become the centre of population ageing and faces the necessity of dramatic social and economic changes, in order to cope with demographic transition. In 21st century the world population will experience ageing at a rate never before experienced in the history of mankind, In this sense, the 21st century could be called "the Era of Population Ageing." The conference recommended prolonged productivity and self reliance of elderly people which maintains that ageing need not be a negative experience. Traditionally, elderly people are regarded as symbol of the divine and given utmost respect. They are considered as repository of wisdom, coiners of traditions and transmitters of experiences and ideals of group living. They have shared responsibilities and duties in society, contributed in keeping of culture, customs, traditions, social values and expression as well as transfer of these in next generation.

The vast majority of elderly people live in their homes and communities, but in environments that have not been designed and maintained by their needs and capacities in mind. Ever increasing socio economic implications and humanitarian issues of the aged , the vulnerable section of the population especially susceptible to physical and mental health deterioration and social crisis must now be a serious concern for the government, policy makers, planners ,NGOs , INGOs as well as corporate sectors and the society.

Elderly people are an integral part of a population of any country who owe respect and attention equally like any other section. The whole young

and energetic time and life of elderly people put in struggle for their family, society and the nation. However, due to changing family structure and modernization, as well as migration, urbanization and globalization, the socio-economic security of elderly is based on main three sources i.e. (i) their own income and savings, (ii) support from the extended family particularly their children and (iii) support from the state. Disintegration of joint families and emergence of nuclear family have badly affected the elderly people. It is true of life that people in young age they are energetic, received much attention and recognition in society. Ageing creates number of problems like social isolation, health problems, economic unsoundness and social segregation. So we must think over the provision of basic amenities, social security, and socio-economic empowerment in order to provide a dignity life with little constraints. Longer life is enriched with chronic disease and disabilities in old age not only affecting over all the quality of life but also an emergent challenge of the family, the community and the nation or government. Elderly people are at high risk of disease and disability which brings urgent demands on health care system.. The common disease of this segment include high blood pressure, diabetes, chronic bronchitis, pneumonia, anemia, chest pain, heart problems, kidney problems, gastric problem, joint pain, digestive disorders, vision problems and depression as well as dementia or Alzheimer etc.

Socio-economic and demographic factors are related to social resources such as social networks, participation, social support and trust. Elderly people could contribute highly in social change and development providing many positive contributions in society. It is also necessary to recognize and value the contribution of elderly people in family care and support along with their community welfare and development. We should build bridges among the generation following a holistic approach that involves all stages of life courses. It is general fact that elderly people are the experienced people of society and their experience may give valuable help to people and society. They have devoted their life for society so problems of elderly must be taken as responsibility of each citizen of the country. Younger generation, concerned people, government and non government organization should recognize, respect and support the elderly as their duty for their social security program, health and medical care, utilization of leisure time. Health, financial situation, limitation in mobility to perform every day

activity, trusting relationship with family, friends and good neighborhoods etc have been indicated to be impacting quality of life among elderly.

The steadily increasing levels of formal education among present generation of elderly people are encouraging to follow a life style that tends to maximize their independence and longevity often characterized by active and productive ageing, healthy ageing, successful ageing etc.

However, major themes related to quality of life among elderly people or population ageing are as follows which are needed for their empowerment as human and social empowerment :-

1. Physical mobility
2. Financial issues
3. Care giver issues
4. Changing family structure
5. Changing traditional values
6. Expectations from family
7. Safety in the community
8. Environment
9. Organic or non chemical food
10. Yoga
11. Legal issues

All policies issues should be viewed through the lenses of gender and culture as well as intergeneration and multigenerational solidarity. It is emphasized that more knowledge and information on health education is important at any age, which is even more so at older age also. Old age people should have their right of protection by their children and society. It should be important duty of their children to understand the quality of life of elderly people and make necessary arrangements for the better living conditions in terms of their social, physical, psychological and environmental aspects. The modern human right thought envisages an inclusive society for an ageing population and considers elderly people as full and equal citizens enjoying full and equal rights. However, there is need to empower elderly people to take decisions with a view to lead active, creative and satisfying life. We need to again establish human rights culture society in our society which would facilitate welfare of this important segment of the population. Visiting temples, chatting with others, reading books and magazines are the top three recreational activities of elderly staying with their families. Elders residing with their families prefer their company of family

members and relatives. Socialization is an essential component for elders to engage their daily life. Other's company enables their psychological and social wellbeing which makes healthy environment.

Elderly people prefer continue living in their own environment. Thus by providing care and support where the family and the individual are unable to manage alone, social service help maintain elderly people in the community and enable families to cope which prevents or delays the need or institutional care.

Elderly people, especially when they are dependent on care, should be involved in the design, implementation, delivery and evaluation of policies and programmes which aims at improving their health and should be able to make choices. Elderly people should have the right to choose different options of long term care, if it is possible. Thus they need to be made aware the range of social and health services available in their country. Human rights based approach and ethical framework for research and its implications can benefit elderly people and long life society. We must aim to motivate people to choose healthy life styles and use preventive health care services.

We have to promote housing for elderly people with limited means by supporting community based living opportunities. Prevention and need based ambulatory should help to obviate or delay dependence averting costly nursing home placements. Elderly people requiring care should have the opportunity to maintain their independency and should be providing with the opportunity to stay at home as long as possible. The families, especially female members are committed upon to provide care to elders.

The population ageing in the region requires the formal and informal care providers who possess adequate professional as well as personal qualification and skills. Education and ongoing training program for professional in the field of health care and social services at all levels should be offered and enhanced. Education and training are not to be restricted to the formal and informal care providers but also to the elderly people themselves. The quality of life and independence of elderly people through self care, health promotion, prevention of disease and disability require new orientation and skills among elderly people themselves. To meet the specific needs of patient elderly people suffering from mental

diseases, it is essential multi-disciplinary Geriatric and Gerontological assessment (physical, psychological, social, counseling, care treatment and rehabilitation accompanied by specific training schemes for care providing).

Adequate and acceptable care policies need to be embedded in the common value system of a given society. They must be based on fundamental human rights. Protection and promotion of human rights and fundamental freedom are essential for the active participation of elderly people in all aspects of life and for creation of society including government, civil society and the private sectors have a responsibility to seize these opportunities and fully respond to these challenges. The provision of care should constitute a commitment of society and the state / government towards its citizen. Similarly, the maintenance intergenerational family solidarity must be on the one hand, the family need to be supported, protected and strengthened, to enable it to continue responding to needs of its older members, while on the other hand, the continued involvement of elderly people within their family should be more encouraged. Government while trying to support and strengthen the family's traditional role must at the same time provide public delivery systems for those elderly people who cannot rely on themselves or on their families. Young generation and the government should facilitate a living environment for elderly in their communities.

There is need to build the capacity at all levels for effective design and implementation of programs related population ageing. This would require the support from national and international institutions in the government and non-government sectors including the donor opportunities for the full development of community such as WHO, UN agencies etc. Declaring "1st October" as the International Day for the Elderly, United Nations principals of elderly people encourages governments to incorporate the following principles into their national program wherever possible :-

1. Should have the opportunity to work and determine when to leave the work force.
2. Should remain integrated society and participate actively in the formulation of policies which affect their wellbeing.
3. Should be able to pursue opportunities for the full development of their potential and have



access to educational, cultural, spiritual and recreational resources of society.

4. Should have access to health care to help them maintain the optimum level of physical, mental and emotional well-being.
5. Should be able to live in dignity and security, and should be free from exploitation and mental and physical abuse.

Here I need to point out the ten commitments which United Nations has declared for population ageing as follows:-

1. To maintain ageing in all policy fields with the aim of bringing society and economies into harmony with demographic change to achieve a society for all ages.
2. To ensure full integration and participation of elderly people in society.
3. To promote equitable and sustainable economic growth in response to population ageing.
4. To adjust social protection systems in response to demographic changes and their social and economic consequences i.e. pension systems, social protection for women, income security and health provision.
5. To enable labor market to responding to economic and social consequences of population ageing i.e. Incentive policies to employees and employer, regulating policies to employees and employer and other activities such as public awareness etc.
6. To promote lifelong learning and adopt the educational system in order to meet the challenging economic, social and demographic condition
7. Striving to ensure quality of life at all ages and maintain independent living including health and wellbeing i.e. Health care systems, care and independent living, prevention and promotion of healthy lifestyles.
8. To mainstream a gender approach in ageing society
9. To support families that provide care for older person and to promote intergenerational solidarity among their members, family policies, and care arrangements, intergenerational

initiatives beyond family and care system is needed.

10. To promote the implementation and follow up the regional implementation strategy through regional cooperation.

We need earnest and systematic thinking and program implementation structures with adequate financial and human resources required to deal with the challenge of population ageing.

In social work perspectives, we must strengthen the relationship between individuals, families and communities and ensure an environment for the growth and development of elderly for active individual in the family and society. The government should provide and ensure legal, financial and institutional support mechanisms to elderly and also make ensure the gerontological social work practice in social work education and curriculum and provide special training for social workers, care takers and other needy people.

When UN declared 1991 A.D. as the International Year of Elders, Nepal had shown interest in this sector from the part of NGOs and Civil Society. More than 52 organizations established to work for elderly people from the part of government and non government sector and 3 international organization working directly for the sake of elderly people. In Nepal, almost elderly people seem to have taking care by their family especially female members and helpers. Now, family cohesion is coming under pressure of generation gap between parents and children, female members are also working outside home especially in urban areas. So, this reality further intensifies the issues whether the family or some other institution should take care of the elderly people of a society.

Elderly homes for the welfare of elderly people are socio- cultural institutions with economical, psychological and spiritual dimensions. The care of elderly people of a society has been a social value from ancient times. However, in reality, values sometimes contradict between individual and society, between generations due to various socio-economic factors. Such a value differentiations is what makes elderly people a problem and care of them a challenge. Thus the best option is to encourage and create environment for the establishment of elderly homes at community levels in term of their physical and social environment which should not be like a compulsive refuge.

Criteria for a model of elderly home, permanent building, necessary infrastructures and space, appropriate catering systems, regular health care and medicines, provision for mental and physical relax such yoga, pilgrimages should be set up and strictly followed. In addition to this growth and development of elderly people can be made possible by providing importance to their knowledge, skills, experiences and their utilization. For such elderly homes, private sector's involvement has been also necessary with government and non government sectors. It can be a potential area of investment for private sector.

It can be straight forwardly confirmed that the elderly people want to live with their families i.e. spouse, children and grand children but owing to potential circumstances such as some may not have family and some may not have socio- economically strong enough to carry on their cost of care at the expenses of their children, career etc and some elderly themselves are not interested to live in the family. Thus elderly care homes have been a basic socio -cultural institution like school of educating children. Such Elderly care center provides residence, day care center and commitment to build a fulfilling, motivational age friendly social life for an aged citizen. Though, it is very new concept for the Nepali community, however the need of aged care is growing rapidly and there is only few that actually working for it. Such elderly care centre 's main objective is to promote the well-being of elderly people and help them engage in different creative,productive, motivational and recreational activities providing those services, care and support that suit their specific needs so that they can live a dignified life. Such care centre may have special ward to provide care services to Alzheimer's dementia. In such care program, the volunteer can use their creativity to conduct different activities for elderly people and help them their daily schedule i.e help them in physiotherapy, playing music and dance classes, playing games, participate in the production and transmission of programs elated to ageing, take around for local tour. Check blood pressure, sugar level, serving medications on time, hospital visit etc. are also essential.

In the present context, it is also very essential to provide preventive awareness health and caring program of COVID 19,which is pandemic and very traumatic as well as wildy communicable causing death also, and utilization of pollution free, organic food and active life with yoga and exercise for not

only ageing population but young generation too.

Considering all the above explanations, there is need of thinking and working on /for population ageing as Human and Social Empowerment so that healthy quality life of people and society could be enhanced with happy prosperous life and society.

In order to promote the welfare of elderly people, the Tenth Five Year Plan of Nepal Government has specified some objectives, strategies and programs. According to plan, government' main objectives are to guarantee a comfortable, secured and honored life for elderly citizens as well as utilization of their experiences, knowledge and skills. To fulfill such objectives, the plan has emphasized the participation of senior citizens in policy making, right based guarantee for their needs, legal reforms, coordination of NGOs, local authorities and civil society as well as the encouragement of model age homes and establishments of geriatric ward in regional and zonal hospitals as the major strategies. Besides, including elderly people related chapters in school curriculum, review of the existing elderly people allowance, updating of records and social insurance are the other strategies put so forth. Programs specific to their objectives and strategies involve the provision of religions, entertaining, discourse, income generation, promotional materials for increasing honors and respect and subsidy in public transportation and health care etc.

Current senior citizen policies are mainly concerned with encouraging NGOs in establishment and operation of elderly homes providing special privileges to them who set up such homes as well as developing specific volunteer programs and contacts.

Opportunities, possibilities and challenges should be explored to elderly people who they could be managed. Ageing is posing many challenges. So health and social care expenditures for elderly people are an investment rather than a cost. Those investments bring benefits to elderly people and returns for society as a whole. Longer life bring with its opportunities not only for elderly people and their families but also for societies as whole depending on their health to do new activities contributing many ways to their families and communities. So long term care systems, personal character environment and relationship is important for healthy ageing which can be promoted through action in different areas and investing in healthy ageing.

Ageing represents the accumulation of changes in a human being over time, encompassing physical, psychological and social changes. Population ageing affects all aspects of society including health, social security, education socio-cultural activity, family life and labor market.

We are living in an ageing world. Hence, ageing should be considered an asset for society rather than a burden. Arising from demographic development, the consequences of ageing encompass a variety of economic and social issues affecting the whole society and presenting new challenges and opportunities. The adjustment of societies to population ageing should therefore retain a long term view. Ageing can bring potential opportunities. Elderly people can significantly contribute to tackling the challenges of population ageing by remaining active and autonomous after retirement. Early old age is a pleasant time because children are grown up, retirement from work, time to apply their interest. So many people are willing to get involved in community and active organizations to promote their wellbeing, solution to improve overall health and quality of life. Simple activity encourages socialization and conversation which can help keep mental faculties sharp and maximize elderly vitality and longevity, healthier and purposeful life. Active ageing should involve all fields of life including health (i.e. disease prevention, long term care and better management of chronic conditions), housing, training and education, retraining and updating skills, financial security and self-sufficiency as well as active engagement. The latter may be achieved through creating movements and organizing associations of elderly people, voluntarism, culture, spiritual life or entertainment. The historic increase in educational level and substantial improvements in health conditions make elderly people a great potential for social and economic development. Hence, active ageing emerges as a key factor in the process of optimizing opportunities for health,

participation and security and as a way to enhance the quality of life as people age.

Human and Social capital play an important role in determining quality of life more so for the elderly people. Social networks and participation are elements of social capital that act as catalysts of coordination and cooperation which are an essential element to achieve better social, economic and health etc outcomes of quality of life. Social participation and networks have a bi-directional relationship that strengthens the human and social capital of an individual which determine their quality of life. However, active ageing comes from the empowerment of human and social capital.

Healthy ageing helps people to develop, maintain and maximize the functional ability that enables wellbeing the elderly people to continue to do the things that are important to them. Building functional ability which requires effort to build and maintain the physical and mental capacities across the life course and into older age. In context of focusing on opportunities, active ageing has been defined as a process of optimizing opportunities for health, participating in social life and pursuing various commitments in retirement. Active ageing should follow the principles of individual choice, independence and dignity. The underlying idea is to redefine ageing as something positive and to start seeing retirement as a positive new beginning in which one can have plans for a new career, new opportunities and activities. The economic implications of ageing and the maintenance of economic growth also need to be managed.

Generally, intergenerational solidarity and networking between the services related to elderly people are being promoted. Dialogue with civil society and partnerships with volunteer organizations and trade unions are appreciated and the volunteer work of elderly people should be encouraged.



*The happiness of your life depends upon the quality of your thoughts: therefore, guard accordingly, and take care that you entertain no notions unsuitable to virtue and reasonable nature.*

*-Marcus Aurelius*



HB

रिक्कि  
साता



## एक, एक गरी पुरा हुनेछ, हरेक बचतको एकमुष्ट सपना

उच्च प्रतिफल सहितको हिमालयन बैंकको ३ वर्षे 'रिक्कि खाता' मासिक रु. १,०००/- को गुणाङ्क रकम जम्मा गरी आफ्नो भविष्य सुनिश्चित तथा सुरक्षित बनाउनुहोस् । अनि आवश्यकता परेमा कुनै पनि बेला जम्मा रकमको ९०% सम्म कर्जा सुविधा पनि पाउनुहोस् ।

विस्तृत जानकारीको लागि नजिकको शाखा वा कोन नं २२७७४९९ / २२४२१०८ मा सम्पर्क गर्नुहोस् ।

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3. **Harisiddhi Brick & Tile Factory Ltd.**  
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10. **Nepal Ausadhi Limited**  
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16. **Nissaku Co. Ltd.**  
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Past President, Nepal Bar Association  
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Tel: 4412025, 4412759



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1	Ajaya	Kumar Mudbhary	Nepal Wood Preservative Industries	166 / 1998
2	Amira	Dali	Sanpo International Corporation	Jul-89
3	Arati	Nepal	Mahi Enterprise	168 /1998
4	Ashok	Kumar Aryal		40 /1991
5	Ashok	Manandhar	Information Sysyem Solution	204 / 2000
6	Bakhan	Singh Lama	Pooja Fashion Industries Pvt. Ltd.	121 /1996
7	Ballav	Bahadur Pradhanang	Modern Packaging Industry	82 /1995
8	Barun	Piya	Kastamandap Trade Links	142 /1996
9	Bhagat	Bahadur Thapa	NIDC	
10	Bhawani	Bhakta Joshi	Star Investment Co. Pvt. Ltd.	14 / 1989
11	Bhola	Prasad Adhikari	Swastika Copy Udyog	
12	Bidur	Kumar Khanal	PEPSI Cola International	36 /1990
13	Bijay	Bahadur Manandhar	Lalitpur Finance Ltd.	174 1999
14	Bijendra	Shrestha	Pacific Commercial Co. P. Ltd.	89 / 1994
15	Bindu	Shakya	Hotel Ambassador P. Ltd.	169 / 1998
16	Binod	Raj Paneru		193 /1999
17	Binod	Vaidya	Institute of Engineering	203 / 2000
18	Bishnu	Sharma	University of the sunshine coast	
19	Brajesh	Vaidya	super Cheme Enterprises	79 / 1994
20	Chandra	Man Pradhan	Central Finance Co. Ltd.	191 /1999
21	Chandra	Prasad Kachhipati	Sana Hastakala	157 / 1997
22	Chinta	Mani Bhattarai	Lumbini Bikas Bank	189 / 1999
23	Dev	Raj Tamang	Hyonjan Elect. Engg. Fabricator P. Ltd.	
24	Devendra	Prasad Dhoju	Butwal Finance Ltd.	187 / 1999
25	Devraj	Rajbhandari	Arnico Nirman Company P. Ltd.	129 /1996
26	Dhiraj	Kumar Karki Chhetri	Hotel Seema	
27	Dhruba	Maharjan	Central Service Department	215 / 2000
28	Dinesh	Pradhan	Kagaj Kothi	192 1999
29	Dinesh	Prasad Chapagain	Godhooli Studio	34 / 1990
30	Durga	Lal Sapkota	Nepal Material Handling Engg.	156 /1997
31	Durgesh	Raj Dali	Biotech Nursery Pvt. Ltd	176 /1999
32	Fadindra	Raj Giri	Labline Traders Pvt. Ltd	
33	Gautam	Lal Pradhan		
34	Gopal	Bajaj	Deepak Garment Industries	94 / 1995
35	Gyanendra	Lal Pradhan	Shangri-la Energy Limited	99 / 1995
36	Hari	Bhakta Sharma	Deurali-Janta Pharma Pvt. Ltd.	146 / 1997
37	Himalaya	Prasad Sharma		
38	Imojini	Shrestha	Modern Printing Press	112 / 1996
39	Indra	Bajracharya	Smile Wear	45 /1991

S.No.	First Name	Last Name	Office	Member s.no numer
40	Indu	Ratna Tuladhar	International Motorcycle Spare Parts	132 1996
41	Jagan	Khanal	Sisa Holidays Tours (P) Ltd.	
42	Janak	Raj Tuladhar	Kathmandu Repair Centre	183 / 1999
43	Jyoti	Prakash Pandey	Nepal Investment Bank Ltd.	
44	Jyoti	Tandukar	Institute of Engineering	178 /1999
45	Khem	Raj Bastola	Maitri Travels & Tours (P) Ltd.	
46	Kiran	Kumar Mudbhary	Mudbhary & Joshi Construction P. Ltd.	
47	Kiran	Narsing Shakya	Subash Printing Press	23 / 1989
48	Kishor	Kumar Maharjan	Sunrise Bank Ltd.	188 /1999
49	Krishna	Bahadur K. C	Nanda Battery Industries	54 / 1993
50	Krishna	Mohan Shrestha	Surya Confectionery P. Ltd.	
51	Kumar	Prasad Khanal		39 / 1991
52	Lochan	Lal Amatya	Advance College and Engineering and Management	202 /1999
53	Madhusudan	Bhattarai		17 / 1989
54	Mahendra	Suwal	Prasuma's Delicatessen (P) Ltd.	177 1999
55	Mahesh	Kumar Nakarmi	Shanker Automobiles Agency / Krisuns Works	1984, 6/1/1989, 2007,
56	Mahesh	Singh Kathayat	Kathmandu Engineering College	221 / 2000
57	Mani	Ratna Shakya	Deurali-Janta Pharma Pvt. Ltd.	206 /2000
58	Manohar	Das Mool	Kagaj Kothi Pvt. Ltd.	172 /1998
59	Manoj	Kumar Bhattarai	Nepal. Industrial Development Corporation	220 /2000
60	Meena	Shrestha Rajbhandari	Elite Creation P. Ltd.	
61	Mrigendra	Bhurtel	Tibetan Rugs P. Ltd./ Kathmandu Dying	84 / 1995
62	Narayan	Bajaj	Deepak Garment Industries	68 / 1994
63	Naveen	Bir Singh Kansakar	Bir Singh Auto Centre	180 1999
64	Padma	Jyoti	Jyoti Group of Companies	159 /1998
65	Prabendra	Lal Singh		205 / 2000
66	Prabin	Krishna Shrestha		167 / 1998
67	Pradeep	Kumar Bista		50 / 1992
68	Pradeep	Kumar Nepal	Nepal Industrial Dev. Corporation	
69	Pradeep	Manandhar	EG Shop (P) Ltd.	179 /1999
70	Prajesh	Nath Upreti	Nepal Chemical Traders	190 1999
71	Prakash	Kumar Nepal	Jagadamba Spinning Mills (P) Ltd.	158 / 1998
72	Prakash	Raj Singh Suwal		28 / 1989
73	Prakash	Rudra Shrestha	Nepal Consult P. Ltd.	116 / 1996
74	Pratul	Lal Shrestha	Orbit International Pvt. Ltd.	194 /1999
75	Purusottam	Subedi	Prime Commercial Bank Limited	185 /1999
76	Puskar	Nath Maskey	Navajeeven Textile P. Ltd.	154 /1997
77	Puspa	Pani Gautam	Podrej Steel Industry	210 2000
78	Rabinda	Mananda Bajracharya	NIDC	200 /1999
79	Radhika	Ranjitkar Shrestha	Quality Printout	

S.No.	First Name	Last Name	Office	Member s.no numer
80	Rajendra	Malla	"Nepal Chamber of Commerce / Manang Air Pvt / Prabhu Insurance"	19 / 1989
81	Rajoj	Man Shrestha	Central Finance Co. Ltd.	181 /1999
82	Raju	Nath Chalise	Machhapuchhre Bank Limited	184 /1999
83	Raju	Shakya	Otard International Pte. Ltd.	
84	Ram	Badan Shrestha Bania	Sako Engineering & Trading	92 / 1995
85	Ram	Kumar Singh	Lazimpat Engg. Works	161 / 1998
86	Ramesh	Bahadur Shrestha		
87	Ramesh	Man Singh		109 /1995
88	Ramesh	Nanda Vaidya	Professional Computer System (P) Ltd.	207 / 2000
89	Ramesh	Prasad Nepal	Integrated Methodical Research Centre	Jan-89
90	Ramesh	Prasad Subedi		131 / 1996
91	Ramesh	Rajkarnikar	Krishna Puroti Pvt. Ltd.	
92	Rohini	Shrestha	Sana Hastakala	195 /1999
93	Sanam	Amatya		53 /1993
94	Sanjeeb	Pradhanang	Prefab Concrete Ind. Pvt. Ltd.	
95	Sanjeev	Rijal	Nepal Jute Industries	76 / 1995
96	Sanjoj	Man Shrestha	Premier Aluminium Works Pvt. Ltd.	104 / 1995
97	Sarju	Rajbhandari	Mercentile Communications Pvt. Ltd.	201 /1999
98	Satya	Narayan Shah		127 /1996
99	Shant	Raj Rajkarnikar	Nebula Fruit Products	1999
100	Shanta	Bahadur Malla	Bhumi Restro loung	122 /1996
101	Shanti	Chapagain		170 /1998
102	Shashindra	Shrestha	NEBICO Pvt. Ltd	78 / 1995
103	Shekhar	Prasad Dhungana	Kathmandu University	199 / 1999
104	Shivjee	Roy Yadav	Bhawani Ply Wood Industries	123 / 1996
105	Shrawan	Bajaj	Deepak Garment Industries / Himal Engineering Consultancy	
106	Subash	Silwal		213 / 2000
107	Suman	Bahadur Shrestha	Ace Finance Company Limited	
108	Sunil	Rajbhandari	Highland Pashmina	
109	Suraksha	Man Singh Bania		87 / 1995
110	Surendra	Das Shrestha	Balaju Engg. & Structure Works (P) Ltd	182 /1999
111	Surendra	Bahadur Shrestha	.Balaju udyog	162 / 1998
112	Sushiel	Joshi	Himalayan Bank Ltd.	212 / 2000
113	Tanka	Mani Kafle	Gorkha Brewery (P) Ltd.	173 /1999
114	Ujjal	Rajbhandari	Himalayan Bank Ltd.	
115	Urmila	Shrestha	Sherpa Cooperative Trekking Pvt. Ltd.	
116	Ushan	Bajracharya	Ci. Bi. Art Treasure	211 / 2000
117	Yogendra	Prasad Shrestha	Nepal Share Markets Co. Ltd.	186 /1999



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3	Abhaya	Shrestha	Till Ganga	666 / PMTP_2018
4	Achut	Khatiwada	Equipment Maintenance & Service Center	284 - 2004
5	Achut	Raj Bhattarai	Small & Medium Enetrprise Dev. Pvt.	292 /2004
6	Achut	Ram Chalise	Durga Metal Udhog	438 / 2011
7	Achyut	Rajbhandari	Perfect Printing Press	261 - 2003
8	Ajay	Kumar Panday	Kishan Pipe Products Pvt Ltd.	616 / NPCM 2018
9	Ajay	Bahadur Pradhanang	Nepal Pharmaceuticals Laboratory	379 / 2008
10	Ajay	Singh Karki	Prasid Pashmina Industry	453 / 2011
11	Ajaya	Kumar Mishra	United Finance Limited	511 / 2014
12	Ajaya	Ratna Sthapit	New Hotel Crystal Pokhara P. Ltd.	80 / 1995
13	Aju	Giri	Love Green Nepal	269 - 2003
14	Akhileshwar	Mishra	Pulchok Engineering College	311 /2004
15	Amar	Ghimire	Hi-Tech Developers Pvt. Ltd.	631
16	Amar	Lal Shrestha	Doree Printers	
17	Amik	Tuladhar	Simca Laboratories Pvt. Ltd.	538 / 2015
18	Amin	Khadka	Tilganga Eye Center	422 / 2010
19	Amit	Gupta Agrawal	SR Drug Laboratories	499 / 2013
20	Amshu	Dali	Prakriti Breads	556 / 2016 X543
21	Anajana	Shilpakar	Wood Carving Industries Pvt. Ltd.	393 - 2002
22	Anand	Shah Rauniyar	Interstate Multimodal Transport PLtd.	439 /2011
23	Anand	Vaidya	Vaidya Electronics	198 / 1999
24	Ananta	Sharma	Deurali-Janta Pharmaceuticals Pvt. Ltd.	399 /2009
25	Anil	Hada	Super Biscuit Industry	137 /1996
26	Anil	Kumar Kejriwal	Siddhartha Finance Ltd.	298 /2004
27	Anil	Prasad Shrestha	Muncha Confectionery Indurtry	462 /2011
28	Anil	Raj Satyal		281 - 2004
29	Ankit	Paudel	Gaurav Nepal Engineers Pvt. Ltd.	634
30	Anmol	Pradhan	Himalayan pole Ind. Pvt. Ltd.	617
31	Anuj	Kumar Shrestha	3C Restro Café	670 / NPCM_1st Batch
32	Arjun	Bahadur Khatri	Qmed Formulation Pvt .Ltd	543 / 2016 NPCM
33	Arniko	Rajbhandary	Nepal Dairy pvt.ltd	514 /2014
34	Arun	Pokharel	Shangrila Tours (P) Ltd.	135 / 1996
35	Asha	Adhikary		299 / 2004
36	Asha	Kaji Awale		354 / 2007
37	Asha	Lal Maharjan	Nepal Telecom	72 / 1994
38	Ashis	Kumar Sharma		428 / 2010
39	Ashok	Kumar Murarka	Ilam Tea Producers Pvt. Ltd.	305 /2004
40	Ashok	Kumar Upreti	Peacock Plasticware Pvt. Ltd.	255 - 2003
41	Ashok	Maharjan	Palpali Lable Industries	105 /1995
42	Ashok	Raj Rajbhandari		367 / 2004
43	Ashok	Sharma	Simca Laboratories Pvt. Ltd.	290-2004
44	Ashoke	S. J. B. Rana	Himalayan Bank Ltd.	106 / 1995

S.No.	First Name	Last Name	Office	Member s.no numer
45	Ashwini	Kumar Agrawal	Shakun Tea Industries	267 - 2003
46	Bal	Kishan Gurung	Surya Nepal Pvt. Ltd.	680/LDTP-2019
47	Bandana	Manadhar	Prime Commerical Bank Ltd.	423 /2010
48	Barun	Shrestha	Nepal Investment Bank	452 / 2011
49	Basanta	Paudel	Global Agro Product Pvt. Ltd.	570 / NPCM 2017
50	Basanti	Roshan (Shrestha) Pradhan	Training Institute For Technical Instruction	410 /2009
51	Basu	Dahal	Himalayan Bank Limited	
52	Beeni	Shrestha	Nepal Oil Corporation Ltd.	534/ 2015
53	Bhadra	Narayan Piya	United Packaging Pvt. Ltd.	435 / 2010
54	Bhagawati	Shrestha	Nepal Bio-Tech Nursery	232 / 2002
55	Bhava	Rajbhandari	Variety Printers	257 - 2002
56	Bhawati	Lal Kachhapati		55 / 1993
57	Bhim	Dhoj Shrestha	Tribhuvan University	350 / 2006
58	Bhola	Bahadur Bista	Civil Bank Limited	573 / NPCM 2017
59	Bhusan	Krishna Shrestha	Pape Inc. Traders	147 / 1997
60	Bhusan	Narsingha Pradhan	Ministry of Land Information & Archive	300 / 2004
61	Bhusan	Nepal Shrestha	Prime Commerical Bank Ltd.	424 /2010
62	Bhuwan	Krishna Shrestha	Argus Medi sales	434 / 2010
63	Bijay	Bahadur Shrestha	Snowlion investment Pvt. Ltd.	377 /2008
64	Bijay	Bir Singh	Gem Plasticrafts Pvt. Ltd.	333 /2005
65	Bijay	Gurung	Deurali - Janta Pharmaceuticals Pvt. Ltd.	641/ SHOP 2018
66	Bijay	Maharjan	Deurali - Janta Pharmaceuticals Pvt. Ltd.	643 / LMTP 2018
67	Bijaya	Krishna Shrestha	Beltronix	323 /2005
68	Bijaya	Ratna Sthapit	sherpa advancture gear p.lit	419 /2010
69	Bijayshwar	Pokhrel	Global references laboratories pvt. Ltd	272 - 2003
70	Bijendra	Suwal	Nepal Investment Bank	347 / 2004
71	Bijesh	Shrestha	Harati Computer Service Pvt. Ltd	459 /2011
72	Bikas	S. Rauniyar	Interstate Multimodal Transport P.Ltd.	565 / 2016 PICT
73	Bikash	Palikhe	kumari Marketing Pvt. Ltd.	618
74	Bimal	Gurung	Upper Tamakoshi Hydrooelectric	478 /2012
75	Bimal	Daga		567 / 2017 PJCM
76	Bimal	Prasad Adhikari	Kathmandu Metropolitan City	294 /2004
77	Binaya	Mohan Saud	Subisu Cablenet Pvt.Ltd.	451 / 2011
78	Binit	Lohia	Magnus Pharma Pvt. Ltd	671 / NPCM_ 2013
79	Binita	Ganawaly Sharma	Himalaya Co-operative Society	266 -2003
80	Binod	Bahadur Rajbhandari		100 / 1995
81	Binod	Banskota	MEH consultan pvt ltd.	240 / 2002
82	Binod	Dhakal	Green IT Solution Pvt. Ltd	558 / 2016 EPCM
83	Binod	Ranjit		588
84	Bipin	Thapa	Academy of Information Tech. Pvt. Ltd.	233 / 2002
85	Bipin	Hada	Himalayan Bank Ltd.	421 /2010
86	Bipul	Dhakal		468 / 2012
87	Bishal	Ghimire	Pancharatna Feeds Pvt.Ltd	523 / 2015
88	Bishnu	Khatrri	New Kantipur Feed Industry	442 /2011
89	Bishnu	Das Dongol	Bhaktapur Paper Crafts P. Ltd.	244 - 2002

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90	Bishwo	Mohan Karmacharya	Bhote Koshi Power Company	491 / 2013
91	Bodh	Raj Devkota	Citizens bank International ltd.	515/ 2014
92	Chandani	K.C		683 / 2019 SHOP
93	Chandra	Kishor Prasad Mahato	National Healthcare P. Ltd.	383 /2008
94	Chandra	K. Karmacharya	Karmacharya Group	
95	Charan Singh	Singh	Sipradi Trading (P) Ltd.	345 / 2006
96	Chhavi	Raman Bhattarai		314 /2004
97	Chinta	Mani Uprety	Khadya Udhog Ltd.	251 - 2002
98	Chudamani	Budhathoki	World Freight Int'l P. Ltd	457 /2011
99	Dasrath	Karki	D. R. Traders & Suppliers	214 / 2000
100	Dawa	Sherpa	City Carpet Industries	411 / 2010
101	Deepa	Shrestha	Deurali-Janta Pharmaceuticals Pvt. Ltd.	516 / 2014
102	Deepak	Kumar Agrawal	United Finance Limited	484 / 2012
103	Deepak	Kumar Bhandari	Samudayik Printers	431 / 2010
104	Deepak	Manandhar		357 /2007
105	Deepak	Raj Giri	Times Motors Pvt. Ltd.	632
106	Deepak	Thapa	power solution center	
107	Deependra	Bahadur Pradhan	Global Refrences Laboratories Pvt. Ltd	537/ 2015
108	Degendra	Kumar Shrestha	harmony colony Pvt. ltd	446 / 2011
109	Denis	Shrestha	Advance Poly Clinic	417 /2010
110	Devendra	Bartaula	Ecogreen Fibers Ind. Pvt. Ltd.	635
111	Devendra	Shrestha	CTL Pharmaceuticals P. Ltd.	409 /2010
112	Dharma	Prasad Khanal	Manamohan Memorial institute of Health Science	279 - 2003
113	Dibakar	Thapa	Hulas Remittance PVt.Ltd	526 / 2015
114	Dibesh	Lal Nakarmi	The comfort Selt and Craft pvt.ltd	230 / 2002
115	Dibyswory	Dhar Dali	Digital Age Nepal Pvt.Ltd	578 / PICT 2017
116	Dinesh	Nath Chalise	SMEC International Australia	362 / 2007
117	Dipak	Khatrri	Mukteshwori Beverage Pvt. Ltd.	640 / NPCM 2018
118	Dipak	Prasad Upadhaya	MEH Consultants (P) Ltd.	392 - 2002
119	Dipam	Shrestha	Tilganga Eye Center	517 / 2014
120	Dipendra	Lal Shrestha	Quest Pharmaceuticals P. Ltd.	280 - 2004
121	Dipesh	Gorkhali	STM Telecom Sanchar Pvt. Ltd.	394 / 2009
122	Dipinti	Karki	Avenues Television P. Ltd.	412 / 2010
123	Diwas	Karki	Nabil Bank Limited	545 / 2016 NPCM
124	Diwas	Aryal	Deurali-Janta Pharmaceuticals Pvt.Ltd	655 / LMTP-2_ 2017
125	Durga	Prasad Upadhaya	Training Institute For Technical Instruction	398 /2009
126	Euden	Koirala	Water Aid	456 / 2011
127	G. Narayan	Bdr. Chettri	Time Pharmaceuticals (P) Ltd.	291 /2004
128	Ganesh	Prasad Bhetuwal	Swastik Shreebinayak Construction Company Pvt. Ltd	566/ 2017 BCP
129	Ganesh	Prasad Upadhaya		85 /1995
130	Ganesh	Raj Pokharel	Citizens bank International ltd.	480 / 2012
131	Ganesh	Raj Shrestha	Pashupati Rubber Industries (P) Ltd.	287-2004
132	Gautam	Shakya	GeoSpatial Systems Pvt. Ltd.	481 / 2012
133	Geeta	Shrestha	Readymade Garment Train. Center	209 / 2000
134	Ghanashyam	S. Sharma	Yeti Finance Company Ltd.	250 - 2002
135	Gita	Tamrakar	Everest Art Paper	647 / NPCM 2017
136	Gokarna	Prasad Sitaula	Nepal Telecom	664 / TEBI_2018



S.No.	First Name	Last Name	Office	Member s.no numer
137	Gopal	Khanal	Nepal Mega College	441 /2011
138	Gopal	Krishna Shrestha	Himal Cement Company Ltd.	163 / 1998
139	Gopesh	Shakti Maskey	Vijayadeep Pharmaceuticals	401 / 2009
140	Gourish	K. Kharel	K-too Health Food Inc.	196 /1999
141	Govind	Narayan Halwai	MEH Consultants (P) Ltd.	322 /2005
142	Govinda	Man Tamrakar	MEH Consultants (P) Ltd.	355 / 2007
143	Govinda	Prasad Ghimire	Shova Trishakti Pvt. Ltd.	404 /2009
144	Govinda	Prasad Ghimire	Alternative Herbal Product (P) Ltd.	65 / 1993
145	Guna	Raj Shrestha	PD Consult	224 / 2001
146	Gyan	Kumari Shakya	swastik Interior	500 / 2012
147	Gyanendra	Bahadur Pradhan	Medipro Computers P.Ltd.	509 / 2014
148	Gyanendra	Prasad Dahal	Mega Shoe Industries Pvt. Ltd.	589
149	Gyani	Prasad Uprety		607 /NPCM 2017
150	Hari	Gopal Shrestha	Hitesh Garments	219 / 2000
151	Hari	Kishor Shrestha	Om Hospital & Research Center	248 -2002
152	Hemant	Kumar Chaurasia	Computer Point Nepal	288-2004
153	Hira	Ratna Stapith		25 / 1989
154	Hom	Nath Neupane	Nebico Pvt, Ltd.	420 /2010
155	Indra	Prasad Sapkota	Laxmi Int'l Pvt. Ltd.	619
156	Isha	Shrestha	Nilgiri Khola Hydropower Company Ltd	646 /EPCM 2018
157	Isvar	Prasad Gautam	Surya Nepal Pvt. Ltd.	590 / NPCM
158	Jagdish	Chandra Bhatt	Gangotri Group	630
159	Jagdish	Roongta	National Healthcare P. Ltd.	330 /2005
160	Janardan	Dev Pant	Himalayan Bank Ltd.	317 / 2004
161	Jarman	Bahadur Pandey		240 - 2002
162	Jaya	Bir Karmacharya	Omnica Laboratories Pvt. Ltd.	
163	Jayan	Nyachhyon	Himal Tents Pvt. Ltd.	309 /2004
164	Jayandra	Chudal	AAC Light Brick	560 / 2016 CMPE
165	Jayendra	Bahadur Rawal	NIC Asia Bank	660 / BIOD_2018
166	Jhalak	Prasad Khanal		433 / 2010
167	Jiwan	Lal Piya	Chirag Foam Ind. Pvt. Ltd.	107 / 1995
168	Jyoti	Shrestha	Chandra Enterprises Pvt. Ltd.	120 /1996
169	Kailash	Shrestha	Logica beans pvt. Ltd	571 / NPCM 2017
170	Kapil	Dev Ghimire	Small Business Promotion Project	77 / 1995
171	Kavi	Das Dhaubaji Shrestha	Nilah Water Treatments	489 / 2012
172	Kedar	Duwadi	Quest Pharmaceutical Pvt.Ltd	651 / LMTP 2017
173	Kedar	Lal Shrestha	Deurali-Janta Pharmaceuticals Pvt. Ltd.	585 / NPCM - 2015
174	Keshab	Bhandari	NPEDC	
175	Keshab	Bikram Khadka	Annapurna Agro Industries Pvt. Ltd.	383 /2008
176	Keshab	Shrestha	Natural History Museum	75 / 1994
177	Khilendra	Paudel	IME Ltd.	620
178	Kiran	Josh		663 / PPTP_2018
179	Kiroj	Rajbanshi	Deurali - Janta Pharmaceuticals Pvt. Ltd.	644 / EPPM 2018
180	Kishor	Bhakta Mathema		136 /1996
181	Kishor	Chapagain	Pyricelolution pvt. Ltd	285 - 2004
182	Kishor	Kumar Pradhan	Birat Pharma Lab (P) Ltd.	140 / 1996

S.No.	First Name	Last Name	Office	Member s.no numer
183	Kishore	Ram Bhandary		38 / 1991
184	Krishna	Prasad Khanal	Apollo Offset Press P. Ltd.	432 / 2010
185	Kumar	Dhamala	Ecocode Nepal P Ltd	477 / 2012
186	Kundan	Khanal		252 -2002
187	Kush	Kumar Joshi	Nepal Ektrat Engineering Company	
188	Ladhuram	Tamang	Hyonjan Elect. Engg. Fabricator P. Ltd.	124 / 1996
189	Laxmi	Bahadur Shrestha	Harishiddhi Brick & Tile Factory Ltd.	81 /1995
190	Laxmi	Kumari Shrestha	Delux Interior Design & Consultancy	501 / 2012
191	Leesa	Manandhar	Lomus Pharmaceuticals	222 / 2001
192	Leesa	Manandhar	Simca Laboratories Pvt. Ltd.	504 / 2013
193	Lila	Parsad Dhakal	Kathmandu Upatyaka Khanepani Limited Project impromentation Directorati	482 / 2012
194	Lisa	Joshi	FHI360	486 / 2012
195	Madan	Lal Joshi	Furniture Land Store Pvt. Ltd.	507/ 2014
196	Madan	Sharma	Nepal Telecom	352 / 2007
197	Madhav	Dhakal	Shree Ram Refine oil production P Ltd	470 /2012
198	Madhav	Narayan Shrestha	Nepal Water Supply Corporation	91 / 1995
199	Madhav	Prasad Neupane	Hetauda Sandesh National Daily	621
200	Madhur	Kumar Shrestha	Seagate Institute of Technology	277 -2003
201	Mahendra	Gopal Shrestha	Love Green Nepal	303 /2004
202	Mahesh	Sharma Dhakal	Global IME Bank Limited	458 /2011
203	Mahesh	Dewan	Hotel Pawan Palace Lumbini	429 / 2010
204	Mahesh	Karki	Himshree KC Group of PSA Industries and Trading P. Ltd.	436 / 2010
205	Mahesh	Kumar Gorkhali	Nepal Pharmaceuticals Laboratory Pvt. Ltd	371 /2007
206	Mahesh	Prasad Pradhan	Omnica Laboratories Pvt. Ltd.	361 / 2007
207	Mahesh	Swar	Kantipur Publication Pvt .Ltd	530 / 2015 NPCM
208	Maheshwor	Prakash Shrestha	Himalayan Infastructure Fund Limited	369 / 2007
209	Maheswor	Maharjan	IT Business Service Pvt. Ltd.	312 /2004
210	Mandira	Maharjan	"Bhaktapur Ceramics Pvt. Ltd. Nepal Terracotta Pvt.Ltd"	237 - 2002
211	Manish	Kumar Agrawal	Daksha Investment pvt.Ltd	460 /2011
212	Manisha	Karn	Citizen Bank International Ltd	584 / SHOP- 2017
213	Manjul	Prasad Joshi	Fusemachine Nepal Pvt. Ltd	673 / NAHRP_2019
214	Manoj	Dhodari	Orchid Resort Pvt. Ltd.	639
215	Manoj	Kumar Agrawal	WorldLink Communnicaattion P. Lts	473 / 2012
216	Manoj	Shrestha	NLG Insurance Co.Ltd	533/ 2015
217	Manoj	Kumar Das	Manoj Gas Udyog Pvt. Ltd.	591
218	Minoo	Piya Amatya	Nepal Pharmaceuticals Laboratory	382 /2008
219	Mukendra	Singh	Deurali-Janta Pharmaceuticals Pvt. Ltd.	327 /2005
220	Mukti	Nath Subedi	Rakhu Bhagwati Const.	141 / 1996
221	Mukunda	Chaulagain	Fred Hollows Intra Ocular Lens Laboratory, Tilganga Institute of Ophthalmology	614 / QCTC-2_2017
222	Mukunda	Prasad Joshi	Fusemachine Nepal Pvt. Ltd	316 /2004
223	Mukunda	Prasad Lamichhane	Prabhu Bank Ltd.	592
224	Mukunda	Ram Bhandari		Mar-89
225	Muna	Sharma	Sarthak Concret Pvt. Ltd	659 / LDTP_ 2018

S.No.	First Name	Last Name	Office	Member s.no numer
226	Nabin	Bhujel	Suryodaya Urja Pvt.Ltd	529 / 2015
227	Nagendra	Kayastha	MULTI Software (P) Ltd.	329 /2005
228	Narayan	Neupane	Hallmark Infosys Pvt. Ltd.	498 /2013
229	Narayan	Babu Lohani	Reliable Nepal Life Insurance	548 / 2016 NPCM
230	Narayan	Bahadur K.C.	Cist College	306 /2004
231	Narayan	Bahadur Thapa	Internet Business Bureau	485 / 2012
232	Narayan	Mahat Chhetry	Genesis International Technology Nepal Pvt.ltd.	364 / 2007
233	Narayan	Nakarmi	Radymade Garment Training Center	175 / 1999
234	Narayan	Prakash Bhujju	Machhapuchchhre Bank Ltd.	593
235	Narayan	Prasad Bhandari	Nepal Telecom	69 / 1994
236	Narendra	Bhattarai	Nepal Credit and Commercial Bank	97 / 1995
237	Naresh	Dev Panta		242 -2002
238	Naresh	Bahadur Malla	Web Printers P. Ltd.	386 /2008
239	Naresh	Kumar Shrestha	Panas Pharmaceuticals Pvt. Ltd.	408 / 2010
240	Narnath	Adhikari	vega Pharmaceutical pvt. Ltd	454 /2011
241	Naveen	Prakash Adhikari	Subha Shree Agni Cement Pvt.	685 / 2019 BIOD
242	Navin	kumar Thapa	Fred Hollows Intra Ocular Lens Laboratory, Tilganga Institute of Ophthalmology	613/ PQPS-2_2017
243	Navin	Siddhi Bajracharya	IT Himalayan	271 - 2003
244	Neeraj	Man Shrestha	Nepal Telecom	342 /2006
245	Nigam	Raj Adhikari	Deurali - Janta Pharmaceuticals Pvt. Ltd.	557 / 2016 PBI
246	Nikesh	Dwa	Mid Town Galleria Pvt. Ltd.	622
247	Nikita	Poudel	Gopi Krishna FM Radio	413 /2010
248	Niraj	Man Singh	Himalaya General Insurance Co.Ltd	568 / NPCM 2017
249	Niraj	Gorkhali	Smart Solutions	430 / 2010
250	Niraj	Khanal	Brihat Investments Pvt. Ltd.	546 / 2016 NPCM
251	Niraj	Subedi	Jawalakhel Group of industries P .Ltd	675/EPCM-2019
252	Niran	Joshi	Pecon Pvt. Ltd	531/ 2015
253	Nirmal	Chandra Jha	Nepal Pharmaceuticals Laboratory	581 / SHOP-2 2017
254	Nirman	Lal Shrestha	Ashutosh Travels & Tours	649 / SHOP 2017
255	Nischal	Man Singh Pradhan	Brihat Investments Pvt. Ltd.	493 / 2013
256	Nishal	Subedi		550 / 2016 PMTP
257	Nishesh	Shakya	"Institute for Professional Training & Management Nepal"	656 / PCT_2017
258	Nishma	Bajracharya	Nepal Pharmaceuticals Laboratory Pvt. Ltd	490 / 2013
259	Om	Prakash Shrestha	Arniko Nirman Co.	320 /2005
260	Opendra	Kumar Shrestha	Sharma & Company Pvt. Ltd.	262 -2003
261	Padam	Bahadur Thapa	Himalayan Fabs International	582 / QCTC - 2017
262	Padma	Tara Tudladhar	Alternative Technology	650 / EPCM 2017
263	Padmaja	Pradhan	Green Bamboo Creation Pvt. Ltd	658 / PQM_2018
264	Pankaj	Lal Pradhan	Prismark Marketing	579 / PJCM 2017
265	Paras	Pradhan	Madan Puraskar Pustakalaya	326 /2005
266	Pasa	Maharjan	Dakshin Barahi Brik Factory	648 / EPPM 2017
267	Pashupati	Khartri	Event Sansar	495 /2013
268	Piyush	Sharma Humagain	Aadee Remedies Pvt. Ltd	657 / PQM_2018
269	Prabhakar	Shumsher Thapa	Him Electronice P. Ltd	471 /2012



S.No.	First Name	Last Name	Office	Member s.no numer
270	Prabhu	Keshar M. Pradhan	NIDC	160 /1998
271	Prabin	Raj Pokharel	Louis berger inc usa	397 / 2004
272	Prabin	Basnet	Kamana Sewa Bikash Bank	549 / 2016 NPCM
273	Pradeep	Kumar Shrestha	Omnica Laboratories Pvt. Ltd.	343 / 2006
274	Pradeep	Man Vaidya	Vijayadeep Laboratories Limited	218 / 2000
275	Pradeep	Narsingh Rayamajhi		313/2004
276	Pragya	Pradhan	Omnica Laboratories Pvt. Ltd.	467 /2012
277	Prajwal	Jung Pandey	Lomus Pharmaceuticals Pvt. Ltd.	318 /2004
278	Prajwal	Shrestha	The British college	259 -2003
279	Prakash	Bajracharya	Bajra & Bajracharya Enterprises	133 / 1996
280	Prakash	kumar Shrestha	Butwal Power Company Limited	519 / 2015
281	Prakash	Man Shrestha	Harishiddhi Brick & Tile Factory Ltd.	375 /2007
282	Pramod	Kaji Baniya	Swayambhu Hotels & Apartments Pvt. Ltd.	508 / 2014
283	Pramod	Metha	Nepal Pharmaceuticals Laboratory	677/PQPS-2019
284	Pranab	Ghimire		227 / 2001
285	Prashant	Dugar	Pine Overseas Pvt. Ltd.	623
286	Prashant	Lal Shrestha	Islington Collage	234 / 2002
287	Prashida	Man Shrestha	Sino Hydro Sagarmatha Power Company	479 / 2012
288	Prasidha	Raj Aryal	Civil Bank Limited	528 / 2015
289	Pratap	Jung Pandey	Kailash Helicopter Sevices pvt. Ltd	444 /2011
290	Prathana	Rajbhandari Vaidya	Brihat Developers & Builder Pvt. Ltd.	624
291	Pratyush	Acharya	Bhoomi Foods Product	405 / 2010
292	Pravat	Thapa		360 / 2007
293	Praveen Shahi	aman Parajuli	Deurali-Janta Pharmaceuticals Pvt. Ltd.	396 / 2002
294	Pravin	R	Nabil Investment Banking Ltd.	513 /2014
295	Prawin	Aryal	Jade Consult PvtLtd	521 / 2015
296	Pritam	Lal Shrestha	Sunrise Bank Ltd.	391 / 2004
297	Punya	Prasad Lohani	JANA Rashmi	474 /2012
298	Purna	Prakash Hada		61 / 1993
299	Purnima	Rajbhandary	Birat Investment Pvt. Ltd	476 / 2012
300	Puskar	Acharya	Lovely Business link Pvt.Ltd	520 / 2015
301	Rabi	K. Shrestha	CTL Pharmaceuticals P. Ltd.	245 -2002
302	Rabin	Kumar Shrestha	channakyasoftware	325 /2005
303	Rabin	Kumar Shrestha	Coseli Chhala Jutta Udhog	440 /2011
304	Rabin	Prajapati	"Bhaktapur Ceramics Pvt. Ltd. Nepal Terracotta Pvt.Ltd."	236 - 2002
305	Rabindra	Pradhan	Auto in enterprises	249 -2002
306	Rabindra	Rajbhandari	RAJMS Company	278 - 2003
307	Radha	Krishna Dhaubhadel	Eco Craft Nepal	289-2004
308	Radhe	Shyam Bhagat	R.S. Bhagat & Ass. Consulting Artitech	139 / 1996
309	Radhe	Shyam Mahato	National Healthcare P. Ltd.	336 /2006
310	Raj	Kumar Gupta	Ambuja Cement	2012/
311	Raja	Babu Maharjan	Kathmandu Repairing Center	197 / 1999
312	Rajan	Babu Shrestha	Aero Care Air Conditioning Service	128 /1996
313	Rajan	Shrestha	Hama Iron and Steel Industries Pvt. Ltd.	363 / 2007
314	Rajani	Shrestha	Educational Enterprise (P) Ltd.	296 /2004

S.No.	First Name	Last Name	Office	Member s.no number
315	Rajat	Shrestha	Blue Cross Hospital Pvt.Ltd	483 / 2012
316	Rajendra	Chapagain	Creative Press P Ltd	612 EPPM-2_ 2017
317	Rajendra	Lal Shrestha	Citizen Bank	553 / 2016 SHOP
318	Rajesh	Mani Ghimire	Balaju Yantra Shala Pvt. Ltd.	274 - 2003
319	Rajesh	Babu Shrestha	Chitwan Construction & Engg. Co.	263 - 2003
320	Rajesh	Chandra Bhattarai	Nepal Telecom	353 / 2007
321	Rajesh	Kumar Agrawal	Kanchanjungha Cement Udhog Pvt. Ltd.	633
322	Rajesh	Kumar Shakya	Hitech Valley iNet Pvt. Ltd.	346 / 2006
323	Rajib	Pokhrel	guards enterprises pvt.ltd	402 /2009
324	Rajiv	Bhakta Pradhan	LOTUS Oppertunities	270 - 2003
325	Raju	Babu Shrestha	Manakamana Darshan P. Ltd.	
326	Raju	Dev Bhattarai	Sheela Printers	283 -2004
327	Raju	P. Shrestha Khairegoli	Omnica Laboratories Pvt. Ltd.	380 /2008
328	Raju	Poudel	Arghakhanchi Cement Pvt. Ltd.	594
329	Ram	Banshee Pradhan	Institute of Engineering	110 / 1995
330	Ram	Chandra Lohani	Laxmi Intercontinental Pvt. Ltd	608 / NPCM 2016
331	Ram	Hari Subedi	Gorkha Ayurved Company Pvt. Ltd.	445 /2011
332	Ramendra	Pradhanang		426 / 2010
333	Ramesh	Bista	Deurali - Janta Pharmaceuticals Pvt. Ltd.	637
334	Ramesh	Prasad Panta		275 -2003
335	Ramesh	Sharma	Sharma & Company Pvt. Ltd.	273 - 2003
336	Ramesh	Thapa	Direction Nepal Pvt. Ltd.	450 /2011
337	Rameshwor	Karmacharya	People campus	348 / 2006
338	Ranga	Nath Dhakal	NYSE	685 / PMM 2021
339	Rashmi	Pant	Prabhu Bank	642 / SHOP 2018
340	Rasmita	Tudladhar	Tilganga Eye Center	505 /2013
341	Ratan	Lal Agrawal	Inter-Tech P. Ltd.	217 / 2000
342	Rati	Bhochhibhoya Pradhan	Muskan Home Of Hope	466 / 2011
343	Ratna	Lal Shrestha		113 / 1996
344	Ratna	Man Shrestha	Shakti Hume Pipe Udhog	113 / 1996
345	Ratna	Sambhav Shakya		541 / 2016 NPCM
346	Ratneshwari	Shrestha	Ratna Silver Craft	373 /2007
347	Reena	Singh Suwal	Beltronix	384 /2008
348	Reeta	Simha	Aama Craft	338 / 2006
349	Rishi	Mani Shrestha	Morang Auto Works	337 /2006
350	Rita	J. Pradhan	Temple Tiger Group of Companies	586 / SHOP-2 2017
351	Ritesh	Mehar Shrestha	"Global Merchants and Logistics Pvt.Ltd."	595
352	Ritesh	Silwal	Global Tinaru Trading Pvt.Ltd	502 / 2013
353	Robin	Man Amatya	SAARC Business Association of HBWs	510 / 2014
354	Rohit	Karki	Pathivara Concrete Ind. Pvt. Ltd.	625
355	Roshan	Malla	Citizens Bank International Ltd.	603
356	Roshan	Poudyal		307 /2004
357	Rubina	Shrestha	Simca Laboratories Pvt. Ltd.	563 / 2016 PMTP
358	Ruby	Laxmi Shrestha	National Dairy Development Board	108 / 1995

S.No.	First Name	Last Name	Office	Member s.no numer
359	Rudra	Bahadur Bhattarai	Mirage Advertising & Graphics	475 / 2012
360	Rupesh	Prajapati	Chandeswori Auto Engineering	208 / 2000
361	Rupesh	Krishna Shrestha	"Subarna Match Factory Pvt. Ltd."	596
362	Sabin	Thapa	Green Tick Nepal Pvt. Ltd.	463 /2011
363	Sabin	Lal Shrestha	High Land Distillery	119 /1996
364	Sabin	Shrestha	Himalayas Pashmina	268 - 2003
365	Sabita	Dhungana	Akarshan Industries	339 2006
366	Sabita	Joshi	Manka Crafts Association	264 - 2003
367	Sachindra	Pradhanang	Pradhanang Apparels Industry	552 / 2016 QCTC
368	Sagar	Poudyal	Civil Bank Ltd.	610/ PBI 2017
369	Sajal	Karki	Laxmi Lodge & Hotel	464 /2011
370	Sajala	Joshi Shrestha	Simca Laboratories Pvt. Ltd.	385 /2008
371	Salin	Narshing Shakya	Crystal Image	324 /2005
372	Salvi	Shrestha	Fusemachine Nepal Pvt. Ltd	674/ NAHRP_2019
373	Samir	Acharya	Himalayan Bank Limited	678/TEBI-2019
374	Samit	Raj Shilakar	Global IME Bank Ltd.	512 / 2014
375	Sangam	K.C.	Himshree Foods. Pvt. Com	406 / 2010
376	Sangita	Kadariya	"Shikhar Shoe Industries Pvt. Ltd."	597
377	Sanjay	Giri	Everest Leather Industries Pvt Ltd.	414 /2010
378	Sanjeeb	Chandra Pokhrel	Nepal Rubber Udhog Pvt. Ltd.	134 / 1996
379	Sanjeeta	Archarya	Hotel Himalayan	559 / 2016 PQM
380	Santosh	Kumar Bhagat	New A.C.C. Brick Industry P. Ltd.	461 /2011
381	Santosh	Shrestha	MARS P. Ltd	472 / 2012
382	Sanu	Maiya Shrestha	Nepal Bio-Tech Nursery	231 / 2002
383	Sarad	Chandra Upadhaya	Janak Education Material Center Ltd.	60 /1993
384	Sarbajit	Rana	Surya Nepal Pvt. Ltd.	387 / 2008
385	Sarita	Karki Khanal	Lomus Pharmaceuticals	223 / 2001
386	Saroj	Kaji Tudladhar	Goodwill Finance Limited	370 /2007
387	Saroj	Baral	Jaima Laxmi Techo center P .Ltd	676/ PQM-2019
388	Saroj	Kumar Shakya	Nepal Telecom	301 /2004
389	Saroj	Manandhar	Deurali-Janta Pharmaceuticals Pvt. Ltd.	335 /2005
390	Saroj	Manandhar	Miracle Interface P. Ltd.	358 / 2007
391	Saroj	Shrestha	Civil Bank Limited	535/ 2015
392	Saroja	Shrestha Koirala	Nepal Bangladesh Bank Ltd	518 / 2014
393	Sati Devi	Singh Gautam	Blue Cross Hospital Pvt.Ltd	532/ 2015
394	Satish	Kumar Karn	Jaulakhel Group of industris P .Ltd	682 / 2019 SHOP
395	Satish	Chand Shrestha	Shreenagar Agro Farm Pvt. Ltd.	286-2004
396	Saurabh	Shrestha	Nepal Shoes Factory	572 / NPCM 2017
397	Saurav	Joshi	Furniture Land Store Pvt. Ltd.	575 / NPCM 2017
398	Shambhu	Agrawal	Bhaskar Herbaceutical Pvt.Ltd	522 / 2015
399	Shankar	Kant Adhikari	Mount Everest Trading & Service P. Ltd.	276 - 2003
400	Shanker	Prasad Pandeya	Sagarmath Silks	407 / 2010
401	Shanta	Baskota Koirala	Kanchanjangha Tea Estate And Research	418 /2010
402	Shanti	Laxmi Shakya	Board of Director Chilime Hydro Power Company	374 /2007



S.No.	First Name	Last Name	Office	Member s.no numer
403	Sharad	Khanal	Sopan Pharmaceuticals Ltd.	427 /2010
404	Sharda	Rana	Sipradi Trading	661 / IR & HRM_2016
405	Shashi	Bhattarai	Knowledge Holding International pvt.ltd.	225 / 2001
406	Sheela	Pradhan	Mars Advertising and Research Pvt. Ltd.	626
407	Sher	Bahadur Budhathoki	Siddhartha Bank Limited	525 / 2015
408	Shilu	Aryal	Civil Bank Limited	667 / PJCM_2018
409	Shiromani	Dhakal	Hetauda Cement Industries	
410	Shisir	Panchhai	F1soft International Pvt. Ltd.	627
411	Shiv	Bhushan Lal	Nepal Telecom	365 - 2007
412	Shiva	Kumar Sharma	Himal Hydro and General Cons. Ltd.	310 /2004
413	Shiva	Krishna Shrestha	Sef-y Consultant	297 /2004
414	Shiva	Kumar Bhandari	Deurali-Janta Pharmaceuticals Pvt. Ltd.	561 / 2016 PDM
415	Shiva	Kumar Shrestha	Computer Care Pvt. Ltd.	258 - 2003
416	Shova	Basnet	Zest Laboratories Pvt. Ltd.	503 /2013
417	Shova	Khanal	Deurali-Janta Pharmaceuticals Pvt.Ltd	668 / QCTC_2018
418	Shree	Ram Regmi	Lomus Pharmaceuticals Pvt Ltd.	415 / 2010
419	Shreejesh	Ghimire	NMB Capital Ltd.	494 /2013
420	Shreeniwas	Sharma	Alternative Technology	569 / PBI 2017
421	Shrijana	Rana Pandey	NIBL	662 / PPTP_2018
422	Shyam	Bahadur Dongol	Crystal Product Pvt. Ltd.	321 /2005
423	Shyam	Sunder Sharma	MEH Consultants (P) Ltd.	265 / 2003
424	Sidhi	Das Sayami	Sisa Holidays Tours (P) Ltd.	90 / 1994
425	Sisam	Pradhanang Joshi	Himalayan Bank Limited	400 / 2009
426	Sita	Ram Adhikari	Hari Om Shanti / Energy Treatment	254 - 2003
427	Sohan	Prasad Adhikari	Qmed Formulation Pvt .Ltd	524 / 2015 NPCM
428	Sohan	Sunder Shrestha	Shakti Hume Pipe Udhyog Pvt. Ltd.	381 / 2008
429	Sohani	Rajbhandary		253 -2003
430	Srijan	Aryal	khanepani sasthan	372 /2007
431	Srijana	Mishra Panthee	Nepal Oil Corporation Ltd.	293 /2004
432	Subarna	Das Tudladhar	N.B. Group	216 / 2000
433	Subash	Sharma	F1soft International Pvt. Ltd.	652 / LDTP 2017
434	Subash	Vaidya	Aabhash Saving & Credit Coopreative	598
435	Subhas	Sapkota	eSewa Fonepay Pvt. Ltd.	653 / LDTP 2017
436	Subir	Bahadur Pradhanang	FOSS Nepal	341 / 2006
437	Subodh	H. Todi	Godawari Marble Industries P. Ltd.	
438	Sudeep	Ghimire	National Casting Industries	496 / 2013
439	Sudhir			328 /2005
440	Sugen	Shakya	Prabhu Bank Ltd.	628 / NCM
441	Sujan	Subedi		547 / 2016 NPCM
442	Sujan	Ghimire	CE Construction Pvt. Ltd.	574 / NPCM 2017
443	Sulav	Budhathoki	Islington Collage	359 / 2007
444	Suman	Acharya	Civil Bank Ltd.	599 / NPCM 2017
445	Suman	Kumar Thapa Magar	"Pioneer Developers & Builders Pvt. Ltd."	600 / NPCM 2017
446	Suman	Neupane		344 / 2006
447	Suman	Raj Aryal		148 /1997

S.No.	First Name	Last Name	Office	Member s.no numer
448	Sumanta	Lal Batas	Deurali-Janta Pharmaceuticals Pvt. Ltd.	564 / 2016 NPCM
449	Sumit	Shrestha	Himalayan Infrastructure Fund Pvt.Ltd	539 / 2015
450	Sunil	Prasad Gorkhali	Himalayan Bank Limited	679/TEBI-2019
451	Sunil	Agarawal	IND. Pvt. Ltd.	437 /2010
452	Sunil	Babu Shrestha	Nepal Academy Science and Technology	356 / 2007
453	Sunil	Chitrakar	Mahaguthi Craft With A Conscience	378 /2008
454	Sunil	kumar Khetan	Himal Impex	562 / 2016 NPCM
455	Sunil	Manandhar	Tilganga Eye Center	403 / 2009
456	Sunita	Sangat	Tilganga Eye Center	583 / QCTC - 2017
457	Sunita	Shakya	Deurali-Janta Pharmaceuticals Pvt.Ltd	669 / PQPS2_2018
458	Suraj	Bhakta Poudel	Deurali - Janta Pharmaceuticals Pvt. Ltd.	672 / NGX / X566_2019
459	Suraj	Dhungel	Deurali-Janta Pharmaceuticals Pvt. Ltd.	551 / 2016 PQPS
460	Suraj	Upreti	SR Steel Industries Pvt. Ltd.	601
461	Surendra	Krishna Shrestha	Tricon Metal Works / Trikon Beverage Industries	376 /2007
462	Surendra	Nath Panta	Continental Trading Enterprises Pvt. Ltd.	449 /2011
463	Surendra	Nath Panta	contech Pvt. Ltd	615/ PPMI_2017
464	Surendra	Raj Joshi	Style Trade Line	86 / 19995
465	Surendra	Raj Pradhan	Vally Pellet Pvt.Ltd	527 / 2015
466	Suresh	Kumar Karna		319 / 2005
467	Suresh	Maharjan		145 / 1997
468	Suresh	Pandey	Deurali-Janta Pharmaceuticals Pvt. Ltd.	604
469	Suresh	Shrestha	GeoSpatial Systems Pvt. Ltd.	228 / 2001
470	Suresh	Shrestha	Nepal Auto Mechanical Workshop	165 / 1998
471	Suresh	Tamang	Nick Simons Institute , Sanepa	308 /2004
472	Suridh	Das Shrestha	Home Furnishers Pvt. Ltd.	606
473	Surya	Lal Maharjan		332 /2005
474	Surya	Bahadur Shakya	Shambala Trading House	164 /1998
475	Surya	Bahadur Tamang	Nepal Infrastructure bank Limited.	611/ PBI 2017
476	Surya	Prakash Hada	Bio-gas & Agriculture Equipment Development P. Ltd.	390 /2008
477	Sushil	Bajracharya	Himalayan General Insurance	542 / 2016 NPCM
478	Sushil	Pradhan	Professional Computer System P. Ltd.	229 / 2002
479	Sushil	Raj Joshi	Incentive Tour and Travels Pvt.Ltd	554 / 2016 PDM
480	Susil	Kumar Chapagain		492 / 2013
481	Suyog	krishna Shrestha	MRB @ Associates	681/PPTP-2019
482	Tara	Bahadur Pradhanang	Prefab Concrete	93 / 1995
483	Tara	Devi Baskota	Kanchanjangha Tea Estate	395 /2002
484	Tara	Manandhar	Prime Bank Limited	536 / 2015
485	Tara	Prasad Paudel	Gaurav Nepal Engineers (P) Ltd.	282 - 2004
486	Tejus	Joshi	Smart Solutions	555 / 2016 PDM
487	Til Chandra	Bhattarai	Pancharatna Group of Poultry Industries	487 / 2012
488	Timila	Yami	Design co Nepal software company	368 /2007
489	Tina	Joshi	CTL Pharmaceuticals P. Ltd.	256 - 2003
490	Topha	Shrestha	USP Nepal	506 /2013
491	Tri Ratna	Bajracharya	Institute of Engineering	226 / 2001
492	Tribeni	Man Singh Pradhan	Chamati Land Pooling Project	315 /2004
493	Trilokeshwor	Malla	Direction Nepal P.Ltd.	448 / 2011

S.No.	First Name	Last Name	Office	Member s.no numer
494	Triratna	Kansakar		
495	Triveni	Mishra Karna	Till Ganga	665 / PQPS2_2018
496	Uddhav	Shrestha	Om Shivashakti Press	447 / 2011
497	Ujaya	Shakya	Outreach Nepal	580 / PJCM 2017
498	Ujiwal	Bir Singh Tudladhar		235 / 2002
499	Ujjwal	Chaulagain	Makawanpur Media Pvt. Ltd.	602
500	Ujjwal	Bahadur Pradhanang	Smart Solutions	540 / 2016 EPCM
501	Ujwal	Raj Maskey	FOND P. Ltd.	334 / 2005
502	Ujwol	Manandhar	Nepal Investment Bank	609/ PICT 2017
503	Umang	Sharma		544 / 2016 NPCM
504	Umesh	Thapa	Intel Institute Pvt. Ltd.	295 / 2004
505	Umesh	Lal Shrestha	Quest Pharmaceuticals P. Ltd.	455 / 2011
506	Umesh	Prasad Rauniyar	Primel Pharma. Lab. P. Ltd	469 / 2012
507	Umesh	Shrestha	Anupum Foods Pvt. Ltd.	126 / 1995
508	Upendra	das Joshi	Nepalconsult (P) Ltd.	351 / 2004
509	Upendra	Keshari Poudyal	NRB. Mint Dept. Sundhara	144 / 1996
510	Urgen	Sherpa	Udeco Pvt. Ltd.	304 / 2004
511	Uttam	Karki	Surya Nepal Pvt. Ltd.	416 / 2010
512	Uttam	Dass Shrestha	Ruchi Supplier	340 / 2006
513	Vijay	Kumar Sah	Nepal Pharmaceuticals Laboratory	488 / 2012
514	Vijaya	Bahadur Shah	King Mahendra Trust	243 - 2002
515	Vishal	Phuyal	Sahara Packaging Pvt. Ltd.	629
516	Vivek	Agrawal	Shakun Chiya Udhyog	645 / EPPM 2 2017
517	Vivek	Man Vaidya	Vijayadeep Laboratories Ltd.	443 / 2011
518	Vivek	Pradhan	Agro Engineering P Ltd	684 / 2019 npcmm
519	Vivek	S Rana	AAC Inc	260 - 2003
520	Yadav	Prasad Bhandari	Rupandehi Chamber of Ind.	638
521	Yadav	Raj Pandey	Economic Saving and Credit cooperative Limited	349 / 2006
522	Yogesh	Kumar Niroula	Nasa Trading and Consultancy Pvt. Ltd.	465 / 2011
523	Yub Raj	Guragain	Civil Bank Limited	654 / PJCM 2018



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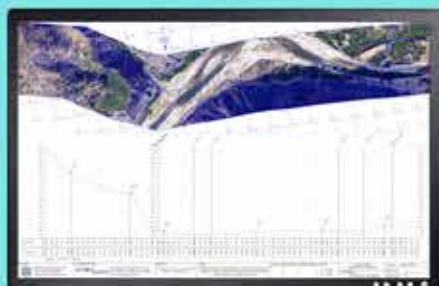
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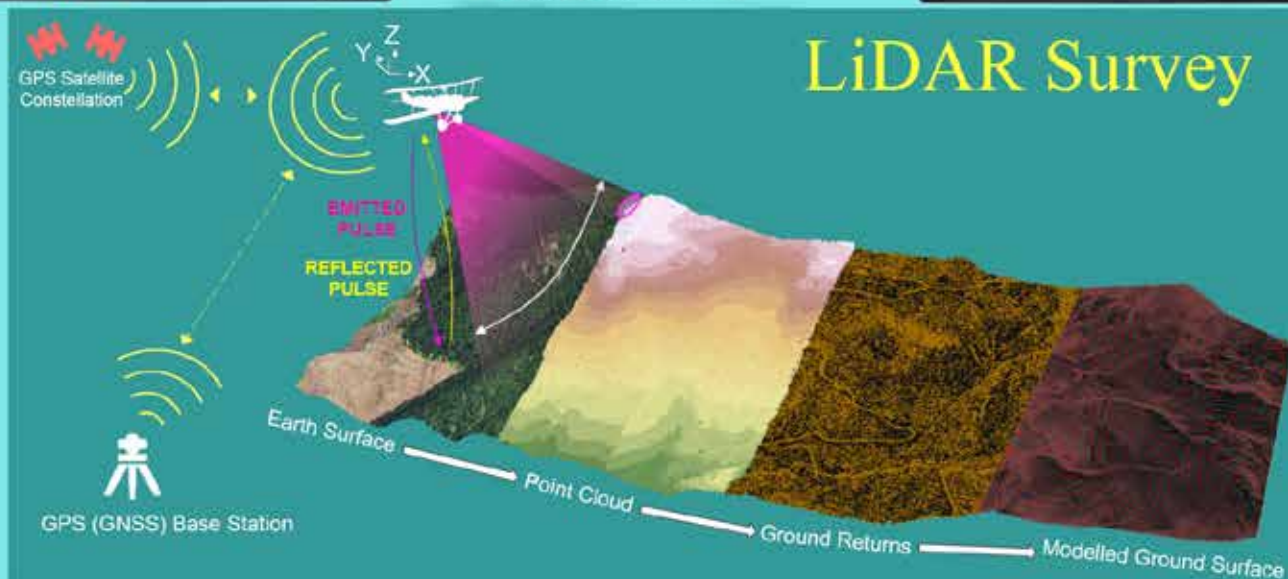
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