

May 2016

Program Outline

&

Participation Requirements

of

The Program for Quality Management

[PQM]

25 August – 6 September 2016

1. BACKGROUND OF THE PROGRAM:

The Overseas Human Resources and Industry Development Association (HIDA) 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.

HIDA 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 178,000 individuals from 170 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2014 exceeded 196,000.

The Program for Quality Management (PQM) is one of the management training courses which is conducted by the Overseas Human Resources and Industry Development Association (HIDA), 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 upgrade the participants' capabilities of implementing a quality oriented management system.

2. COUNTRY:

Please refer to the List of Target Countries and Regions.
(<http://www.hidajapan.or.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:

23 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, senior managers who are responsible for quality development and management as well as its improvement in their whole organization. Middle managers who are in key positions to promote TQM or expected to play the role above in the future may also be accepted.
- (2) Participants should be, in principle, between 25 and 55 years of age, with 1 year or more of professional experience in the field of quality control/management.
- (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 HIDA training programs (ODA-funded 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 HIDA 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 HIDA 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 HIDA 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 HIDA listed in Item 10, **no later than 21 June 2016.**

[Application Documents]

- (1) HIDA Training Application Form and Applicant's Personal Record
(HIDA official form: Handwriting shall be avoided.)
- (2) Medical Check Sheet (HIDA 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 (HIDA 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 (HIDA 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.

*HIDA may ask the applicants to submit additional documents other than above listed, if necessary.

The formats are readily downloadable at our website.

<http://www.hidajapan.or.jp/en/ikusei/application.html>

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<http://www.hidajapan.or.jp/jp/ikusei/management/proc01.html>)

Host companies should ensure the delivery of application documents to the Training Administration Group of HIDA, the address of which appears in Item 10, **no later than 21 June 2016.**

[Screening Committee Meeting]

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **21 July 2016**, 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 11 as of 21 June 2016, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objectives of the program are to enable participants to promote TQM (total quality management), which aims to enhance customer satisfaction through improvement of the quality of products and services, by mastering the concept, methodology, and promotion methods of TQM.

- KEY BENEFITS

By the end of this program, participants will be able to:

- (1) Understand the conceptual framework (including historical background) to TQM,
- (2) Understand the basic theory of quality and management,
- (3) Comprehend the concepts and implementation methods of the major TQM elements, including policy management, daily management, QC circles, quality assurance, quality improvement,
- (4) Comprehend the key success factors of companies effectively applying TQM, and
- (5) Gain new insights into the roles and responsibilities of managers in promoting TQM.

- DURATION

25 August – 6 September, 2016

- CONTENTS

The curriculum is designed to effectively enhance participants' capabilities to promote TQM, following the steps below.

【Step 1】

Lecturers will explain the framework and characteristics of TQM activities originated in Japan and also acquaint participants with cultural aspects of TQM.

【Step 2】

Participants will be introduced to the major TQM elements such as management by policy, daily management, quality assurance and quality improvement. Not only through lectures but also through visiting several Japanese companies (some during a study tour) and observing practical examples, they will gain further understanding about the promotion of TQM, from introduction to thorough implementation, and the application of the major TQM elements.

【Step 3】

Participants will deepen their insights into the role of top management in TQM promotion and leadership and discuss the human aspects of TQM. As a wrap-up of the course, they will make presentations about their action plans and their own role after going back to their respective companies.

<Practical group discussions to map out an action plan>

In tandem with Steps 1 to 3, participants will hold group discussions. Within each group, participants will review the essence of lectures and discuss useful points, considering the situation of their own company. Participants will draft an action plan, which should be designed to suit their own work environment, by applying what they learnt about TQM introduction and promotion activities from the lectures and company visits. Participants should make their plan as practical and concrete/specific as possible. The results of the group discussions will be presented on the last day of the course.

Note: Participants are requested to bring any supporting information and data related to their own problems of quality management or quality assurance to make discussions more effective and realistic. Those problems should be listed up concretely in their pre-training report.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions will also be organized as well as identified above. Please refer to the Tentative Schedule on page 5.

- LANGUAGE

All lectures, discussions, and company visits and exercises will be conducted in English or Japanese with

translation into English. In principle, the program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Dr. Noriaki Kano

Professor Emeritus, Tokyo University of Science
Honorary Chairperson, Asian Network for Quality (ANQ)
Chairperson, Selection Committee for Deming Prize for Individuals
Board Member, Union of Japanese Scientists and Engineers (JUSE)
Honorary member, Japanese Society for Quality Control (JSQC)
Honorary Member, International Academy for Quality (IAQ)
Honorary Member, the American Society for Quality (ASQ)
Foreign Honorary Adviser, China Association for Quality (CAQ)
Committee Member, Deming Application Prize (1978 -2010), Chairperson (2004-2007)
President (2000-2002), Japanese Society for Quality Control (JSQC)
Auditor, Sekisui Chemical Co., Ltd. (2003-2009)
Board Director, Komatsu Co., Ltd. (2008-2014)
Chair Professor, Chung Yuan Christian University (Taiwan) (2006 -2012)
Board Member, Overseas Human Resources and Industry Development Association (HIDA) (2007-2012)

Dr. Kano is one of the most prominent figures in the TQM field in Japan. His numerous research results, such as “The House of TQM” and “Attractive Quality and Must-Be Quality (Kano Model)”, and “The Task Achieving QC Story” have brought him an international reputation. He has published more than 300 research papers and books. He is renowned throughout the world as the founder of the “Kano Model.” He was awarded the 1997 Deming Prize for Individuals by the Deming Prize Committee (JUSE), the 1997 Deming Lecturer by the American Statistical Association (ASA), the 2002 E. Jack Lancaster Medal and the 2006 E. L. Grant Medal by the American Society for Quality (ASQ), the 2009 Distinguished Service Medal, and the 2014 A. V. Feigenbaum Lifetime Achievement Medal, the highest distinction for service from ASQ for the lifetime contribution to the quality movement. In 2009, the Kano Quality Award was established by the Technology Promotion Association in Thailand for excellent and successful companies in management based on TQM. In 2010, Ishikawa-Kano Award named after Dr. Kano has been established by the Asian Network for Quality (ANQ) for individuals who have made great contribution to the development of quality in Asia.

Mr. Yukihiro Ando

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

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

- TRAINING LOCATION AND ACCOMMODATION

HIDA Tokyo Kanshu Center (TKC) <may change in consideration of various factors>

<http://www.hidajapan.or.jp/en/center/about/tkc.html>

30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

Tel: 81-3-3888-8231 (Reception) Fax: 81-3-3888-0763

Tentative Schedule of The Program for Quality Management [PQM]

25 August - 6 September 2016 HIDA Tokyo Kenshu Center (TKC) <To Be Determined>

Date	Morning Session	Afternoon Session	Evening Session	
24 Aug. (Wed.)	(Arrival in Japan)			
25 (Thu.)	Orientation/ Opening Ceremony	Lecture: Core of TQM (1) Concept of Quality Assurance	Lecture: Core of TQM (2) Implementation of Quality Assurance	Instruction Guidance and Group Consultation (1)
26 (Fri.)	Lecture: Concept of TQM (1) -Theory of Improvement-		Lecture: Concept of TQM (2) -Theory of Quality Management-	Group Consultation (2)
27 (Sat.)	Lecture: TQM Vehicles (1) -Daily Management-		Lecture: TQM Vehicles (2) -Management by Policy-	Group Discussion and Group Consultation (3)
28 (Sun.)	Day off			
29 (Mon.)	Lecture: TQM Vehicles (3) -QC Circles-		Company Visit: Examples of QC Circle Activities	
30 (Tue.)	Lecture: The Promotion of TQM		Distance Lecture: Corporate TQM Promotion in Thailand	
31 (Wed.)	Study Tour	Company Visit: Examples of TQM Promotion		
1 Sep (Thu.)		Company Visit: Examples of TQM Promotion	Company Visit: Examples of TQM Promotion	
2 (Thu.)		Examples of Quality Assurance		
3 (Sat.)	Day off			
4 (Sun.)	Day off			
5 (Mon.)	Lecture: Concept of TQM (3) -Theory of Quality-		Lecture: Concept of TQM (4) -Overview of TQM-	
6 (Tue.)	Final Report Presentation		Final Report Presentation / Evaluation of the Program	Closing Ceremony
7 (Wed.)	(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 are 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

HIDA 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 HIDA 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 HIDA's Standard Airfare Limits for FY2016 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, HIDA might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the HIDA Kenshu Center

- During the training period, participants will be accommodated at a HIDA Kenshu Center. HIDA 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 HIDA Kenshu Center.
- For the arrival day, HIDA will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at a HIDA Kenshu Center.
- Please note that HIDA 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 HIDA.

(3) Personal Allowance

- HIDA will pay ¥820 per day in cash to a participant.

2. Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week HIDA Management Training Program, is ¥350,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥148,000.

3. Domestic Travel Allowance

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

Contribution to HIDA's Administration Cost

HIDA would like to ask the participants to support us by giving us ¥30,000 per participant as Contribution to HIDA's Administration Cost.

This contribution is not obligatory, however, it would be highly appreciated if you could understand the purpose of the contribution and give us the above amount of money in addition to the Participation Fee.

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

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	<u>221,960</u>	147,973	73,987
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	79,800		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 11 days =	97,350		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 2 day(s) =	5,140		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	20,160		
(3) Personal Allowance			
@ 820 x 14 days =	11,480		
2. Course Implementation Costs	<u>350,000</u>	202,000	148,000
3. Domestic Travel Allowance (Narita Airport - TKC)	<u>5,260</u>	5,260	
Total	<u>577,220</u>	<u>355,233</u>	<u>221,987</u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. HIDA 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 HIDA [1.-(1) /1.-(2)-b. /1.-(3) /3.]

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

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

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

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>257,360</u> <Breakdown>	257,360 [3/3]	0 [None]
(1) International Travel Expenses	115,200		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 11 days = [during the study tour]	97,350		
b. Meal Allowance			
@ 2,570 x 2 day(s) =	5,140		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	20,160		
(3) Personal Allowance			
@ 820 x 14 days =	11,480		
2. Course Implementation Costs	<u>350,000</u>	202,000	148,000
3. Domestic Travel Allowance (Narita Airport - TKC)	<u>5,260</u>	5,260	
Total	<u>612,620</u>	<u>464,620</u>	<u>148,000</u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. HIDA 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 HIDA
[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 2016)

*Mark indicates the countries of category 2.

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/Osaka	112,700
		Manado	Tokyo/Osaka	108,700
		Surabaya	Tokyo/Osaka	125,600
		Medan	Tokyo/Osaka	110,300
	*Cambodia	Phnom Penh	Tokyo/Osaka	118,300
	Singapore	Singapore	Tokyo/Osaka	72,400
	Thailand	Bangkok	Tokyo/Osaka	79,800
		Chiang Mai	Tokyo/Osaka	119,400
	Philippines	Cebu	Tokyo	62,800
			Osaka	60,500
		Manila	Tokyo	61,000
			Osaka	58,700
	Davao	Tokyo	70,900	
		Osaka	68,600	
	Vietnam	Ho Chi Minh City	Tokyo/Osaka	106,800
		Hanoi	Tokyo/Osaka	106,800
		Da Nang	Tokyo/Osaka	106,800
	Malaysia	Kuala Lumpur	Tokyo/Osaka	62,300
		Kota Kinabalu	Tokyo/Osaka	74,900
		Penang	Tokyo/Osaka	74,900
*Myanmar	Yangon	Tokyo/Osaka	140,100	
*Laos	Vientiane	Tokyo/Osaka	112,500	
*Mongolia	Ulan Bator	Tokyo	133,700	
		Osaka	120,200	
Middle Asia	*Afghanistan	Kabul	Tokyo/Osaka	332,900
	Uzbekistan	Tashkent	Tokyo	189,700
		Osaka	178,300	
Kazakhstan	Almaty	Tokyo/Osaka	150,400	
South Asia	India	Calcutta	Tokyo/Osaka	137,900
		Cochin	Tokyo/Osaka	101,200
		Chennai	Tokyo	93,000
			Osaka	103,700
		Thiruvananthapuram	Tokyo/Osaka	101,400
		Bengaluru	Tokyo/Osaka	98,100
		Delhi	Tokyo/Osaka	83,100
		Hyderabad	Tokyo/Osaka	101,300
		Mumbai	Tokyo/Osaka	116,300
		Ahmedabad	Tokyo/Osaka	127,700
		Coimbatore	Tokyo/Osaka	99,800
		Pune	Tokyo/Osaka	121,500
	Sri Lanka	Colombo	Tokyo	65,500
	Osaka	68,500		
	*Nepal	Kathmandu	Tokyo/Osaka	132,000
	Pakistan	Karachi	Tokyo	97,400
			Osaka	92,700
		Lahore	Tokyo	97,400
			Osaka	92,700
	Islamabad	Tokyo	97,400	
Osaka		92,700		
*Bangladesh	Dhaka	Tokyo	115,200	
	Osaka	99,400		
Chittagong	Tokyo	116,700		
	Osaka	100,900		
Maldives	Male	Tokyo	264,800	
	Osaka	324,700		
Oceania	Samoa	Apia	Tokyo/Osaka	107,700
	*Vanuatu	Port Vila	Tokyo/Osaka	167,500
	Papua New Guinea	Port Moresby	Tokyo/Osaka	213,600
	Fiji	Nadi	Tokyo/Osaka	103,300

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka	255,100
	Uruguay	Montevideo	Tokyo/Osaka	216,400
	Ecuador	Quito	Tokyo/Osaka	260,800
	El Salvador	San Salvador	Tokyo/Osaka	227,900
	Guatemala	Guatemala City	Tokyo/Osaka	227,900
	Costa Rica	San Jose	Tokyo/Osaka	245,000
	Colombia	Bogota	Tokyo/Osaka	253,400
		Medellin	Tokyo/Osaka	253,400
	Jamaica	Kingston	Tokyo/Osaka	357,400
		Montego Bay	Tokyo/Osaka	357,400
	Chile	Santiago	Tokyo/Osaka	316,400
	Dominican Republic	Santo Domingo	Tokyo/Osaka	357,400
	Nicaragua	Managua	Tokyo/Osaka	227,900
	*Haiti	Port Au Prince	Tokyo/Osaka	357,400
	Panama	Panama City	Tokyo/Osaka	245,000
	Paraguay	Asuncion	Tokyo/Osaka	252,100
	Brazil	Sao Paulo	Tokyo/Osaka	405,200
	Venezuela	Caracas	Tokyo/Osaka	278,000
	Peru	Lima	Tokyo/Osaka	210,700
	Bolivia	La Paz	Tokyo/Osaka	257,800
	Honduras	Tegucigalpa	Tokyo/Osaka	227,900
	Mexico	Guadalajara	Tokyo/Osaka	182,700
		Mexico City	Tokyo/Osaka	159,700
		Mazatlan	Tokyo/Osaka	182,700
		San Luis Potosi	Tokyo/Osaka	182,700
		Monterrey	Tokyo/Osaka	182,700
		Morelia	Tokyo/Osaka	182,700
Cancun		Tokyo/Osaka	183,700	
Africa	Algeria	Algiers	Tokyo/Osaka	165,600
	*Uganda	Entebbe	Tokyo/Osaka	113,700
	Egypt	Cairo	Tokyo/Osaka	83,800
		Alexandria	Tokyo/Osaka	77,000
	*Ethiopia	Addis Ababa	Tokyo/Osaka	158,800
	Ghana	Accra	Tokyo/Osaka	210,600
	Cameroon	Douala	Tokyo/Osaka	218,900
		Yaounde	Tokyo/Osaka	221,500
	Kenya	Nairobi	Tokyo/Osaka	204,800
	*Zambia	Lusaka	Tokyo/Osaka	185,700
	Ndola	Tokyo/Osaka	194,800	
	Zimbabwe	Harare	Tokyo/Osaka	145,600
	*Sudan	Khartoum	Tokyo/Osaka	193,200
	Seychelles	Mahe Island	Tokyo/Osaka	111,600
	*Senegal	Dakar	Tokyo/Osaka	225,500
	*Tanzania	Dar Es Salaam	Tokyo/Osaka	168,700
	Tunisia	Tunis	Tokyo/Osaka	259,800
	Nigeria	Lagos	Tokyo/Osaka	141,400
	Namibia	Windhoek	Tokyo/Osaka	144,100
	Botswana	Gaborone	Tokyo/Osaka	103,600
*Madagascar	Antananarivo	Tokyo/Osaka	238,800	
*Mozambique	Maputo	Tokyo/Osaka	120,000	
Mauritius	Mauritius	Tokyo/Osaka	174,400	
*Mauritania	Nouakchott	Tokyo/Osaka	184,900	
Morocco	Casablanca	Tokyo/Osaka	174,700	
South Africa	Johannesburg	Tokyo/Osaka	100,300	
*Malawi	Lilongwe	Tokyo/Osaka	189,800	
Libya	Tripoli	Tokyo/Osaka	63,900	
Middle East	Azerbaijan	Baku	Tokyo/Osaka	270,900
	*Yemen	Sanaa	Tokyo/Osaka	141,800
	Iran	Tehran	Tokyo/Osaka	133,000
		Tabriz	Tokyo/Osaka	136,600
	Jordan	Amman	Tokyo/Osaka	179,900
	Syria	Damascus	Tokyo/Osaka	68,200
	Lebanon	Beirut	Tokyo/Osaka	234,000
	Europe	Ukraine	Kiev	Tokyo/Osaka
Serbia		Belgrade	Tokyo/Osaka	189,100
Montenegro		Podgorica	Tokyo/Osaka	190,200
Turkey		Istanbul	Tokyo/Osaka	127,700
		Antalya	Tokyo/Osaka	135,000
Izmir		Tokyo/Osaka	133,200	
Macedonia	Skopje	Tokyo/Osaka	111,600	

[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	Equatorial Guinea
Chile	Niue	Eritrea
China	Pakistan	Ethiopia
Colombia	Palau	Gambia
Congo	Panama	Guinea
Cook Islands	Papua New Guinea	Guinea-Bissau
Costa Rica	Paraguay	Haiti
Côte d'Ivoire	Peru	Kiribati
Cuba	Philippines	Laos
Dominica	Samoa	Lesotho
Dominican Republic	Serbia	Liberia
Ecuador	Seychelles	Madagascar
Egypt	South Africa	Malawi
El Salvador	Sri Lanka	Mali
Fiji	St. Helena	Mauritania
Gabon	St. Lucia	Mozambique
Georgia	St. Vincent and Grenadines	Myanmar
Ghana	Suriname	Nepal
Grenada	Swaziland	Niger
Guatemala	Syrian Arab Republic	Rwanda
Guyana	Tajikistan	Sao Tome and Principe
Honduras	Thailand	Senegal
India	Tokelau	Sierra Leone
Indonesia	Tonga	Solomon Islands
Iran	Tunisia	Somalia
Iraq	Turkey	South Sudan
Jamaica	Turkmenistan	Sudan
Jordan	Ukraine	Tanzania
Kazakhstan	Uruguay	Timor-Leste
Kenya	Uzbekistan	Togo
Kosovo	Venezuela	Tuvalu
Kyrgyzstan	Viet Nam	Uganda
Lebanon	Wallis and Futuna	Vanuatu
Libya	West Bank and Gaza Strip	Yemen
Macedonia, Former Yugoslav	Zimbabwe	Zambia
Malaysia		

- 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

*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 HIDA

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 HIDA 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 HIDA'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, HIDA might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

HIDA 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) HIDA 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 HIDA.**

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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 HIDA 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 HIDA management training program.

HIDA 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 Overseas Human Resources and Industry Development Association (HIDA)
Group in charge: General Affairs Group, General Affairs & Planning Department, HIDA
Tel: 81-3-3888-8211 E-mail: kojinjoho-cj@hidajapan.or.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 HIDA's privacy policy, please visit below website.

<http://www.hidajapan.or.jp/en/policy/privacy.html>

10. FURTHER INFORMATION:

Training Administration Department of HIDA

Application from overseas countries: Management Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055
	E-mail:	shouhei-au@hidajapan.or.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

OVERSEAS OFFICES

1. Bangkok Office / (Vice Representative) Mr. Yoshitaro Nagoya
Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330 TEL: 66-2-255-2370 FAX: 66-2-255-2372 E-mail: training@hidabkk.com

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: hidajkt@hidajapan.or.id

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

4. Yangon Office / (Representative) Mr. Kenichiro Eguchi
Room Unit 430, Yuzana Hotel 4th Floor 130 Shwe Gon Taing Road, Bahan Township, Yangon TEL: 95-1-8604922 E-mail: info@hidajapan.com.mm

PRE-TRAINING REPORT
- The Program for Quality Management-
[PQM]

Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided. HIDA 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.hidajapan.or.jp/jp/ikusei/management/files/16pqm-e.doc>)

Note: The Pre-Training Report will be also used as a reference material in the screening process of applicants.

1. Your name	
2. Country	
3. Name of your company / organization	
4. Outline of your organization (preferably by attaching a brochure of the organization) 4-1. Year of establishment 4-2. Number of employees 4-3. Annual sales 4-4. Products/Services	
5. Your position and name of your department (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Present managerial activities for quality improvement in your organization</p>	
<p>8. Most critical issues* you are now facing in your quality management activities, indicating their causes from your viewpoint</p> <p>*</p> <p><u>a) Issues to be solved/Improved/Created etc./ What you want to realize in your organization.</u></p> <p>e.g.</p> <ul style="list-style-type: none"> Reduce complaints/claims Reduce defectives/ reworks Shorten new products development periods Reduce reworks in New product developments Reduce variation in a characteristics of +++ Reduce rejects in incoming inspection/ Improve venders' quality Improve training system. Improve on time delivery. Improve stability of a process. Activate QC Circles <p><u>b) List of any supporting information and data related to your own issues that you will bring to this course.</u></p>	

9. The stage of TQM promotion in your company / organization	Please check (x) as appropriate.	The stage of TQM promotion
		1. Planning to introduce TQM
		2. Under preparation to introduce
		3. Within 2 years after the introduction
		4. More than 2 years after the introduction
		5. Before planning of the introduction of TQM
		6. No plan
<p>If you check 1, 2, 3 or 4, please answer the following question.</p> <p><input type="checkbox"/>. What is the particular objective of the adoption of TQM?</p>		

Name _____

Questionnaire

1. Level of Comprehension for Quality Management

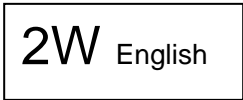
Please indicate the level of your comprehension by checking the appropriate boxes.

Level a : You can explain what it is to others. Or 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		
		a	b	c
1	Check Sheet			
2	Histogram			
3	Cause and Effect Diagram			
4	Pareto diagram			
5	Scatter diagram			
6	Stratification			
7	Control Chart			
8	Affinity diagram			
9	Relation diagram			
10	Tree diagram			
11	Matrix diagram			
12	Arrow diagram			
13	PDPC			
14	Normal distribution			
15	Standard deviation			
16	3-Sigma rule			
17	Process capability			
18	Regression analysis			
19	Design of experiment			
20	Orthogonal array			
21	Taguchi methods			
22	Sampling inspection			
23	PDCA cycle/SDCA Cycle			
24	SOP/ Work (operation) standard			
25	Problem Solving QC Story			
26	Task Achieving QC Story			
27	Daily management			
28	Cross Functional management			
29	Policy Management (<i>Hoshin kanri</i>)			
30	Quality table/ Quality deployment/Quality function deployment			
31	QC circle			
32	ISO 9001			



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.hidajapan.or.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 HIDA 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 HIDA 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 HIDA 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 HIDA 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 = 113 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 113 JPY

Question 6:

The HIDA training program costs about 5,600 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,600 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 (5,600 USD) is defined as “1”, describe the benefits obtained from the HIDA 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