



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

October 2019

Program Outline
&
Participation Requirements
of
The Quality Control Training Course
[QCTC]

19February - 6 March 2020

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 194,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2018 exceeded 204,000.

The Quality Control Training Course (QCTC) is one of the management training courses conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) for the developing countries to learn business management/administration techniques and their underlying ways of thinking, all of which are characteristics of Japanese companies. It was first organized in 1979 to enhance the quality management ability at manufacturing companies in developing countries, and the 42nd program will be held this year.

2. COUNTRY:

Please refer to "[Table 3] List of Target Countries and Regions" of this outline.

3. NUMBER OF PARTICIPANTS:

22 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers, supervisors and/or staff who are responsible for the promotion of TQM/quality control activities at manufacturing companies, with a basic knowledge of the seven QC tools.
 - (2) Participants should be more than 20 years old.
 - (3) Participants should have, in principle, three years or more of business experience.
 - (4) Participants should be university graduates and/or have equivalent professional experience.
 - (5) Participants should have a sufficient working knowledge of English.
 - (6) Participants should be healthy enough to undergo an intensive training program in Japan.
 - (7) Participants should be residing in the developing countries and/or regions.
 - (8) Participants should not be students or armed forces personnel.
 - (9) 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.
- * Participants from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies are most desirable. (In the case of applications from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies, the priority for selection becomes higher.)

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 via AOTS's overseas office and collaborating organization 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 through AOTS Overseas Office listed in Item 10 or Overseas Collaborating Organizations to the Overseas Cooperation Group of AOTS listed in Item 10, **no later than 4 December 2019.**

As the deadline for the submission of the application documents differ for each organization, please ask AOTS Overseas Office or Overseas Collaborating Organizations. Please contact the Overseas Cooperation Group of AOTS listed in Item 10 for the contact address of Overseas Collaborating Organization. Applicants will be interviewed by AOTS Overseas Office or Overseas Collaborating Organizations.

[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 Questionnaire
- (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 available from AOTS Overseas Office listed in Item 10 or Overseas Collaborating Organizations. Please ask them.

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<https://www.aots.jp/hrd/technology-transfer/management/oda/>)

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 4 December 2019.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **23 January 2020**, 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 20 as of 4 December 2019, AOTS may cancel or postpone this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is to improve the quality management capabilities of managers at manufacturing companies.

It will focus on the following five important components of TQM practice in Japan.

- Daily management and management by policy (*Hoshin Kanri*)
- Quality assurance
- The production system
- Human resource development by QC Circles
- Problem-solving and continuous improvement (*Kaizen*)

- KEY BENEFITS

By the end of this program, participants will have:

- (1) Increased their understanding of the practice of TQM.
- (2) Enhanced their capabilities of promoting TQM as a comprehensive system

- DURATION

19 February – 6 March 2020 (2 weeks)

- CONTENTS

First Step

Participants will first learn the concept of TQM and approaches to its promotion, and gain an overview of the QC mindset and viewpoints.

Second Step

Participants will deepen their understanding of Japanese company's strengths by studying systematically "daily management and management by policy (*Hoshin Kanri*)", "quality assurance", "production system", and "human resource development by QC Circles" through lectures, exercises (case studies and simulations), and company visits.

Third Step

Participants will learn "problem-solving and continuous improvement (*Kaizen*)" systematically from the viewpoint of QC through the practical exercises utilizing measurement data. They will recognize their role in promoting TQM to overcome the challenges of their companies after returning their countries.

*Participants will gain theoretical knowledge in the morning sessions and learn how to put such theory into practice in the afternoon sessions with case studies and simulations. The curriculum focuses on "what individual participants, as managers/supervisors/staff promoting TQM/quality control, should do and how", so that what they learn in the course will be immediately applicable when they return to their own companies.

The typical daily schedule consists of a three-hour morning session and a five-hour afternoon session. Some evening sessions may be organized after dinner.

Refer to the Tentative Schedule for further details.

- LANGUAGE

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

- PROGRAM DIRECTOR

Dr. Hideo Iwasaki, Ph.D.
Professor Emeritus, Kinki University

Dr. Iwasaki has been active in quality management as a Former Vice-Chairman of the Deming Prize Examination Committee, and a Member Emeritus of the Japan Society for Quality Control (JSQC). He was awarded the 2013 Deming Prize for Individuals by the Deming Prize Committee (JUSE).

- TRAINING LOCATION AND ACCOMMODATION

AOTS Kansai Kenshu Center (KKC) <may change in consideration of various factors>

<http://www.aots.jp/en/center/about/kkc.html>

7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka 558-0021, Japan

Tel: 81-6-6608-8260 (Reception) Fax: 81-6-6690-2678

Tentative Schedule
of
The Quality Control Training Course [QCTC]

19 February -6 March 2020

AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning Session	Afternoon Session
Feb.18 (Tue.)	(Arrival in Japan)	
19 (Wed.)	Opening Ceremony / Orientation	LECTURE: Concept of TQM
20 (Thu.)	LECTURE: Management by Policy vs Daily Management - How to promote daily management and <i>Hoshin Kanr</i>	LECTURE/CASE STUDY: Formulation and Deployment of Policy - Simulation of policy formulation and deployment using formatted charts
21 (Fri.)	LECTURE: Establishment of Production Systems - Production systems in Japanese companies	LECTURE/CASE STUDY: Exercise on Production Systems
22(Sat.) 23(Sun.)	Days off	
24 (Mon.)	LECTURE: Human Resource Development by QC Circles - Importance of HRD and continuous improvement, promotion of QC Circles	LECTURE/CASE STUDY: Formulation of QC Circles Revitalization Plan - Drawing cause and effect diagrams and tree diagrams Formulation of QC Process Charts
25 (Tue.)	LECTURE: TQM Promotional Methodology and QC Viewpoints/mindset	LECTURE/CASE STUDY: QC Mindsets and Viewpoints - Group Discussion (GD) on kaizen example(s)
26 (Wed.)	STUDY TOUR	COMPANY VISIT: QC Circles/Quality Control
27. (Thu.)		COMPANY VISIT: Japanese Production System
28. (Fri.)	LECTURE: Process Control and Improvement - Effective use of QC tools in the problem-solving procedures	
29. (Sat.) 1.Mar(Sun.)	Days off	
2. (Mon.)	LECTURE: Promotion Procedures of Quality Assurance - Mechanism and major tools for quality assurance	LECTURE/CASE STUDY: Formulation of QC Process Charts
3. (Tue.)	LECTURE/EXERCISE (1): Hands-on Exercise on Problem Solving and Continuous Improvement (QC Game)	
4. (Wed.)	LECTURE/EXERCISE (2): Hands-on Exercise on Problem Solving and Continuous Improvement (QC Game)	
5. (Thu.)	LECTURE/EXERCISE (3): Hands-on Exercise on Problem Solving and Continuous Improvement (QC Game)	
6. (Fri.)	LECTURE: Presentation on Exercise on Problem Solving and Continuous Improvement	Final Wrap up / Closing Ceremony
7. (Sat.)	(Departure from Japan)	

Remarks:

- (1) The above schedule is subject to change due to the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
- (2) Several group discussion sessions may be arranged in the evening..
- (3) Though Saturday and Sundays are days 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 via AOTS's overseas office and collaborating organization or a Japanese host company in Japan makes the application. The following is an explanation of the case of the application from an overseas country via AOTS's overseas office and collaborating organization.

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 FY2019 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 ¥9,020 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 ¥8,180 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 ¥2,620 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 ¥10,267 (the upper limit) per day, but the meal allowance (¥2,620 per day) will be paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay ¥1,040 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 ¥408,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥160,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,800 in cash to a participant for the cost of travel between Kansai International Airport (Osaka) and AOTS Kansai Kenshu Center (KKC).

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 - Kansai /Japan, Roundtrip****Management Training Course:****2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>291,407</u> <Breakdown>	194,271 [2/3]	97,136 [1/3]
(1) International Travel Expenses	<u>107,300</u>		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,180 x 1 day (Arrival Day) =	8,180		
@ 9,020 x 16 days = [during the study tour]	144,320		
b. Meal Allowance			
@ 2,620 x 1 day(s) =	2,620		
c. Accommodation Allowance			
@ 10,267 x 1 day(s) =	10,267		
(3) Personal Allowance			
@ 1,040 x 18 days =	18,720		
2. Course Implementation Costs	<u>408,000</u>	248,000	160,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,800</u>	1,800	
Total	<u>701,207</u>	<u>444,071</u>	<u>257,136</u>

* 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.

* The above mentioned are the amounts adopted 10 percent Japanese consumption tax (Its enforcement is scheduled on 1 October 2019). However, the amounts of AOTS Domestic Travel Allowance in Japan remain unchanged since the railway fares adopted 10 percent consumption tax are not announced by the railway companies in Japan presently.

[Table 1-2] Estimate of the Fees and Costs [Category 2 Country]**Country: Bangladesh****International Travel Expenses: Dhaka - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	<u>310,207</u>	310,207	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	<u>126,100</u>		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,180 x 1 day (Arrival Day) =	8,180		
@ 9,020 x 16 days =	144,320		
[during the study tour]			
b. Meal Allowance			
@ 2,620 x 1 day(s) =	2,620		
c. Accommodation Allowance			
@ 10,267 x 1 day(s) =	10,267		
(3) Personal Allowance			
@ 1,040 x 18 days =	18,720		
2. Course Implementation Costs	<u>408,000</u>	248,000	160,000
3. Domestic Travel Allowance	<u>1,800</u>	1,800	
(Kansai Airport - KKC)			
Total	<u>720,007</u>	<u>560,007</u>	<u>160,000</u>

* 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.

* The above mentioned are the amounts adopted 10 percent Japanese consumption tax (Its enforcement is scheduled on 1 October 2019). However, the amounts of AOTS Domestic Travel Allowance in Japan remain unchanged since the railway fares adopted 10 percent consumption tax are not announced by the railway companies in Japan presently.

[Table 2] Standard Airfare Limits (FY2019)

*Mark indicates the countries of category 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/Osaka Nagoya	122,600 130,700
		Surabaya	Tokyo/Osaka Nagoya	130,800 130,800
		Manado	Tokyo/Osaka/Nagoya	140,000
		Medan	Tokyo/Osaka Nagoya	119,100 121,400
		Yogyakarta	Tokyo/Osaka/Nagoya	135,600
	*Cambodia	Phnom Penh	Tokyo/Osaka/Nagoya	96,400
	Singapore	Singapore	Tokyo/Osaka/Nagoya	81,000
	Thailand	Chiang Mai	Tokyo/Osaka/Nagoya	128,900
		Bangkok	Tokyo/Osaka/Nagoya	107,300
	Philippines	Cebu	Tokyo/Nagoya	62,200
			Osaka	60,000
	Manila	Tokyo/Nagoya	65,500	
		Osaka	56,900	
	Vietnam	Hanoi	Tokyo/Osaka Nagoya	108,400 118,100
			Ho Chi Minh City	Tokyo/Nagoya Osaka
	Malaysia	Kuala Lumpur	Tokyo/Osaka/Nagoya	63,000
		Kota Kinabalu	Tokyo/Osaka/Nagoya	75,700
Penang		Tokyo/Osaka/Nagoya	75,700	
*Myanmar	Yangon	Tokyo/Osaka/Nagoya	119,800	
*Laos	Vientiane	Tokyo/Osaka/Nagoya	111,800	
North east Asia	Mongolia	Ulaanbaatar	Tokyo Osaka	132,600 118,800
		South Asia	India	Kolkata
Chennai	Tokyo			98,100
	Osaka/Nagoya			106,900
Coimbatore	Tokyo			105,100
Kochi	Tokyo			106,600
	Osaka/Nagoya			115,400
Thiruvananthapuram	Tokyo			106,800
Osaka/Nagoya	115,600			
	Hyderabad			Tokyo
Osaka/Nagoya	115,400			
Bengaluru	Tokyo			103,400
Osaka/Nagoya	112,200			
Delhi	Tokyo/Osaka/Nagoya			95,900
Mumbai	Tokyo/Osaka			98,100
	Nagoya			98,100
Ahmadabad	Tokyo/Osaka		105,900	
	Nagoya		105,900	
Pune	Tokyo/Osaka	126,500		
	Nagoya	126,500		
Sri Lanka	Colombo	Tokyo	57,500	
		Osaka Nagoya	57,500 63,000	
*Nepal	Kathmandu	Tokyo/Osaka Nagoya	124,100 124,100	

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South Asia	Pakistan	Karachi	Tokyo	117,600
			Osaka	134,700
			Nagoya	111,700
		Islamabad	Tokyo	117,600
			Osaka Nagoya	134,700 111,700
	Lahore	Tokyo	130,700	
		Osaka Nagoya	149,700 124,100	
	*Bangladesh	Dhaka	Tokyo	126,100
			Osaka Nagoya	113,700 126,100
		Chittagong	Tokyo Osaka Nagoya	102,300 92,500 102,300
Maldives	Male	Tokyo/Nagoya	319,800	
		Osaka	319,800	
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka/Nagoya	225,500
	Colombia	Bogota	Tokyo/Osaka/Nagoya	256,200
		Medellin	Tokyo/Osaka/Nagoya	256,200
	Jamaica	Kingston	Tokyo/Osaka/Nagoya	180,000
		Montego Bay	Tokyo/Osaka/Nagoya	180,000
	Paraguay	Asuncion	Tokyo/Osaka/Nagoya	174,800
	Brazil	Sao Paulo	Tokyo/Osaka/Nagoya	259,100
		Brasilia	Tokyo/Osaka/Nagoya	378,700
	Venezuela	Caracas	Tokyo/Osaka/Nagoya	232,900
	Peru	Lima	Tokyo/Osaka/Nagoya	179,600
	Bolivia	La Paz	Tokyo/Osaka/Nagoya	256,200
	Mexico	Mexico City	Tokyo/Osaka/Nagoya	188,300
		Guadalajara	Tokyo/Osaka/Nagoya	169,700
		Cancun	Tokyo/Osaka/Nagoya	170,700
		San Luis Potosi	Tokyo/Osaka/Nagoya	169,700
		Leon	Tokyo/Osaka/Nagoya	169,700
Mazatlan		Tokyo/Osaka/Nagoya	169,700	
Morelia		Tokyo/Osaka/Nagoya	169,700	
Monterrey	Tokyo/Osaka/Nagoya	169,700		
Africa	Egypt	Alexandria	Tokyo/Osaka/Nagoya	64,400
		Cairo	Tokyo/Osaka/Nagoya	85,100
	*Ethiopia	Addis Ababa	Tokyo/Osaka/Nagoya	157,500
	Ghana	Accra	Tokyo/Osaka/Nagoya	179,000
	Cameroon	Douala	Tokyo/Osaka/Nagoya	232,700
		Yaounde	Tokyo/Osaka/Nagoya	235,400
	Kenya	Nairobi	Tokyo/Osaka/Nagoya	187,500
	*Sudan	Khartoum	Tokyo/Osaka/Nagoya	153,500
	Nigeria	Lagos	Tokyo/Osaka/Nagoya	238,600
	Mauritius	Mauritius	Tokyo/Osaka/Nagoya	180,500
	South Africa	Johannesburg	Tokyo/Osaka/Nagoya	160,900
	*Tanzania	Dar Es Salaam	Tokyo/Osaka/Nagoya	195,100
	*Zambia	Lusaka	Tokyo/Osaka/Nagoya	184,100
	Middle East	Iran	Tehran	Tokyo/Osaka/Nagoya
Tabriz			Tokyo/Osaka/Nagoya	140,900
Europe	Serbia	Belgrade	Tokyo/Osaka/Nagoya	153,400
	Kosovo	Pristina	Tokyo/Osaka/Nagoya	155,100
	Turkey	Istanbul	Tokyo/Osaka/Nagoya	103,100
		Antalya	Tokyo/Osaka/Nagoya	110,300
		Ankara	Tokyo/Osaka/Nagoya	108,500
		Izmir	Tokyo/Osaka/Nagoya	108,500
Macedonia	Skopje	Tokyo/Osaka/Nagoya	118,600	

[Table 3] List of Target Countries and Regions

Trainees should be residing in the following countries/regions.

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

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:
China, 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:

AOTS (Japan)

Application from overseas countries:	30-1, Senju-Azuma 1-Chome, Adachi-ku, Tokyo 120-8534, Japan
Overseas Cooperation Group	Tel: 81-3-3888-8256
	Fax: 81-3-3888-8264
	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

AOTS Overseas Offices

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">1. Bangkok Office /</td> </tr> <tr> <td style="padding: 5px;">(Senior Deputy Representative) Mr. Hidenobu Toda</td> </tr> <tr> <td style="padding: 5px;">Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330</td> </tr> <tr> <td style="padding: 5px;">TEL: 66-2-255-2370</td> </tr> <tr> <td style="padding: 5px;">FAX: 66-2-255-2372</td> </tr> <tr> <td style="padding: 5px;">E-mail: information@aots.or.th</td> </tr> </table>	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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">2. Jakarta Office /</td> </tr> <tr> <td style="padding: 5px;">(Representative) Mr. Masaaki Tanaka</td> </tr> <tr> <td style="padding: 5px;">3A Floor, Graha Mandiri, Jl. Imam Bonjol No. 61, Jakarta 10310</td> </tr> <tr> <td style="padding: 5px;">TEL: 62-21-230-1820~1</td> </tr> <tr> <td style="padding: 5px;">FAX: 62-21-230-1831</td> </tr> <tr> <td style="padding: 5px;">E-mail: information@aots.or.id</td> </tr> </table>	2. Jakarta Office /	(Representative) Mr. Masaaki 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
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*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group.

PRE-TRAINING REPORT

- The Quality Control Training Course-

- Continuous Improvement at Production Sites through the Perspective of Energy Conservation - [QCTC]

The form of “Pre-Training Report” for this training program is composed of the following three documents: Pre-Training Report itself and Questionnaires 1. These documents will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants. Therefore, the applicant is requested to fill in all of the items clearly and concretely.

***AOTS will not use this information for any other purposes other than an AOTS training program.**

Note: Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (Please give a brief description or outline of your company/organization. In addition, please also attach a brochure of your company/organization if available)	
5. Your position and name of your department/division (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Present activities for quality improvement in your organization</p>	
<p>7-1. Does your organization organize any QC circle activities? <input type="checkbox"/>Yes <input type="checkbox"/>No</p>	
<p>8. Most critical problem you are now facing in your quality improvement activities</p>	
<p>9. Your expectations of the program in relation to the described problems</p>	

Name	Country
------	---------

Questionnaire 1 **Level of Comprehension**

Please indicate the level of your comprehension by checking the appropriate boxes.

Level a : You have ever applied it in your work.

Level b : You know what it is. Or you have ever learned it in school or by yourself.

Level c : You do not know it well. Or you have never heard of it.

No.	Subject	Comprehension			No.	Subject	Comprehension		
		a	b	c			a	b	c
1	Pareto diagram				17	TPM			
2	Histogram				18	PDCA cycle			
3	Cause & Effect diagram				19	QC circle			
4	Scatter diagram				20	QC story problem solving			
5	\bar{X} -R control chart, X-R control chart				21	Quality deployment/ Quality function deployment			
6	p chart, np chart				22	Quality table			
7	u chart, c chart				23	FMEA/FTA			
8	Stratification				24	Design review			
9	Relation diagram				25	QC process chart			
10	Tree diagram				26	Standard operation procedure			
11	Matrix diagram				27	Process capability			
12	Normal distribution				28	Cost of quality			
13	Standard deviation				29	Management by Policy (Hoshin Kanri)			
14	3-Sigma rule				30	Daily (work) management			
15	SQC				31	Cross Functional management			
16	TQM				32	ISO9001			

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 = 112 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 112 JPY

Question 6:

The AOTS training program costs about 6,000 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (6,000 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 (6,000 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