



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

March 2018

(Tentative)

Program Outline

&

Participation Requirements

of

The Training Course on Solving Human and Organizational Problems

[SHOP]

- Teamwork and Leadership Skill Improvement-

7 – 18 May 2018

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 182,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2015 exceeded 197,000.

The Training Course on Solving Human and Organizational Problems (SHOP) is designed for all the developing countries to learn business management/administration techniques and their underlying ways of thinking which are characteristics of Japanese companies. It also aims to enhance the teamwork and leadership abilities of the participants, enabling them to play a major role in solving human- and organization-related problems.

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:

24 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers or supervisors of an organization
- (2) Participants should be, in principle, between 25 and 50 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.
(A high level of English knowledge is necessary in this training program. The ability to discuss in English is given great importance in our screening process.)
- (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 management training programs (ODA-funded and CRTP (Carbon Reduction Technology Promotion) programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they returned home.

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 5 April 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 (AOTS official form)
- (7) Overseas Travel Insurance Consent Form (AOTS official 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 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 5 April 2018**.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **12 April 2018**, 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 12 as of **5 April 2018**, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

Program of the course is designed to enable participants to play major roles in solving human-/organizational-related problems, summoning enhanced level of teamwork highly prized in Japanese companies and of leadership abilities those are common in international corporate organizations.

- KEY BENEFITS

This program aims to improve the following abilities of the participants, who are managers or supervisors of various sections in an organization.

1. To activate communication within a group over/across their section of the organization,
2. To lead people of the group, while understanding the roles of members for the expected results of their section as a team,
3. To perform their roles in attaining the team's objectives,
4. To resolve conflicts among/across team members, and
5. To motivate/influence subordinates by introducing changes of their own behaviors

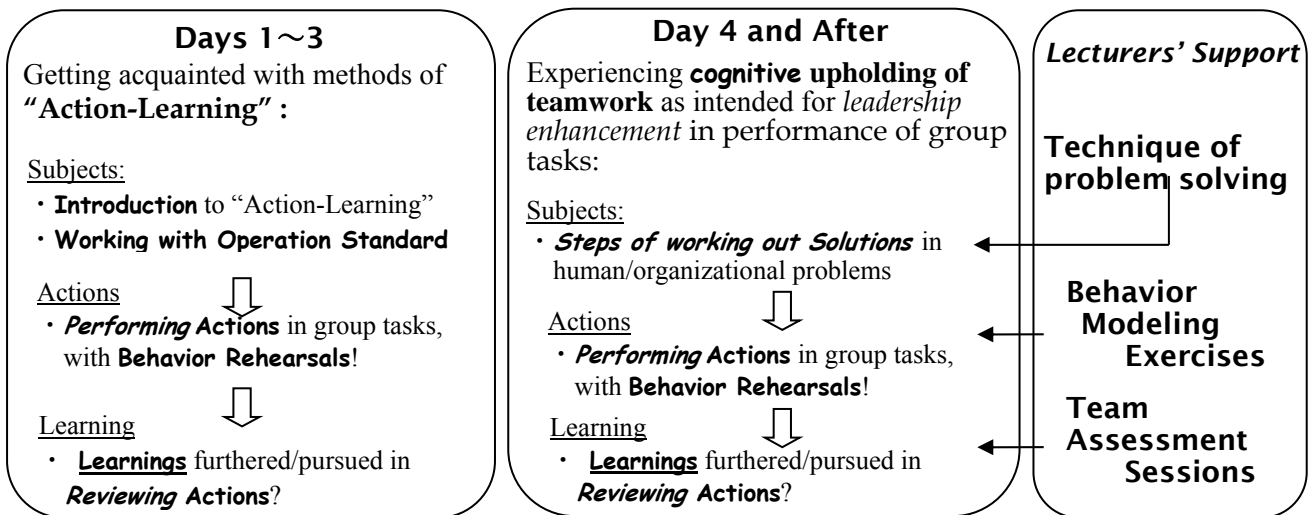
- DURATION

7 – 18 May 2018 (2 weeks)

- CONTENTS

A Curriculum focusing on participative exercises (group activities)

The course offers opportunities for participants to readily change their behavioral patterns, to adopt new perceptions and to enhance their abilities as managers. The course bases these exercises on a process of “Action-Learning,” which induces changes in personal behaviors and organizational responses based on results of the exercises. Followings depict the major components:



【Working with Operation Standard (Ice-Breaking Sessions)】

Participants will split into groups and compete in planning/performing a given set of tasks, simulating assembly operations of an object.

Based on their experiences of playing roles of either a manager or a worker, participants will discuss effective methods of demonstrating teamwork and leadership. Participants thus come to understand the values and behaviors of team members, governing the efficiency of group operations. This is necessary for the team assessment sessions, later programmed in the course.

【Team Assessment】

Participants will analyze and understand their own behavioral patterns and group activities scientifically based on evaluations given by peer members. The IEA (Interaction Effectiveness Assessment) of SYMLOG is used.

Based on the results, each participant will make efforts to move closer to becoming an ideal manager.

【Behavior Modeling -Theory and Video Recording Exercises】

Participants learn leadership behaviors for motivating subordinates, with skills improvement on communication by Video Recording role-plays, Presentation of Telephone Assignments.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner, as per necessary, dependent upon initiatives of participants of group.

Refer to the Tentative Schedule for further details.

- 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

Mr. Yutaka Fukuyama

A Board Member, Director of HR Service Division & Principal Management Consultant,
Central Japan Industries Association (Chu-San-Ren)

Mr. Fukuyama specializes in management planning, financial management, business improvement, system improvement, human resource management and marketing. As a Principal Management Consultant, he is in charge of consulting and training for large and middle sized companies in the area of middle/long term business planning, policy management, management by objectives, human resource management and business improvement of manufacturing, sales and service industries. He is registered as a CMC (Certified Management Consultant) of ICMCI (The International Council of Management Consulting Institutes).

Major publications; “Optimization, Standardization and Manuals of Work”(1988), “Resolution by fixing performance related pay and ranking system of the degree of competence by type of job group” (1986), “Illustrated task of middle management 100” (1999), “Methods of Problem Solving By team” (2007), etc.

- TRAINING LOCATION AND ACCOMMODATION

AOTS Chubu Office (CKC) <may change in consideration of various factors>

http://www.aots.jp/images/map_chubu_e_1.gif

37-12, Mukaihata, Kaizu-cho, Toyota, Aichi 470-0348, Japan

Tel: 81- 565-43-2111 (Reception) Fax: 81-565-43-2112

Tentative Schedule
of
The Training Course on Solving Human and Organizational Problems
- Teamwork and Leadership Skill Improvement- [SHOP]
 7 – 18 May 2018 AOTS Chubu Office <To Be Determined>

| Date | Morning Session (9 : 00-12 : 00) | Afternoon Session (13 : 00-16 : 00) | Evening Session (16 : 00-17 : 00) |
|--------------------|--|---|--|
| 6 May (Sun.) | (Arrival in Japan) | | |
| 7 (Mon.) | Orientation Opening Ceremony/ Program Guidance | LECTURE//EXERCISE: Introduction to Action Learning | LECTURE//EXERCISE: Introduction to Action Learning |
| 8 (Tue.) | LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 1 | | |
| 9 (Wed) | LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 2 | | LECTURE//EXERCISE: Team Assessment - 1 (Rating Session 1) |
| 10 (Thu.) | LECTURE//EXERCISE: Problem-Solving Technique | | Free |
| 11 (Fri.) | LECTURE//EXERCISE: Program for Changing Behavior – 1 (Mid-Term Group Presentation) | LECTURE//EXERCISE: Program for Changing Behavior – 1 | |
| 12 (Sat.) | LECTURE//EXERCISE: Team Assessment – 2 (Mid-Term Group Presentation) | LECTURE//EXERCISE: Team Assessment – 2 | LECTURE//EXERCISE: Team Assessment – 2 (Rating Session 2) |
| 13 (Sun.) | Day off | | |
| 14 (Mon.) | COMPANY VISIT Case study of Problem-Solving (1) (The 5S's, Sengen Shugi, Safety, etc.) | COMPANY VISIT Case study of Problem-Solving (2) (JIT, Kaizen, etc.) | Free |
| 15 (Tue.) | COMPANY VISIT Case study of Problem-Solving (3) (Small Group Activities, Enhancement of Teamwork) | COMPANY VISIT Case study of Problem-Solving (4) (HRD, In-House Educational Program) | Free |
| 16 (Wed.) | Program for Changing Behavior – 2 | | Free |
| 17 (Thu.) | LECTURE//EXERCISE: Team Assessment - 3 | LECTURE//EXERCISE: Team Assessment - 3 (Rating Session 3) | Preparation for Final Report Presentation |
| 18 (Fri.) | Final Report Presentation | Final Report Presentation | Closing Ceremony |
| 19 (Sat.) | (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.

Attention: The contents of this column are rules for FY2017, so it may be changed in FY2018.

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 FY2017 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 a 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 a 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 a 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 ¥355,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥142,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥3,020 in cash to a participant for the cost of travel between Chubu international Airport and AOTS Chubu Office.

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]**(To be changed)****Country: Thailand****International Travel Expenses: Bangkok - Chubu /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

| <i>Training Costs</i> | Total Amount | ODA Subsidy | Participation Fee |
|---|----------------|----------------|-------------------|
| 1. Allowance Costs | <u>207,890</u> | 138,593 | 69,297 |
| <Breakdown of Allowance Cost> | <Breakdown> | [2/3] | [1/3] |
| (1) International Travel Expenses | 80,400 | | |
| (2) Accommodation and Meal Allowances | | | |
| a. [at the AOTS Kenshu Center] | | | |
| @ 8,030 x 1 day (Arrival Day) = | 8,030 | | |
| @ 8,850 x 12 days = | 106,200 | | |
| [during the study tour] | | | |
| b. Meal Allowance | | | |
| @ 2,570 x 0 day(s) = | 0 | | |
| c. Accommodation Allowance | | | |
| @ 10,080 x 0 day(s) = | 0 | | |
| (3) Personal Allowance | | | |
| @ 1,020 x 13 days = | 13,260 | | |
| 2. Course Implementation Costs | <u>355,000</u> | 213,000 | 142,000 |
| 3. Domestic Travel Allowance (Chubu Airport - CKC) | <u>3,020</u> | 3,020 | |
| Total | <u>565,910</u> | <u>354,613</u> | <u>211,297</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

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

(Japanese Yen)

| <i>Training Costs</i> | Total Amount | ODA Subsidy | Participation Fee |
|---|-----------------------|-----------------------|-----------------------|
| 1. Allowance Costs | <u>272,290</u> | 272,290 | 0 |
| <Breakdown of Allowance Cost> | <Breakdown> | [3/3] | [None] |
| (1) International Travel Expenses | 144,800 | | |
| (2) Accommodation and Meal Allowances | | | |
| a. [at the AOTS Kenshu Center] | | | |
| @ 8,030 x 1 day (Arrival Day) = | 8,030 | | |
| @ 8,850 x 12 days = | 106,200 | | |
| [during the study tour] | | | |
| b. Meal Allowance | | | |
| @ 2,570 x 0 day(s) = | 0 | | |
| c. Accommodation Allowance | | | |
| @ 10,080 x 0 day(s) = | 0 | | |
| (3) Personal Allowance | | | |
| @ 1,020 x 13 days = | 13,260 | | |
| 2. Course Implementation Costs | <u>355,000</u> | 213,000 | 142,000 |
| 3. Domestic Travel Allowance (Chubu Airport - CKC) | <u>3,020</u> | 3,020 | |
| Total | <u>630,310</u> | <u>488,310</u> | <u>142,000</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.

[Table 2] Standard Airfare Limits (FY 2017) (To be changed for FY2018)

*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 | 124,500 |
| | | Surabaya | Tokyo/ Osaka/ Nagoya | 127,700 |
| | | Manado | Tokyo/ Osaka/ Nagoya | 133,400 |
| | | Medan | Tokyo/ Osaka/ Nagoya | 117,700 |
| | *Cambodia | Phnom Penh | Tokyo/ Osaka/ Nagoya | 120,200 |
| | Singapore | Singapore | Tokyo/ Osaka/ Nagoya | 77,300 |
| | Thailand | Chiang Mai | Tokyo/ Osaka/ Nagoya | 124,900 |
| | | Bangkok | Tokyo/ Osaka/ Nagoya | 80,400 |
| | Philippines | Cebu | Tokyo/ Nagoya | 63,100 |
| | | | Osaka | 60,800 |
| | | Manila | Tokyo/ Nagoya | 61,300 |
| | | | Osaka | 59,000 |
| | Davao | Tokyo/ Nagoya | 71,400 | |
| | | Osaka | 69,000 | |
| | Vietnam | Da Nang | Tokyo/ Osaka/ Nagoya | 107,500 |
| | | | Nagoya | 110,000 |
| | | Hanoi | Tokyo/ Osaka/ Nagoya | 119,800 |
| | Ho Chi Minh City | Tokyo/ Osaka/ Nagoya | 107,500 | |
| | | Malaysia | Kuala Lumpur | Tokyo/ Osaka/ Nagoya |
| | Kota Kinabalu | | Tokyo/ Osaka/ Nagoya | 80,000 |
| Penang | Tokyo/ Osaka/ Nagoya | 80,000 | | |
| | *Myanmar | Yangon | Tokyo/ Osaka/ Nagoya | 114,600 |
| *Laos | Vientiane | Tokyo/ Osaka/ Nagoya | 110,100 | |
| North East Asia | Mongolia | Ulaanbaatar | Tokyo/ Osaka | 134,500 |
| | | Osaka | 120,500 | |
| Middle Asia | *Afghanistan | Kabul | Tokyo/ Osaka/ Nagoya | 334,900 |
| | | Nagoya | 385,100 | |
| | Uzbekistan | Tashkent | Tokyo/ Osaka | 191,900 |
| | | Osaka | 177,900 | |
| Kazakhstan | Almaty | Tokyo | 366,200 | |
| | | Osaka | 218,600 | |
| South Asia | India | Kolkata | Tokyo/ Osaka/ Nagoya | 99,700 |
| | | Chennai | Tokyo | 93,700 |
| | | | Osaka/ Nagoya | 104,400 |
| | | Coimbatore | Tokyo | 100,400 |
| | | | Osaka/ Nagoya | 111,200 |
| | | Kochi | Tokyo | 101,900 |
| | | | Osaka/ Nagoya | 112,700 |
| | | Thiruvananthapuram | Tokyo | 102,100 |
| | | | Osaka/ Nagoya | 112,900 |
| | | Hyderabad | Tokyo | 102,000 |
| | | | Osaka/ Nagoya | 112,700 |
| | | Bengaluru | Tokyo | 98,800 |
| | | | Osaka/ Nagoya | 109,600 |
| | | Delhi | Tokyo/ Osaka/ Nagoya | 93,700 |
| | Mumbai | | Tokyo/ Osaka/ Nagoya | 93,700 |
| | | Nagoya | 108,600 | |
| | Ahmadabad | Tokyo/ Osaka/ Nagoya | 102,800 | |
| | | Nagoya | 117,800 | |
| | Pune | Tokyo/ Osaka/ Nagoya | 120,800 | |
| | | Nagoya | 139,500 | |
| | Sri Lanka | Colombo | Tokyo | 62,000 |
| | | | Osaka | 57,000 |
| | | | Nagoya | 67,200 |
| | *Nepal | Kathmandu | Tokyo/ Osaka/ Nagoya | 105,300 |
| | | | Nagoya | 128,200 |
| | Pakistan | Karachi | Tokyo | 118,600 |
| | | | Osaka | 115,500 |
| | | | Nagoya | 115,200 |
| | | Islamabad | Tokyo | 118,600 |
| | | | Osaka/ Nagoya | 115,500 |
| Lahore | Tokyo/ Osaka/ Nagoya | 167,000 | | |
| *Bangladesh | Dhaka | Tokyo | 127,900 | |
| | | Osaka | 111,400 | |
| | | Nagoya | 144,800 | |
| Chittagong | Tokyo | 103,800 | | |
| | Osaka/ Nagoya | 90,600 | | |
| Maldives | Male | Tokyo/ Osaka/ Nagoya | 117,400 | |
| | | Nagoya | 315,000 | |

| Area | Country | Place of Departure | Place of Arrival | Airfare Limit |
|--------------------|---------------------------|----------------------|----------------------|----------------------|
| Oceania | Samoa | Apia | Tokyo/ Osaka/ Nagoya | 111,800 |
| | *Vanuatu | Port Vila | Tokyo/ Osaka/ Nagoya | 155,200 |
| | Papua New Guinea | Port Moresby | Tokyo/ Osaka/ Nagoya | 183,400 |
| | Fiji | Nadi | Tokyo/ Osaka/ Nagoya | 105,100 |
| | Central and South America | Argentina | Buenos Aires | Tokyo/ Osaka/ Nagoya |
| Uruguay | | Montevideo | Tokyo/ Osaka/ Nagoya | 217,700 |
| Ecuador | | Quito | Tokyo/ Osaka/ Nagoya | 262,400 |
| El Salvador | | San Salvador | Tokyo/ Osaka/ Nagoya | 258,600 |
| Guatemala | | Guatemala City | Tokyo/ Osaka/ Nagoya | 258,600 |
| Costa Rica | | San Jose | Tokyo/ Osaka/ Nagoya | 258,600 |
| Colombia | | Bogota | Tokyo/ Osaka/ Nagoya | 258,600 |
| | | Medellin | Tokyo/ Osaka/ Nagoya | 258,600 |
| Jamaica | | Kingston | Tokyo/ Osaka/ Nagoya | 368,100 |
| | | Montego Bay | Tokyo/ Osaka/ Nagoya | 368,100 |
| Chile | | Santiago | Tokyo/ Osaka/ Nagoya | 318,300 |
| Dominican Republic | | Santo Domingo | Tokyo/ Osaka/ Nagoya | 368,100 |
| Nicaragua | | Managua | Tokyo/ Osaka/ Nagoya | 258,600 |
| *Haiti | | Port Au Prince | Tokyo/ Osaka/ Nagoya | 368,100 |
| Panama | | Panama City | Tokyo/ Osaka/ Nagoya | 258,600 |
| Paraguay | | Asuncion | Tokyo/ Osaka/ Nagoya | 269,500 |
| Brazil | | Sao Paulo | Tokyo/ Osaka/ Nagoya | 321,800 |
| Venezuela | | Caracas | Tokyo/ Osaka/ Nagoya | 307,200 |
| Peru | | Lima | Tokyo/ Osaka/ Nagoya | 206,900 |
| Bolivia | | La Paz | Tokyo/ Osaka/ Nagoya | 293,400 |
| Honduras | Tegucigalpa | Tokyo/ Osaka/ Nagoya | 258,600 | |
| Mexico | Mexico City | Tokyo/ Osaka/ Nagoya | 160,600 | |
| | Guadalajara | Tokyo/ Osaka/ Nagoya | 183,800 | |
| | Cancun | Tokyo/ Osaka/ Nagoya | 184,800 | |
| | San Luis Potosi | Tokyo/ Osaka/ Nagoya | 183,800 | |
| | Mazatlan | Tokyo/ Osaka/ Nagoya | 183,800 | |
| | Morelia | Tokyo/ Osaka/ Nagoya | 183,800 | |
| | Monterrey | Tokyo/ Osaka/ Nagoya | 183,800 | |
| | Algeria | Algiers | Tokyo/ Osaka/ Nagoya | 162,100 |
| *Uganda | Entebbe | Tokyo/ Osaka/ Nagoya | 169,700 | |
| Africa | Egypt | Alexandria | Tokyo/ Osaka/ Nagoya | 63,700 |
| | | Cairo | Tokyo/ Osaka/ Nagoya | 84,100 |
| | *Ethiopia | Addis Ababa | Tokyo/ Osaka/ Nagoya | 159,800 |
| | Ghana | Accra | Tokyo/ Osaka/ Nagoya | 181,500 |
| | | Douala | Tokyo/ Osaka/ Nagoya | 221,500 |
| | Cameroon | Yaounde | Tokyo/ Osaka/ Nagoya | 224,100 |
| | | Nairobi | Tokyo/ Osaka/ Nagoya | 282,800 |
| | *Kenya | Lusaka | Tokyo/ Osaka/ Nagoya | 186,000 |
| | *Zambia | Ndola | Tokyo/ Osaka/ Nagoya | 196,000 |
| | Zimbabwe | Harare | Tokyo/ Osaka/ Nagoya | 146,500 |
| | *Sudan | Khartoum | Tokyo/ Osaka/ Nagoya | 176,700 |
| | Seychelles | Mahe Island | Tokyo/ Osaka/ Nagoya | 112,600 |
| | *Senegal | Dakar | Tokyo/ Osaka/ Nagoya | 228,200 |
| | *Tanzania | Dar es Salaam | Tokyo/ Osaka/ Nagoya | 132,600 |
| Tunisia | Tunis | Tokyo/ Osaka/ Nagoya | 233,600 | |
| Nigeria | Lagos | Tokyo/ Osaka/ Nagoya | 242,100 | |
| Namibia | Windhoek | Tokyo/ Osaka/ Nagoya | 126,100 | |
| Botswana | Gaborone | Tokyo/ Osaka/ Nagoya | 114,700 | |
| *Madagascar | Antananarivo | Tokyo/ Osaka/ Nagoya | 240,200 | |
| *Mozambique | Maputo | Tokyo/ Osaka/ Nagoya | 110,700 | |
| Mauritius | Mauritius | Tokyo/ Osaka/ Nagoya | 157,000 | |
| *Mauritania | Nouakchott | Tokyo/ Osaka/ Nagoya | 162,700 | |
| Morocco | Casablanca | Tokyo/ Osaka/ Nagoya | 352,300 | |
| South Africa | Johannesburg | Tokyo/ Osaka/ Nagoya | 142,600 | |
| *Malawi | Lilongwe | Tokyo/ Osaka/ Nagoya | 190,900 | |
| Libya | Tripoli | Tokyo/ Osaka/ Nagoya | 174,100 | |
| Middle East | Azerbaijan | Baku | Tokyo/ Osaka/ Nagoya | 162,000 |
| | *Yemen | Sanaa | Tokyo/ Osaka/ Nagoya | 174,800 |
| | Iran | Tehran | Tokyo/ Osaka/ Nagoya | 152,000 |
| | | Tabriz | Tokyo/ Osaka/ Nagoya | 155,500 |
| | Saudi Arabia | Riyadh | Tokyo/ Osaka/ Nagoya | 236,300 |
| Jordan | Amman | Tokyo/ Osaka/ Nagoya | 192,500 | |
| Lebanon | Beirut | Tokyo/ Osaka/ Nagoya | 238,900 | |
| Europe | Ukraine | Kiev | Tokyo/ Osaka/ Nagoya | 126,100 |
| | Serbia | Belgrade | Tokyo/ Osaka/ Nagoya | 191,300 |
| | Kosovo | Pristina | Tokyo/ Osaka/ Nagoya | 192,400 |
| | Montenegro | Podgorica | Tokyo/ Osaka/ Nagoya | 192,400 |
| | Turkey | Istanbul | Tokyo/ Osaka/ Nagoya | 99,100 |
| | | Antalya | Tokyo/ Osaka/ Nagoya | 106,400 |
| | Izmir | Tokyo/ Osaka/ Nagoya | 106,400 | |
| | Macedonia | Skopje | Tokyo/ Osaka/ Nagoya | 115,100 |

[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 | 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 | | |

- 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 (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 on 2014, 2015 and 2016 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:

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

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

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| OVERSEAS OFFICES |
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| 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 |
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| 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 |
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| 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 |
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| 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 |
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PRE-TRAINING REPORT

The Training Course on Solving Human and Organizational Problems - Teamwork and Leadership Skill Improvement- [SHOP]

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/18shop-e.doc>)

Notes for items 7 through 11

- Main lectures (including group discussion and the final group presentation)

The objective of the main lectures, including group discussions, is to give you an opportunity to understand how you should behave in order to solve the personnel/organizational problems you are faced with as a manager so that you can achieve your group/organizational targets. A good outcome from the lectures cannot be expected unless you are aware of your own problems.

- Other lectures/visits

Good results cannot be obtained from the other lectures and visits that supplement the objective of this course unless you are aware of your own problems.

| | |
|---|--|
| 1. Your name | |
| 2. Country | |
| 3. Name of company / organization | |
| 4. Outline of your company/ 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 (preferably by attaching an organizational chart indicating your position) | |
| 6. Your duties in detail | |

| | |
|---|--|
| <p>7. Did you wish to participate in this training course, or did your superior tell you to participate?</p> <p>Please explain the reasons why you wish to send this applicant on the course and the characteristics of the prospective participant's behavior (strengths and weaknesses), as seen from your perspective as the applicant's superior.</p> | <p>① Were you recommended by your superior or is the application based on your own request?</p> <p>② Name, position, and email address of your superior</p> <p>Name : _____</p> <p>Position : _____</p> <p>Email address : _____</p> <p>• Please have your superior complete the following section.</p> <p>③ Reason why you wish to send this applicant on this course. (English or Japanese)</p> <p>④ From your perspective as the applicant's superior, please list the characteristics of the prospective participant's behavior (strengths and weaknesses)</p> <p>(Strengths)</p> <p>(Weaknesses or areas for improvement)</p> <p>⑤ Superior's signature</p> <p>Signature: _____</p> |
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| <p>8. What are the problems or issues you are now faced with in performing your duties? Please describe the current situation of your problems related to organization/people, <u>giving specific examples with concrete data.</u></p> <p><u>Bad description sample without concrete data:</u></p> <p>Insufficient managerial capabilities. Subordinates are not motivated. Cooperation among different departments is weak.</p> <p><u>Good description sample with concrete data:</u></p> <p>Only 50% of the two-year business innovation plan has been implemented so far. Also, the sales target achievement rate only reaches 70-80% on a monthly basis. The observed failure is attributable to the subordinates' resistance to my policy since I am younger than they are and has I have only recently become a manager.</p> <p>The annual turnover rate among the young employees in their twenties and thirties is as high as 20%. Major reasons are that there is no evaluation system or reward for young and competent employees and that their annual salary is 1/8 – 1/15 of that of senior employees in their forties and fifties due to a seniority-oriented personnel system.</p> | |
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| <p>9. What kind of ability do you think <u>you</u> should develop to solve the above-mentioned problems? From 1 through 6 in the right side column, choose the most and the next most important ability you think.</p> <p>Specify the reason for your answer.</p> | <ol style="list-style-type: none"> 1. Ability to activate communication within such a group as your own section of the organization 2. Ability to lead other people while understanding the role of each member to produce the result expected of your own section as a team 3. Ability to understand their roles in attaining your team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing your own behavior 6. Others: <p>The most important ability: _____ The next most important ability: _____</p> <p>Reasons:</p> |
| <p>10. What kind of ability does your superior think you should develop through this training course? From 1 through 6 in the right side column, choose the most and the next most important ability your superior thinks.</p> <p>Have you talked about this matter with your superior?</p> | <ol style="list-style-type: none"> 1. Ability to activate communication within such a group as your own section of the organization 2. Ability to lead other people while understanding the role of each member to produce the result expected of your own section as a team 3. Ability to understand their roles in attaining your team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing your own behavior 6. Others: <p>The most important ability: _____ The next most important ability: _____</p> <p>On the above issue, ___ Yes, I have talked with my superior. ___ No, I have not talked with my superior.</p> |
| <p>11. What are the work targets your superior expects you to achieve after participating of this course? Are these targets clearly specified?</p> | <p>Work targets:</p> <p>Are these targets clearly specified? ___ Yes ___ No</p> |

(Tentative)

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 = 112 JPY

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

Question 6:

The AOTS training program costs about 5,500 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (5,500 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 (5,500 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 [_____]

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