The Association for Overseas Technical Cooperation and Sustainable Partnerships
Hakutsuru Bldg. 4F, 12-5, Ginza 5-chome, Chuo-ku, Tokyo 104-0061
Tel: 81-3-3549-3052 Fax: 81-3-3549-3055 E-mail: shouhei-au@aots.jp URL: http://www.aots.jp/

ODA Program

2019

Program Outline

&

Participation Requirements

of

The Program for Quality Problem Solving

[PQPS]

2019

1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 186,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2016 exceeded 199,000.

The Program for Quality Problem Solving (PQPS) is one of the management training courses which is conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS). This program is designed for all the developing countries to learn business management/administration techniques and their underlying ways of thinking, all of which are characteristics of Japanese companies. It also aims to strengthen and improve the problem-solving abilities of managers of companies in developing countries, with a view to improving quality.

2. COUNTRY:

Please refer to the List of Target Countries and Regions.
(http://www.aots.jp/jp/ikusei/files/taishokoku.pdf)
NOTE: The general-purposed web page enlists China, which is not a target country of this program.

3. NUMBER OF PARTICIPANTS:

26 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

(1) Participants should be, in principle, managers/supervisors or engineers who wish to acquire practical knowledge of techniques for improving quality and resolving important problems.
(2) Participants should have, in principle, three years or more of business experience. It is preferable that participants are between 25 and 45 years of age.
(3) Participants should be university graduates and/or have equivalent professional experience.
(4) Participants should have a sufficient working knowledge of English.
(5) Participants should be healthy enough to undergo an intensive training program in Japan.
(6) Participants should be residing in the developing countries and/or regions.
(7) Participants should not be students or armed forces personnel.
(8) Former participants of AOTS training programs (ODA-funded and CRTP programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

Notes:

(1) Participants shall attend all the events in the curriculum provided for each management training program.
(2) Family members are not allowed to accompany participants on their journey in Japan.
(3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.
(4) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection becomes lower.
(5) Those who work in the national government (agency) or the local government (agency) are not eligible to participate in the AOTS management training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
(6) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

5. APPLICATION PROCEDURE:

The application procedures differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. Please see below for details.

5-1) Application from overseas countries

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of AOTS listed in Item 10, **no later than 2 July 2018.**

[Application Documents]

(1) AOTS Training Application Form and Applicant's Personal Record
(AOTS official form: Handwriting shall be avoided.)
(2) Medical Check Sheet (AOTS official form: Handwriting shall be avoided.)
(3) 2 copies of the applicant's photo (4 cm×3 cm) (Please write the applicant's name on the back.)
(4) A brochure of the applicant's company/organization
(5) Photocopy of the applicant's passport
*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letter) and date of birth should be submitted instead.
(6) Pre-Training Report and Readiness Test
(7) Overseas Travel Insurance Consent Form
(8) About the handling of Personal Information Concerning Trainees (AOTS official form)
*The applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
(9) About the Benefits of Management Training Program (AOTS official form)
*In principle, a representative of the applicant's employer shall fill in the questionnaires.
*The form is attached to the end of the outline.
(10) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

Notes:
*A soft copy of the application documents will not be accepted.
*AOTS may ask the applicants to submit additional documents such as official registration document and the latest financial statement of the company/organization etc. other than above listed, if necessary.

The formats are readily downloadable at our website.
http://www.aots.jp/en/ikusei/application.html

5-2) Application from host companies in Japan

Please refer to below website (Japanese).
(http://www.aots.jp/jp/ikusei/management/proc01.html)

Host companies should ensure the delivery of application documents to the Training Administration Group of AOTS, the address of which appears in Item 10, **no later than 2 July 2018.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **2 August 2017**, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 13 as of 2 July 2018, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

(1) Through lectures and case studies focusing on practical understanding, the program seeks to ensure that participants master approaches to the ways of utilizing QC problem-solving methods, which are indispensable as a basis of TQM.
(2) The program seeks to ensure that participants improve their own ability to resolve quality problems in their workplaces.
(3) The program aims to improve the ability of participants to lead and promote problem-solving activities in their workplaces.

- AIMS

This program aims to enable the participants to learn QC problem-solving methods intensively, which are considered as key factor in Japanese way of TQM. Considering that it is rather difficult to use QC problem-solving methods in a practical manner if you only understand a general outline of the methods, this program provides the participants with practical training in the methods. Via this, it will provide the opportunity to develop key persons who will be the core person in companies to promote QC problem-solving methods in practical way.

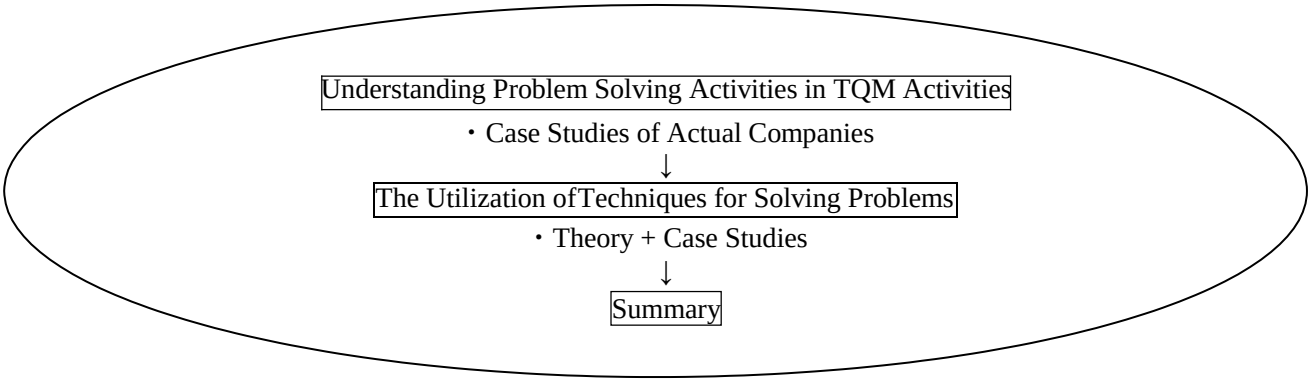
- CONTENTS

To achieve the above-mentioned aims, in this program participants will study the following contents after studying the theory behind QC problem-solving methods.

(1) Theoretical lecturers and many practices about useful techniques and methods for each steps in problem-solving.
(2) Combined exercises of techniques and methods for advanced problem-solving.
(3) Actual experience of problem-solving steps through exercises using actual case studies.

As one of the characteristics of this program, in each exercise participants can receive careful, detailed guidance from a number of lecturers. Moreover, participants will visit Japanese companies that are practicing excellent quality activities, to learn about examples of those activities. Furthermore, a special lecture will be delivered by Dr. Kano, who is the most prominent figures in the TQM field, and this will give participants a wider view of the theme.

This curriculum focuses on “What should I do and how should I do it?”, based on the positions of both managers and staff involved in the promotion of TQM and quality management, so it can be put into practice immediately after participants return to their home countries.



The course will usually consist of a three hours in the morning and three hours in the afternoon. Group Discussion may take place after dinner. Please see the Tentative Schedule for further details.

- DURATION

3 – 14 September 2018 (2 weeks)

- LANGUAGE

All lectures, discussions, and company visits will be conducted in English or Japanese with translation into English. In principle, the program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Dr. Noriaki Kano

Professor Emeritus, Tokyo University of Science
Honorary Chairperson, Asian Network for Quality (ANQ)
Chairperson, Selection Committee for Deming Prize for Individuals
Board Member, Union of Japanese Scientists and Engineers (JUSE)
Honorary Member, Japanese Society for Quality Control (JSQC)
Honorary Member, International Academy for Quality (IAQ)
Honorary Member, the American Society for Quality (ASQ)
Foreign Honorary Adviser, China Association for Quality (CAQ)
Principal Counselor, Indian Society for Quality (ISQ)
Honorary Advisory Board Member, Hamdan Bin Mohammed e-University, Dubai
Honorary Member, Philippine Society for Quality (PSQ), Singapore Quality Institute (SQI), Quality and Productivity Society of Pakistan (QPSP), Vietnam Quality Association of Ho Chi Minh City (VQAH), Indian Society for Quality (ISQ), Chilean Association for the Quality (ASCAL), Business Foundation for Quality and Excellence (FUNDECE, Argentina) and Finnish Society for Quality (FSQ)
Committee Member, Deming Application Prize (1978 -2010), Chairperson (2004-2007)
President (2000-2002), Japanese Society for Quality Control (JSQC)
Auditor, Sekisui Chemical Co., Ltd. (2003-2009)
Board Director, Komatsu Co., Ltd. (2008-2014)
Chair Professor, Chung Yuan Christian University (Taiwan) (2006 -2012)
Board Member, Overseas Human Resources and Industry Development Association (HIDA) (2007-2012)

Dr. Kano is a world authority on TQM field. His numerous research results, such as "The House of TQM" and "Attractive Quality and Must-Be Quality (Kano Model)", and "The Task Achieving QC Story" have brought him an international reputation. He has published more than 300 research papers and books. He is renowned throughout the world as the founder of the "Kano Model." He was awarded the 1997 Deming Prize for Individuals by the Deming Prize Committee (JUSE), the 1997 Deming Lecturer by the American Statistical Association (ASA), the 2002 E. Jack Lancaster Medal, the 2006 E. L. Grant Medal by the American Society for Quality (ASQ), the 2009 Distinguished Service Medal, the 2008 Dronacharya Award by Indian Society for Quality (ISQ), and the 2014 A. V. Feigenbaum Lifetime Achievement Medal by Asia Pacific Quality Organization (APQO), and the 2016 presidential Georges Borel Award for international achievements by the European Organization for Quality (EOQ), which is regarded as the best prize in the field of quality in Europe. In 2009, the Kano Quality Award was established by the Technology Promotion Association in Thailand for excellent and successful companies in management based on TQM. In 2010, Ishikawa-Kano Award named after Dr. Kaoru Ishikawa and Dr. Kano has been established by the Asian Network for Quality (ANQ) for individuals who have made great contribution to the development of quality in Asia.

- PROGRAM DIRECTOR

Mr. Yukihiro Ando

TQM Consultant
Lead Examiner, the Deming Prize Committee
Academician, International Academy for Quality (IAQ)
Board Member, the Japanese Society for Quality Control (JSQC)
Honorary Advisor, Saitama Region QC Circle
Member of the Committee on the Domestic Response to ISO/TC176

Mr. Yukihiro Ando has been offering his expertise as a TQM consultant for many years to a large number of

companies in both manufacturing and service sectors both at home and abroad, of which 25 companies have been awarded the Deming Application Prizes. He is a lecturer for quality management seminars held by organizations such as the Union of Japanese Scientists and Engineers, and has established a reputation as a lecturer who gives practical, enjoyable lectures. He has published many books on TQM. He was awarded the 1987 and 1997 Nikkei QC Literature Prizes, and the 2010 Distinguished Service Award for Promoting Quality Control from the Japan Society for Quality Control. His book published in 2010 "Daily Management - The TQM way" was awarded 2011 Masing Medal from International Academy for Quality.

Dr. Masaaki Kaneko
Associate Professor, Department of Management Systems Engineering, School of Information and Telecommunication Engineering, Tokai University

Dr. Masaaki Kaneko has been engaged in his research at universities, specialized in Quality Control and TQM, after completing his doctorate degree at the Graduate School of Science and Engineering at Waseda University. He has won the Research Recognition Award by the Japanese Society for Quality Control (JSQC) four times, and the Best Paper Award by the Asian Network for Quality (ANQ) three times. He is also a representative of JSQC and a member of its international committee. In addition, he acts as a lecturer at seminars held by the Union of Japanese Scientists and Engineers (JUSE), and he was given an award for especially skillful lecturers at the 2005 and 2015 BC annual campaigns. He was also awarded the 2015 Nikkei QC Literature Prize for a collective-writing book, "QMS Approaches for Medical Care Quality to be Assured by Organizations."

- COURSE PLANNING COMMITTEE

Dr. Kazuyuki Suzuki	Professor Emeritus, the University of Electro-Communications
Dr. Tomomichi Suzuki	Professor, Department of Industrial Administration, Facultyof Science and Technology, Tokyo University of Science
Dr. Satoko Tsuru	Specially Appointed Professor, Healthcare Social System Engineering Laboratory, School of Engineering, the University of Tokyo
Mr. Yoshihisa Matsuda	Registered Consulting Engineer (Quality Management) Lecturer, Tokyo University of Science
Dr. Masahiko Munechika	Professor, Faculty of Science and Engineering, Associate Dean, School of Creative Science and Engineering, Waseda University

- TRAINING LOCATION AND ACCOMMODATION

AOTS Tokyo Kenshu Center (TKC) <may change in consideration of various factors>
http://www.aots.jp/en/center/about/tkc.html
30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan
Tel: 81-3-3888-8231 (Reception) Fax: 81-3-3888-0763

Tentative Schedule
of
The Program for Quality Problem Solving [PQPS]

3 – 14 September 2018 AOTS Tokyo Kenshu Center (TKC) <To Be Determined>

Morning Session		Afternoon Session	Evening
(Arrival in Japan)			
Orientation/ Opening Ceremony	LECTURE: Course Overview/ Introduction to TQM The Importance of Problem Solving Activities	LECTURE & EXERCISE: -Approaches to and Ways of Implementing Problem Solving	
LECTURE & EXERCISE: "Observation" and Techniques - Check Sheets and Pareto Diagrams		LECTURE & EXERCISE: "Analysis" and Techniques -Cause-and-Effect Diagrams LECTURE & EXERCISE: "Standardization" and Techniques	
COMPANY VISIT: - Case Study of Promoting Improvement Activities			
LECTURE & EXERCISE: Instructions for Statworks "Observation" and Techniques - How to Read and Draw a Histogram		LECTURE & EXERCISE: "Observation" and Techniques - How to Read and Draw a Histogram	
LECTURE & EXERCISE: "Analysis" and Techniques - How to Draw a Scatter Diagram/ Stratification		EXERCISE: Combined Exercise-1 - Histogram and Scatter Diagrams	LECTURE: Introduction of actual QM Research (1)
Day Off			
Day Off			
LECTURE & EXERCISE: "Observation" and Techniques - Control Charts		LECTURE & EXERCISE: "Observation" and Techniques - Control Charts	LECTURE: Introduction of actual QM Research (2)
EXERCISE: Combined Exercise-2 - Histogram and Control Charts		LECTURE & EXERCISE: -Introduction of Company Visit -Pre-Discussion of Company Visit	Study Tour (Move to visiting city)
COMPANY VISIT: -Problem Solving Case Study			(Back to TKC)
EXERCISE: Comprehensive Case Study -Guidance to the Case Study		EXERCISE: Comprehensive Case Study -Preparation for Reports by group	
EXERCISE: Comprehensive Case Study -Presentation / Q and A		LECTURE: Special Lecture “Advanced Quality Theory” / Closing Ceremony	
(Departure from Japan)			

Remarks: (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
(2) Several group discussion sessions will be arranged in the evening.
(3) Though Sundays is day off in general, lectures may be scheduled if deemed necessary.

7. ARRIVAL AND DEPARTURE DATES:

Participants in principle are requested to arrive in Japan the day before the commencement of the training program and leave Japan the day after the final day of the program.

8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for the settlement differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. The following is an explanation of the case of application directly from an overseas country. In the case of application from a Japanese host company in Japan, please contact the 'Training Administration Group' listed in 10. FURTHER INFORMATION.

8-1) Outline

AOTS training programs are financed by Official Development Assistance (ODA) subsidies from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee from the participants themselves.

The Training Costs will vary in accordance with the actual airfare and participants' staying days. Therefore, the Participation Fee will be finalized after their arrival in Japan by submitting the actual air ticket and the receipt. The international Travel Expenses have an upper limit called Standard Airfare Limits, which depend on the country and the region as shown in Table 2.

The Estimates of the Participation Fee for the countries of Category 1* and for the countries in Category 2* are shown in Tables 1-1 and 1-2. Please refer to Table 3 "List of Target Countries and Regions" for the classification of category 1 and category 2.

Participants will be requested to pay the Participation Fee in Japanese Yen in cash to AOTS after their arrival in Japan.

*Please note that the subsidy from the Japanese government will be applicable from the day before the commencement of the training program to the final day of the training program in principle.

8-2) Breakdown

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of 1. Allowance Costs, 2. Course Implementation Costs, and 3. Domestic Travel Allowance. The Participation Fee, the amount that participants should bear, consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs.

1. Allowance Cost

Allowance cost is composed of the following items.
The Contribution to Allowance Costs for the participants from the countries in Category 1 is 1/3 of the Allowance Costs. Participants from the countries in Category 2 do not have to pay the Contribution to Allowance Costs.

(1) International Travel Expenses

- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the AOTS's Standard Airfare Limits for FY2018 is shown in Table 2.). International travel expenses are provided if an air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.
- Participants should purchase their own round-trip air tickets. Please refer to "Guidelines for Purchase of

Air Tickets by the Participant" for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center
- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,850 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at an AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,570 in cash per day for meals to cover the day of closure.

During the study tour
- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of ¥10,080 (the upper limit) per day, but the meal allowance (¥2,570 per day) will be paid in cash by AOTS.

(3) Personal Allowance
- AOTS will pay ¥1,020 per day in cash to a participant.

2. Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥393,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥148,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥5,260 in cash to a participant for the cost of travel between Narita International Airport (Tokyo) and AOTS Tokyo Kenshu Center (TKC).

Contribution to AOTS's Administration Cost

AOTS would like to ask the participants to support us by giving us ¥30,000 per participant as Contribution to AOTS's Administration Cost.
This contribution is not obligatory, however, it would be highly appreciated if you could understand the purpose of the contribution and give us the above amount *of money in addition* to the Participation Fee.

[Table 1-1] Estimate of the Fees and Costs [Category 1 Country]

Country: Thailand
International Travel Expenses: Bangkok - Narita /Japan, Roundtrip
Management Training Course: 2 -week Course

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	233,990	155,993	77,997
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	*102,700*		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	*8,030*		
@ 8,850 x 11 days =	*97,350*		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 1 day(s) =	*2,570*		
c. Accommodation Allowance			
@ 10,080 x 1 day(s) =	*10,080*		
(3) Personal Allowance			
@ 1,020 x 13 days =	*13,260*		
2. Course Implementation Costs	393,000	245,000	148,000
3. Domestic Travel Allowance	5,260	5,260	
(Narita Airport - TKC)			
Total	632,250	406,253	**225,997**

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. AOTS will subsidize the amount in accordance with its rules & regulations.
* : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]
* : those amounts highlighted in yellow will be paid in cash to participants by AOTS [1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

  In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

[Table 1-2] Estimate of the Fees and Costs [Category 2 Country]

Country: Bangladesh
International Travel Expenses: Dhaka - Narita /Japan, Roundtrip
Management Training Course: 2 -week Course

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	251,990	251,990	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	*120,700*		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	*8,030*		
@ 8,850 x 11 days =	*97,350*		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 1 day(s) =	*2,570*		
c. Accommodation Allowance			
@ 10,080 x 1 day(s) =	*10,080*		
(3) Personal Allowance			
@ 1,020 x 13 days =	*13,260*		
2. Course Implementation Costs	393,000	245,000	148,000
3. Domestic Travel Allowance	5,260	5,260	
(Narita Airport - TKC)			
Total	650,250	502,250	**148,000**

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. AOTS will subsidize the amount in accordance with its rules & regulations.
* : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]
* : those amounts highlighted in yellow will be paid in cash to participants by AOTS. [1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

  In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

[Table 2] Standard Airfare Limits (FY 2018)

*Mark indicates the countries of cartegory 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/Osaka Nagoya	117,300 125,100
		Surabaya	Tokyo/Osaka Nagoya	125,200 125,200
		Manado	Nagoya	134,000
		Medan	Tokyo/Osaka Nagoya	114,000 116,200
		Yogyakarta	Tokyo/Osaka/Nagoya	129,800
	*Cambodia	Phnom Penh	Tokyo/Osaka/Nagoya	92,200
	Singapore	Singapore	Tokyo/Osaka/Nagoya	77,600
	Thailand	Chiang Mai	Tokyo/Osaka/Nagoya	123,400
		Bangkok	Tokyo/Osaka/Nagoya	102,700
	Philippines	Cebu	Tokyo/Nagoya Osaka	59,600 57,400
		Manila	Tokyo/Nagoya Osaka	62,700 54,500
	Vietnam	Hanoi	Tokyo/Osaka Nagoya	103,800 113,100
		Ho Chi Minh City	Tokyo/Nagoya Osaka	103,800 103,800
	Malaysia	Kuala Lumpur	Tokyo/Osaka/Nagoya	60,300
		Kota Kinabalu	Tokyo/Osaka/Nagoya	72,500
		Penang	Tokyo/Osaka/Nagoya	72,500
	*Myanmar	Yangon	Tokyo/Osaka/Nagoya	114,700
	Laos	Vientiane	Tokyo/Osaka/Nagoya	107,000
North east Asia	Mongolia	Ulaanbaatar	Tokyo Osaka	126,900 113,700
South Asia	India	Kolkata	Tokyo/Osaka/Nagoya	97,700
		Chennai	Tokyo Osaka/Nagoya	93,900 102,400
		Coimbatore	Tokyo Osaka/Nagoya	100,600 109,000
		Kochi	Tokyo Osaka/Nagoya	102,000 110,500
		Thiruvananthapuram	Tokyo Osaka/Nagoya	102,200 110,600
		Hyderabad	Tokyo Osaka/Nagoya	102,100 110,500
		Bengaluru	Tokyo Osaka/Nagoya	99,000 107,400
		Delhi	Tokyo/Osaka/Nagoya	91,800
		Mumbai	Tokyo/Osaka Nagoya	93,900 93,900
		Ahmadabad	Tokyo/Osaka Nagoya	101,400 101,400
		Pune	Tokyo/Osaka Nagoya	121,100 121,100
	Sri Lanka	Colombo	Tokyo Osaka Nagoya	55,000 55,000 60,300
	*Nepal	Kathmandu	Tokyo/Osaka Nagoya	118,800 118,800

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South Asia	Pakistan	Karachi	Tokyo Osaka Nagoya	112,600 129,000 106,900
		Islamabad	Tokyo Osaka Nagoya	112,600 129,000 106,900
		Lahore	Tokyo Osaka Nagoya	125,100 143,300 118,800
	*Bangladesh	Dhaka	Tokyo Osaka Nagoya	120,700 108,900 120,700
		Chittagong	Tokyo Osaka Nagoya	98,000 88,500 98,000
	Maldives	Male	Tokyo/Nagoya Osaka	306,100 306,100
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka/Nagoya	215,900
	Colombia	Bogota	Tokyo/Osaka/Nagoya	245,200
		Medellin	Tokyo/Osaka/Nagoya	245,200
	Jamaica	Kingston	Tokyo/Osaka/Nagoya	172,300
		Montego Bay	Tokyo/Osaka/Nagoya	172,300
	Paraguay	Asuncion	Tokyo/Osaka/Nagoya	167,300
	Brazil	Sao Paulo	Tokyo/Osaka/Nagoya	248,000
		Brasilia	Tokyo/Osaka/Nagoya	362,600
	Venezuela	Caracas	Tokyo/Osaka/Nagoya	222,900
	Peru	Lima	Tokyo/Osaka/Nagoya	172,000
	Bolivia	La Paz	Tokyo/Osaka/Nagoya	245,200
	Mexico	Mexico City	Tokyo/Osaka/Nagoya	180,300
		Guadalajara	Tokyo/Osaka/Nagoya	162,500
		Cancun	Tokyo/Osaka/Nagoya	163,400
		San Luis Potosi	Tokyo/Osaka/Nagoya	162,500
		Leon	Tokyo/Osaka/Nagoya	162,500
		Mazatlan	Tokyo/Osaka/Nagoya	162,500
		Morelia	Tokyo/Osaka/Nagoya	162,500
		Monterrey	Tokyo/Osaka/Nagoya	162,500
Africa	Egypt	Alexandria	Tokyo/Osaka/Nagoya	61,600
		Cairo	Tokyo/Osaka/Nagoya	81,400
	*Ethiopia	Addis Ababa	Tokyo/Osaka/Nagoya	150,800
	Ghana	Accra	Tokyo/Osaka/Nagoya	171,300
	Cameroon	Douala	Tokyo/Osaka/Nagoya	222,700
		Yaounde	Tokyo/Osaka/Nagoya	225,400
	Kenya	Nairobi	Tokyo/Osaka/Nagoya	179,500
	*Sudan	Khartoum	Tokyo/Osaka/Nagoya	146,900
	Nigeria	Lagos	Tokyo/Osaka/Nagoya	228,400
	Namibia	Windhoek	Tokyo/Osaka/Nagoya	172,800
	Mauritius	Mauritius	Tokyo/Osaka/Nagoya	154,000
Middle East	Iran	Tehran	Tokyo/Osaka/Nagoya	131,900
		Tabriz	Tokyo/Osaka/Nagoya	134,900
Europe	Serbia	Belgrade	Tokyo/Osaka/Nagoya	146,800
	Kosovo	Pristina	Tokyo/Osaka/Nagoya	148,500
	Turkey	Istanbul	Tokyo/Osaka/Nagoya	98,700
		Antalya	Tokyo/Osaka/Nagoya	105,600
		Ankara	Tokyo/Osaka/Nagoya	103,900
		Izmir	Tokyo/Osaka/Nagoya	103,900
	Macedonia	Skopje	Tokyo/Osaka/Nagoya	113,600

[Table 3] List of Target Countries and Regions

Trainees should be residing in the following countries/regions.

*Category 1**		*Category 2**
Albania	Malaysia	Afghanistan
Algeria	Maldives	Angola
Antigua and Barbuda	Marshall Islands	Bangladesh
Argentina	Mauritius	Benin
Armenia	Mexico	Bhutan
Azerbaijan	Micronesia	Burkina Faso
Belarus	Moldova	Burundi
Belize	Mongolia	Cambodia
Bolivia	Montenegro	Central African Rep.
Bosnia and Herzegovina	Montserrat	Chad
Botswana	Morocco	Comoros
Brazil	Namibia	Congo, Dem. Rep.
Cabo Verde	Nauru	Djibouti
Cameroon	Nicaragua	Eritrea
China	Nigeria	Ethiopia
Colombia	Niue	Gambia
Congo	Pakistan	Guinea
Cook Islands	Palau	Guinea-Bissau
Costa Rica	Panama	Haiti
Côte d'Ivoire	Papua New Guinea	Kiribati
Cuba	Paraguay	Laos
Dominica	Peru	Lesotho
Dominican Republic	Philippines	Liberia
Ecuador	Samoa	Madagascar
Egypt	Serbia	Malawi
El Salvador	South Africa	Mali
Equatorial Guinea	Sri Lanka	Mauritania
Fiji	St. Helena	Mozambique
Gabon	St. Lucia	Myanmar
Georgia	St. Vincent and Grenadines	Nepal
Ghana	Suriname	Niger
Grenada	Swaziland	Rwanda
Guatemala	Syrian Arab Republic	Sao Tome and Principe
Guyana	Tajikistan	Senegal
Honduras	Thailand	Sierra Leone
India	Tokelau	Solomon Islands
Indonesia	Tonga	Somalia
Iran	Tunisia	South Sudan
Iraq	Turkey	Sudan
Jamaica	Turkmenistan	Tanzania
Jordan	Ukraine	Timor-Leste
Kazakhstan	Uzbekistan	Togo
Kenya	Venezuela	Tuvalu
Kosovo	Viet Nam	Uganda
Kyrgyzstan	Wallis and Futuna	Vanuatu
Lebanon	West Bank and Gaza Strip	Yemen
Libya	Zimbabwe	Zambia
Macedonia, Former Yugoslav		

1. The list above is in alphabetical order, with the generic name for the country being used.
2. These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
3. The following countries and regions have already been excluded from the list of target countries and regions:
   China (Hong Kong, Macau), Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia, Barbados, Oman ,Trinidad and Tobago, Croatia, Chile, Seychelles, Uruguay

*****Developing Countries (Category 1): According to the DAC list of ODA recipients effective for reporting on 2018, 2019 and 2020 flows, these are developing countries and regions other than the "Least Developed Countries", and thus have been recognized by the Japanese government as target countries for ODA.

*****Least Developed Countries (Category 2): These are the least developed countries on the DAC list.

Guidelines for Purchase of Air Tickets by the Participant And method of reimbursement by AOTS

1. Arrival and Departure Dates:
   Arriving in Japan on the day before the commencement of the program and departing on the day after the closing day of the program or the nearest days to be allowed by the flight schedule within two days before and/or after the program.

2. Method of Reimbursement:
   During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized.
   In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

   (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
   (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

[NOTE] A participant is not allowed to overstay at city(ies) of a third country between participant's home country and Japan by any reasons other than flight convenience. In such case, AOTS might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:
   AOTS will confirm the air ticket and official receipt and calculate the actual yen value of the air ticket with the exchange rate on the date of the ticket's issue.

   (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
   (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

＊ If any participant fails to submit the official receipt duly issued by the relevant airline company or travel agent, the participant will not receive any subsidy towards his/her airfare and will be required to pay the full amount of the Participation Fee in cash to AOTS.

Visa Acquisition Procedures:

1. Status of Residence:
The status required for your training in Japan is **"Trainee."**

2. Visa Acquisition:
A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

3. Notes:
A bearer of a visa other than "Trainee" visa, *e.g.,* a "temporary visitor" visa, a "multiple" visa, or an APEC business travel card (ABTC), or a citizen from a country/area participating in a visa waiver program with Japan must confirm with the local Japanese diplomatic mission prior to visa application if the existing visa is in accordance with the qualification of stay in Japan for the AOTS management training program.

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

AOTS handles personally identifiable information we have obtained from the applicant as follows:

(1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)
Group in charge: General Affairs Group, General Affairs & Planning Department, AOTS
Tel: 81-3-3888-8211 E-mail: kojinjoho-cj@aots.jp

(2) Use of Personally Identifiable Information
Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit below website.
http://www.aots.jp/en/policy/privacy.html

10. FURTHER INFORMATION:

Training Administration Department of AOTS

Application from overseas countries:	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Overseas Cooperation Group	Tel: 81-3-3549-3052 Fax: 81-3-3549-3055 E-mail: shouhei-au@aots.jp

Application from host companies in Japan:	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Training Administration Group	Tel: 81-3-3549-3051 Fax: 81-3-3549-3055 E-mail: g-ukeire-ak@aots.jp

OVERSEAS OFFICES

1. Bangkok Office /
(Senior Deputy Representative) Mr. Hidenobu Toda
Nantawan Building 16F, 161 Rajadamri Road,
Pathumwan,,Bangkok 10330
TEL: 66-2-255-2370
FAX: 66-2-255-2372
E-mail: information@aots.or.th

2. Jakarta Office /
(Representative) Mr. Hayato Tanaka
3A Floor, Graha Mandiri,
Jl. Imam Bonjol No. 61, Jakarta 10310
TEL: 62-21-230-1820~1
FAX: 62-21-230-1831
E-mail: information@aots.or.id

3. New Delhi Office /
(Representative) Mr. Akira Kuriyama
Office No. 504, 5th Floor,
International Trade Tower, Block-E, Nehru Place,
New Delhi, 110019
TEL: 91-11-4105-4504
E-mail: info@aots.org.in

4. Yangon Office /
(Representative) Mr. Kenichiro Eguchi
Room Unit 401, Yuzana Hotel 4th Floor
130 Shwe Gon Taing Road, Bahan Township,
Yangon
TEL: 95-1-8604922
E-mail: info@aots.org.mm

PRE-TRAINING REPORT

The Program for Quality Problem Solving
[PQPS]

Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided. AOTS will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.
The report form is available here in an MS-Word format.
(http://www.aots.jp/jp/ikusei/management/files/18pqps-e.doc)

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (preferably attach an organization brochure)	
5. Your position and department (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	
7. Describe the most critical problems that you are now facing in your quality improvement activities, indicating their suspected causes from your viewpoint	

READINESS TEST

In order to participate in the PQPS course and correctly understand its content, a basic knowledge of statistics and the fundamental concepts of quality control are required. **This readiness test is to estimate such knowledge and will be used as part of the reference materials for the screening.** Please read the following sentences carefully and select the right answer on the answer sheet. (If you cannot achieve a score of at least 70% on this test, it will be difficult for you to understand the content of the course or to benefit from its full effects.)

Question 1 : CONCEPT

Answer “C” (Correct) if the statement is correct, or "F" (Fault) if it is incorrect.

(1) "Quality assurance" means satisfying customers with "free repairs" or "change to a new one" when a customer complains.

(2) In order to avoid customer complaints about defective products, it is necessary for a company to implement 100% inspection.

(3)PDCA is a profound principle in TQM and stands for “Please Don’t Change Anything.”

(4)In Total Quality Management (TQM) “quality” represents not only quality of function of products but also quality of service and other areas.

(5) TQM activities are executed at production sections and are thus not the concern of the sales or administrative sections.

(6) In TQM, quality is the main focus, so that delivery, cost and other economic factors are not necessarily of concern.

(7) As QC Circle activities are autonomous activities, they must be done outside of working hours and the company doesn’t need to pay for them.

(8) The person in charge of the “QC Program” should be the Quality Control Manager and not the Factory Manager.

(9) Past data are not useful in the problem-solving process.

(10) All factual information, even that which is not numerically expressible, like linguistic data, is potentially useful data in the problem-solving process.

Question 2: Ability to Draw Up Diagrams

The following table is a computation table used when drawing up a Pareto Diagram which is one of the QC tools. Select the correct numbers in cells (1) – (5) in the table.

Data Sheet for Pareto Diagram

Type of Defect	Number of Defects	Cumulative Total	Percentage of Overall Total	Cumulative Percentage
A	72	72	36	36
B	38	110	19	55
C	26	136	**(1)**	68
D	14	150	**(2)**	**(3)**
E	10	**(4)**	5	**(5)**
Others	40	200	20	100
Total	200	200	100	100

[a:7 b:13 c: 75 d:80 e: 160 f:165]

Question 3 : Basic Computational Ability which is required to utilize QC tools

Calculate the following and select the right answer.

1) $(13\ .42\ + 13\ .62\ + 13\ .66\ + 13\ .48\ + 13\ .52\ + 13\ .57\ ) \div 6 =$

2) $2\ .523\ \ + 0\ .005\ \times \frac{30}{90} =$

3) $\frac{1}{100^{\,2}}(1917\ \ - \frac{1}{7} \times 103^{\,2}) =$

4) $29\ .86\ + 0\ .577\ \times 27\ .44\ =$

5) $29\ .86\ \ - 0\ .577\ \times 27\ .44 =$

6) $\sqrt{0\ .669 \times 10^{\,-2}}\ =$

7) $0.005\ \times \sqrt{(302 - \frac{30^{\,2}}{90}) \div (90 - 1)}\ =$

8) $2312\ \ .02\ - \frac{263\ .2^{\,2}}{30} =$

9) $\frac{0\ .0913}{\sqrt{2\ .88 \times 0\ .00840}} =$

[**a:** 0.00906 **b:** 4.01×10^{-2} **c:** 0.082 **d:** 0.59 **e:** 2.52467 **f:** 2.88 **g:** 13.545 **h:** 14.03 **i:** 45.69 **j:** 50.00]

Question 4: Mean & Standard Deviation

Calculate the mean and standard deviation of the next set of data, and select the right answer.

1) 2 5 1 3 4

$\bar{x}$ =_____ s=_____

(1) (2)

2) 22 25 21 23 24

$\bar{x}$ =_____ s=_____

(3) (4)

3) 234562 234565 234561 234563 234564

$\bar{x}$ =_____ s=_____

(5) (6)

[a: 1.56 b: 1.57 c: 1.58 d:3.0 e: 23.0 f: 234563.0]

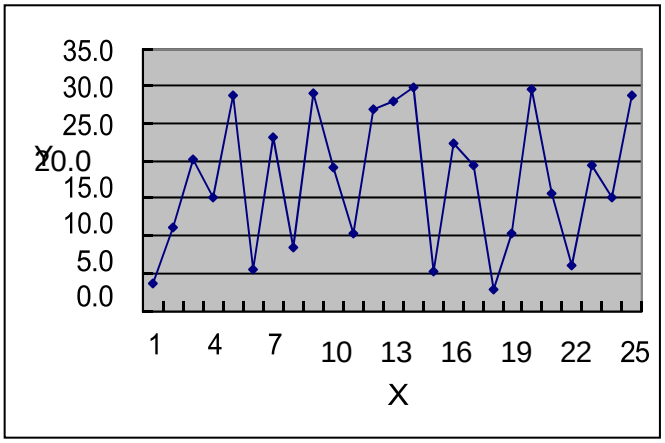
Question 5: Ability to Draw a Graph

Create the same type of graph shown below on the right as "Format" on the "Readiness Test Answer Sheet" by using the given data shown below on the left.

1) Data

X	Y	X	Y
1	35.6	14	29.8
2	29.2	15	31.6
3	20.2	16	22.2
4	39.4	17	31.2
5	29.2	18	28.8
6	31.4	19	31.4
7	23.2	20	29.6
8	32.0	21	39.0
9	29.0	22	19.4
10	32.6	23	34.2
11	32.2	24	32.6
12	26.8	25	28.2
13	27.8		

Format



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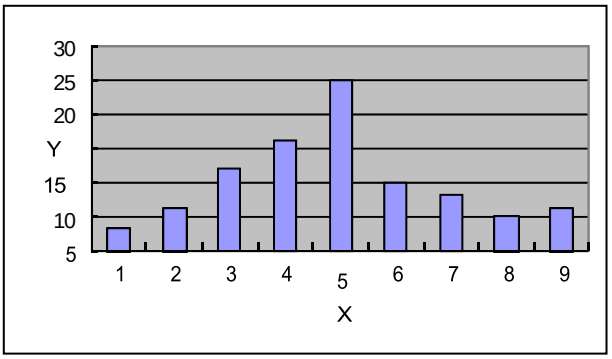
2) Data

x	Y
1	1
2	4
3	9
4	14
5	22
6	19
7	10
8	5
9	6

Format



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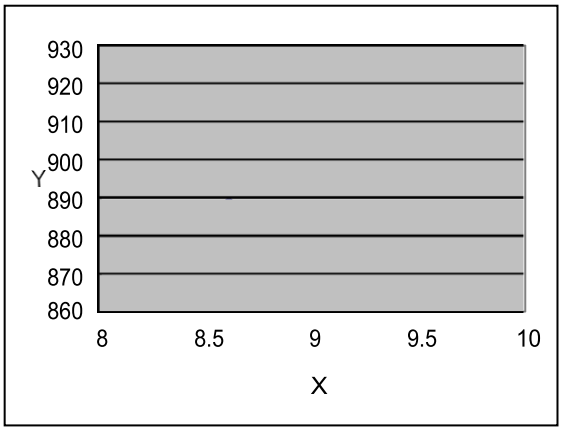
3) Data

X	Y	X	Y
8.6	889	8.7	896
8.9	884	8.4	894
8.8	874	8.2	864
8.8	891	9.2	922
8.4	874	8.7	909
8.7	886	9.4	905
9.2	911		
8.6	912		
9.2	895		

Format



Question 6: English Check Sheet

Complete the following sentences with suitable words.

<Populations and Samples>

In quality control, we try to discover facts by collecting data and then take necessary action based on those facts. The data is not collected as an end in itself, but as a means of finding out the facts behind the data.

For example, consider a sampling inspection. We take a sample from a lot, carry out measurements on it, and then decide whether we should accept the whole lot or not. Here our concern is not the sample itself, but the quality of the whole lot. As another example, consider the control of a manufacturing process using an $\bar{x}$-R control chart. Our purpose is not to determine the characteristics of the sample taken for drawing the $\bar{x}$-R chart, but to find out what state the process is in.

The totality of items under consideration is called the *population*. In the first example above, the population is the **[(1)]**, and in the second it is the **[(2)]**.

Some people may feel it difficult to regard a "process" as a "population" because while a "lot" is indeed a group of finite individual objects, a "process" itself is not a product at all, but is made up of the 5M's (man, machine, material, method, and measurement).

When we turn our attention to product-making function, we will recognize that the "process" produces unmistakably a group of products. Moreover, the number of products is infinite unless the "process" stops producing them, and for this reason, a process is considered to be an infinite **[(3)]**.

One or more items taken from a population intended to provide information on the population is called *sample*. Since a **[(4)]** is used for estimating the characteristics of the entire population, it should be chosen in such a way as to reflect the characteristics of the population. A commonly-used sampling method is to choose any member of the population with equal probability. This method is called *random sampling*, and a sample taken by random sampling is called a *random sample*.

We obtain **[(5)]** by measuring the characteristics of a sample. Using this data, we draw and inference about the population, and then take some remedial action. However, the measured value of a sample will vary according to the sample taken, making it difficult to decide what action is necessary. Statistical analysis will tell us how to interpret such data.

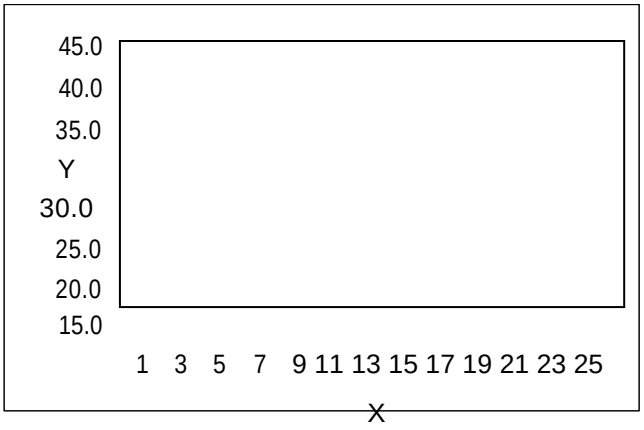
[a: data b: lot c: population d: process e: sample]

Readiness Test Answer Sheets

Question1-4, 6: Please circle the correct answer. Question5: Please make graphs on the sheet.

Question 1	(1)	F	C								
	(2)	F	C								
	(3)	F	C								
	(4)	F	C								
	(5)	F	C								
	(6)	F	C								
	(7)	F	C								
	(8)	F	C								
	(9)	F	C								
	(10)	F	C								
Question 2	(1)	a	b	c	d	e	f				
	(2)	a	b	c	d	e	f				
	(3)	a	b	c	d	e	f				
	(4)	a	b	c	d	e	f				
	(5)	a	b	c	d	e	f				
Question 3	(1)	a	b	c	d	e	f	g	h	i	j
	(2)	a	b	c	d	e	f	g	h	i	j
	(3)	a	b	c	d	e	f	g	h	i	j
	(4)	a	b	c	d	e	f	g	h	i	j
	(5)	a	b	c	d	e	f	g	h	i	j
	(6)	a	b	c	d	e	f	g	h	i	j
	(7)	a	b	c	d	e	f	g	h	i	j
	(8)	a	b	c	d	e	f	g	h	i	j
	(9)	a	b	c	d	e	f	g	h	i	j
Question 4	(1)	a	b	c	d	e	f				
	(2)	a	b	c	d	e	f				
	(3)	a	b	c	d	e	f				
	(4)	a	b	c	d	e	f				
	(5)	a	b	c	d	e	f				
	(6)	a	b	c	d	e	f				

Readiness Test Answer Sheets

<table>
<tr><td rowspan="3">Question 5</td><td>(1)</td><td colspan="9"> 
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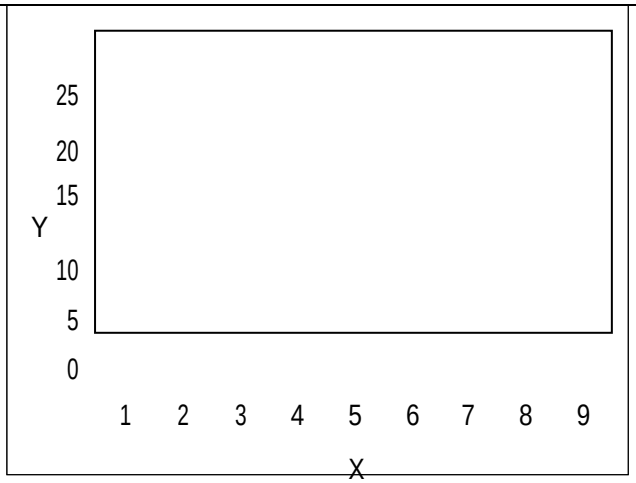
<tr><td>(2)</td><td colspan="9"> 
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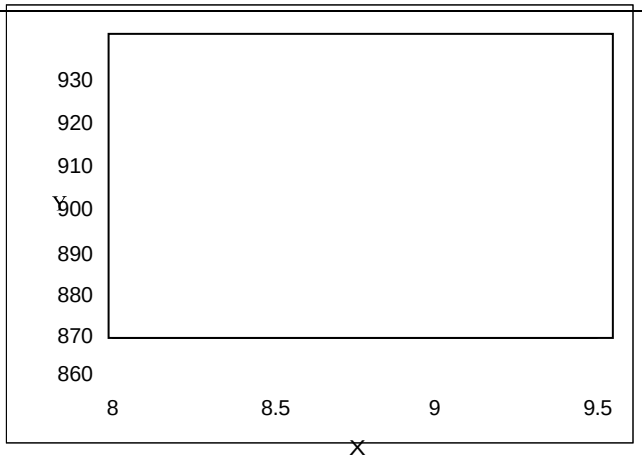
<tr><td>(3)</td><td colspan="9"> 
</td></tr>
<tr><td rowspan="5">Question 6</td><td>(1)</td><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td></td><td></td><td></td><td></td></tr>
<tr><td>(2)</td><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td></td><td></td><td></td><td></td></tr>
<tr><td>(3)</td><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td></td><td></td><td></td><td></td></tr>
<tr><td>(4)</td><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td></td><td></td><td></td><td></td></tr>
<tr><td>(5)</td><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td></td><td></td><td></td><td></td></tr>
</table>

2W English

About the Benefits of Management Training Program

Concerning the benefits of the management training program, please answer the following questions. Your individual answers will remain confidential.
The report form is available here in an MS-Word format
(http://www.aots.jp/jp/ikusei/training/doc01.html#koka)

Name of training course (may be in acronym names, such as SHOP and PQM):

_____

Country:

_____

Company name:

_____

Name of person filling out questionnaire form (representative of organization):

_____

Job title of person filling out questionnaire form (representative of organization):

_____

Names of participants of the training program:

_____

Question 1:
The management training program receives financial support from Official Development Assistance (ODA). Is there a difference in benefits by utilizing the AOTS training program compared to other cases where a training program on the same subject is provided by your own or an external agency of human resource development? Tick the following statement that applies to you (multiple answers allowed).

□Understanding in the subject of the training program increases further.
□Motivation improves further.
□Understanding of Japan increases further.
□Communication ability improves further.
□The stability of the work force in the company improves further.
□Others: [ ]

Question 2:
Are you going to use what is learned from the AOTS training in your company after the participants return? Tick the following statement that applies to you.

□Yes, I am.
□No, I am not.

Question 3:

(For a representative)

If you have ticked "Yes, I am" in the above Question 2, please answer the following question. When you use what is learned from the AOTS training in your company, how many managers and workers would receive the benefits of this during the year after the training? Please provide your rough estimate below.

About _____people

Question 4:

If you have ticked "Yes, I am" in the above Question 2, please answer the following question. When you use what is learned from the AOTS training, what benefits do you expect? Tick the following statement that applies to you (multiple answers allowed).

□A reduced load to the environment and energy saving will be realized.
□ Technology development and product design and development will be possible in the home country.
□ Production capacity will expand. [About _____] %
□ Productivity will increase. [About _____] %
□ Product and service quality will improve. [About _____] %
□ Costs will be reduced. [About _____] %
□ Market will be extended.

□Others [_____]

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [_____] USD * 1 USD = 107 JPY
Estimated sales for this fiscal year [_____] USD * 1 USD = 107 JPY

Question 6:

The AOTS training program costs about 6,200 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (6,200 USD)? Tick the following statement that applies to you.

□Yes
□No

Question 7:

The following question is relevant to the above Question 6. Supposing that the expense (6,200 USD) is defined as "1", describe the benefits obtained from the AOTS training program in numerical value. Roughly assess the benefits for the next five years after the training. Tick the following statement that applies to you. A very rough estimate is fine. Your response is highly appreciated.

□Below 1.0 => Provide a specific value [_____]
□1.0 or above and below 1.5
□1.5 or above and below 2.0
□2.0 or above and below 2.5
□2.5 or above and below 3.0
□3.0 or above => Provide a specific value [_____]

End of document