



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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C RTP Program

October 2018

Program Outline

&

Participation Requirements

of

The Quality Control Training Course

**- Continuous Improvement at Production Sites
through the Perspective of Energy Conservation -**

[QCTC]

(Carbon Reduction Technology Promotion Program)

20February – 8 March 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 between 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 190,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2017 exceeded 201,000.

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) under the scheme of Carbon Reduction Technology Promotion (hereinafter abbreviated as CRTP) Programs. A management training course is being organized under this category with the purpose of allowing the participants to smoothen the path to carbon reduction within their organizations, through a better understanding of the significance of carbon reduction technology, and the study of administration and management techniques as well as concepts, all of which are necessary to promote related activities.

This training program is designed to help managers at manufacturing companies improve their abilities so as to be able to effectively promote quality control activities and energy conservation in their companies.

2. COUNTRY:

All Countries and Regions

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 above 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 all countries and/or regions except for Japan.
- (8) Participants should not be students or armed forces personnel.
- (9) Former participants of AOTS training programs (ODA-funded programs and CRTP 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 may become 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 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 to the Overseas Cooperation Group of AOTS, **no later than 10 December 2018, via AOTS's collaborating organization.** (AOTS will not accept any application documents directly sent from individual applicants.) It is therefore recommendable to ask **AOTS's collaborating organization** to confirm the deadline for bulk shipping of the materials collected from individual applicants, to Japan.

[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 Reports
- (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 **no later than 10 December 2018.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **10 January 2019**, 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 10 as of 10 December 2018, AOTS may postpone or cancel 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 aims to improve their capabilities that contribute to energy conservation in their companies through efforts in failure rate reduction in process, waste elimination, and improvement activities by practicing TQM (total quality management).

- 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, and
- (3) Improved their ability enough to perform a re-study of the plausibility of accomplishing the targets set before coming to Japan, and to create action plans to be followed after returning home for solving problems at the company or departmental level by introducing, promoting and implementing management techniques suitable for their companies.

- DURATION

20 February – 8 March 2019 (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.

Fourth Step

Participants will re-examine the plausibility of achieving numerical *Kaizen* targets, which are written in the "Pre-training Report" and the accomplishment of which will lead to energy conservation and other improvements, while identifying the causes of the problems that their companies face. Thereafter, participants will establish practical action plans to specify how to promote and implement management techniques that are learnt through the training program, for accomplishing the challenges at their companies, and make presentations on the final day.

*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 will be conducted in English or Japanese with translation into English. The program documents and training materials will be prepared in English.

***Participants are required to have a sufficient working knowledge of English for discussions, presentations, and report writing.**

- 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 Director of the Japan Society for Quality Control (JSQC) magazine.

- 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, Osaka 558-0021

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

**Tentative Schedule
of
The Quality Control Training Course [QCTC]**

20 February - 8 March 2019

AOTS Kansai Kenshu Center

Date	Morning Session	Afternoon Session
Feb.19 (Tue)	(Arrival in Japan)	
20 (Wed)	Opening Ceremony / Orientation	LECTURE: Concept of TQM in a Low Carbon Society
21 (Thu)	LECTURE: TQM Promotional Methodology and QC Viewpoints/mindset	LECTURE/CASE STUDY: QC Mindsets and Viewpoints - Group Discussion (GD) on kaizen example(s)
22 (Fri)	LECTURE: Management by Policy vs Daily Management - How to promote daily management and <i>Hoshin Kanri</i>	LECTURE/CASE STUDY: Formulation and Deployment of Policy - Simulation of policy formulation and deployment using formatted charts
23(Sat.) 24(Sun)	Days off	
25 (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
26 (Tue)	LECTURE: Process Control and Improvement - Effective use of QC tools in the problem-solving procedures	
27 (Wed.)	LECTURE: Establishment of Production Systems - Production systems in Japanese companies	LECTURE/CASE STUDY: Exercise on Production Systems
28. (Thu)	LECTURE: Promotion Procedures of Quality Assurance - Mechanism and major tools for quality assurance	LECTURE/CASE STUDY: Formulation of QC Process Charts
Mar.1 (Fri.)	COMPANY VISIT: QC Circles/Quality Control	COMPANY VISIT: QC Circles/Quality Control
2 (Sat.) 3(Sun.)	Days off	
4 (Mon.)	COMPANY VISIT: QC Circles/Quality Control	COMPANY VISIT: QC Circles/Quality Control
5 (Tue)	LECTURE/EXERCISE (1): Hands-on Exercise on Problem Solving and Continuous Improvement for Energy Saving (QC Game)	
6 (Wed)	LECTURE/EXERCISE (2): Hands-on Exercise on Problem Solving and Continuous Improvement for Energy Saving (QC Game)	
7 (Thu)	LECTURE/EXERCISE (3): Hands-on Exercise on Problem Solving and Continuous Improvement for Energy Saving (QC Game)	
8 (Fri.)	LECTURE: Presentation on Exercise on Problem Solving and Continuous Improvement	Final Report Presentation Closing Ceremony
9 (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 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 collaborating organization.

8-1) Outline

AOTS training programs are financed by Japanese government subsidy 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 Estimate of the Participation Fee is shown in Tables 1.

***There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** Therefore, only one Estimate of the Participation Fee is listed here.

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 is 1/3 of the Allowance Costs.

***There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** The Contribution to Allowance Costs is 1/3 of the Allowance Costs regardless of the participant's country of residence.

(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 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 ¥368,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥145,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,780 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] Estimate of the Fees and Costs**Country: Bangladesh****International Travel Expenses: Dhaka - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>285,740</u> <Breakdown>	190,493 [2/3]	95,247 [1/3]
(1) International Travel Expenses	108,900		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 17 days = [during the study tour]	150,450		
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 18 days =	18,360		
2. Course Implementation Costs	<u>368,000</u>	223,000	145,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
Total	<u>655,520</u>	<u>415,273</u>	<u>240,247</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 for CRTP program (FY 2018)

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/Osaka	117,300
			Nagoya	125,100
		Surabaya	Tokyo/Osaka	125,200
			Nagoya	125,200
		Manado	Nagoya	134,000
		Medan	Tokyo/Osaka	114,000
		Nagoya	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	59,600
			Osaka	57,400
		Manila	Tokyo/Nagoya	62,700
			Osaka	54,500
Vietnam	Hanoi	Tokyo/Osaka	103,800	
		Nagoya	113,100	
	Ho Chi Minh City	Tokyo/Nagoya	103,800	
		Osaka	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	
Northeast Asia	Mongolia	Ulaanbaatar	Tokyo	126,900
			Osaka	113,700
	China	Shanghai	Tokyo	105,100
			Osaka	86,400
			Nagoya	100,100
		Shenzhen	Tokyo	130,100
			Osaka	129,100
			Nagoya	147,300
		Beijing	Tokyo	149,700
			Osaka	135,700
			Nagoya	129,100
		Guangzhou	Tokyo	116,800
			Osaka	107,200
			Nagoya	109,200
		Nanjing	Tokyo	135,500
			Osaka	114,600
			Nagoya	125,900
		Chongqing	Tokyo	182,300
Osaka	156,200			
Nagoya	175,200			
Chengdu	Tokyo	180,300		
	Osaka	163,800		
	Nagoya	191,800		
Dalian	Tokyo	137,500		
	Osaka	122,600		
	Nagoya	120,600		
Tianjin	Tokyo	152,800		
	Osaka	135,700		
	Nagoya	149,700		
Liuzhou	Tokyo	126,600		
	Osaka	117,000		
	Nagoya	119,100		
South Asia	India	Kolkata	Tokyo/Osaka/Nagoya	97,700
		Chennai	Tokyo	93,900
			Osaka/Nagoya	102,400
		Coimbatore	Tokyo	100,600
			Osaka/Nagoya	109,000
		Kochi	Tokyo	102,000
			Osaka/Nagoya	110,500
		Thiruvananthapuram	Tokyo	102,200
			Osaka/Nagoya	110,600
		Hyderabad	Tokyo	102,100
			Osaka/Nagoya	110,500
		Bengaluru	Tokyo	99,000
			Osaka/Nagoya	107,400
		Delhi	Tokyo/Osaka/Nagoya	91,800
Mumbai	Tokyo/Osaka		93,900	
		Nagoya	93,900	
Ahmadabad	Tokyo/Osaka	101,400		
		Nagoya	101,400	
Pune	Tokyo/Osaka	121,100		
		Nagoya	121,100	

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South Asia	Sri Lanka	Colombo	Tokyo	55,000
			Osaka	55,000
			Nagoya	60,300
	Nepal	Kathmandu	Tokyo/Osaka	118,800
			Nagoya	118,800
	Pakistan	Karachi	Tokyo	112,600
			Osaka	129,000
			Nagoya	106,900
		Islamabad	Tokyo	112,600
	Osaka		129,000	
		Nagoya	106,900	
	Lahore	Tokyo	125,100	
		Osaka	143,300	
		Nagoya	118,800	
Bangladesh	Dhaka	Tokyo	120,700	
		Osaka	108,900	
		Nagoya	120,700	
	Chittagong	Tokyo	98,000	
Osaka		88,500		
	Nagoya	98,000		
Maldives	Male	Tokyo/Nagoya	306,100	
		Osaka	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
	Chile	Santiago	Tokyo/Osaka/Nagoya	289,800
	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
	Mauritius	Mauritius	Tokyo/Osaka/Nagoya	172,800
South Africa	Johannesburg	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
Bulgaria	Sofia	Tokyo/Osaka/Nagoya	156,600	
Hungary	Budapest	Tokyo/Osaka/Nagoya	125,800	

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:

Please ask AOTS's collaborating organization for further information. AOTS does not reply to any inquiries about further information about this program.

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 & 2.

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.**

The report form is available here in an MS-Word format.

<http://www.aots.jp/jp/ikusei/management/files/18qctc-e.doc>)

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)	

<p>6. Your duties in detail</p>	
<p>7. Present activities for quality improvement in your organization</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
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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	PDCA cycle			
2	Histogram				18	QC circle			
3	Cause & Effect diagram				19	QC story problem solving			
4	Scatter diagram				20	Quality deployment/ Quality function deployment			
5	\bar{X} -R control chart, \bar{X} -Rs control chart				21	Quality table			
6	p chart, pn chart				22	FMEA/FTA			
7	u chart, c chart				23	Design review			
8	Stratification				24	QC process chart			
9	Relation diagram				25	Work (operation) standard			
10	Tree diagram				26	Process capability			
11	Matrix diagram				27	Cost of quality			
12	Normal distribution				28	Management by Policy (Hoshin Kanri)			
13	Standard deviation				29	Daily (work) management			
14	3-Sigma rule				30	Cross Functional management			
15	SQC				31	ISO9001			
16	TQM								

Name	Country
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Questionnaire 2
Observed Data and Numerical Targets for *Kaizen* at the Production Site

When filling out this form, the course participant should consider the possibility of achieving the targets set at his or her company by applying what s/he will have learnt through this training course. Failure to fill out all required information below is likely to undermine the prospect of training success.

1	<p>What has been done toward realizing energy conservation at the company and/or departmental levels?</p> <p>NOTE: If there has been no action taken, please write this fact. Then, add something you want to take on for the future, and fill out the following sections.</p>	
2	<p>What types of measuring tools have you used to identify the results of the aforesaid actions (e.g., failure rates, waste quantity, utilization rates, and tact time)? Specify all of them if there is more than one.</p>	
3	<p>What are the current values expressed in the measuring tools?</p>	

4	<p>What are the target values are expressed in the measuring tools, and need to be achieved by applying the content to be studied during this training program?</p> <p>NOTE: The target values should be practical.</p>				
5	<p>What are the current values, and the target values that need to be achieved after returning home, as to your choice of either A or B (right)?</p> <p>No need to fill in both A and B.</p> <p>NOTE: If your department is INDIRECTLY involved in manufacturing, write about the whole of your factory. The target values should be practical.</p>	Choose A or B	Current Values		Target Values
		<p>A: Yearly power consumption of the whole of your factory</p>	<p>_____ (kWh/year)</p>	⇒	<p>_____ (kWh/year)</p>
		<p>B: Yearly power consumption of a process at your manufacturing department (or factory)</p>	<p>_____ (kWh/year)</p>	⇒	<p>_____ (kWh/year)</p>
<p>NOTE: If you choose B, write about the process you referred to, in the right column.</p>					

2W English (CRTP Program)

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/teitanso/training/doc01.html>)

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:

This management training program receives financial support from Japanese government subsidy. 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.

