



**The Association for Overseas Technical Cooperation and Sustainable Partnerships**

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# ODA Program

**April 2018**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Program for Quality Management**

**[PQM]**

**20 - 31 August 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 186,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2016 exceeded 199,000.

The Program for Quality Management (PQM) is one of the management training courses which is conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), 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.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, 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 have, in principle, 1 year or more of professional experience in the field of quality control/management. It is preferable that participants are between 30 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 training programs (ODA-funded and CRTP programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

Notes:

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

- (6) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

## 5. APPLICATION PROCEDURE:

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

### 5-1) Application from overseas countries

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of AOTS listed in Item 10, **no later than 19 June 2018.**

#### [Application Documents]

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

#### Notes:

\*A soft copy of the application documents will not be accepted.

\*\*AOTS may ask the applicants to submit additional documents such as official registration document and the latest financial statement of the company/organization etc. other than above listed, if necessary.

The formats are 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 19 June 2018.**

#### **[Screening Committee Meeting]**

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **19 July 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 19 June 2018, AOTS 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

20 – 31 August, 2018

### - 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 based on pre-work reports which should be submitted by the course starting day, and receive advices from the faculty. After the group discussions, participants will revise their pre-work report and 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 action 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 more effective and realistic action plan.**

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

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

**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

**AOTS Tokyo Kenshu Center (TKC) <may change in consideration of various factors>**

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

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

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

**Tentative Schedule  
of  
The Program for Quality Management [PQM]**

20 – 31 August 2018 AOTS Tokyo Kenshu Center (TKC) <To Be Determined>

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

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

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

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

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

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

### 8-2) Breakdown

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

#### **1. Allowance Cost**

Allowance cost is composed of the following items.

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

##### **(1) International Travel Expenses**

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

Air Tickets by the Participant” for the arrangement and the method of reimbursement for details.

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

## **(2) Accommodation and Meal Allowance**

At the AOTS Kenshu Center

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

During the study tour

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

## **(3) Personal Allowance**

- AOTS will pay ¥1,020 per day in cash to a participant.

## **2. Course Implementation Costs**

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

## **3. Domestic Travel Allowance**

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

## **Contribution to AOTS's Administration Cost**

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

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

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

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>233,990</u> <Breakdown>	155,993 [2/3]	77,997 [1/3]
(1) International Travel Expenses	102,700		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 11 days = [during the study tour]	97,350		
b. Meal Allowance			
@ 2,570 x 1 day(s) =	2,570		
c. Accommodation Allowance			
@ 10,080 x 1 day(s) =	10,080		
(3) Personal Allowance			
@ 1,020 x 13 days =	13,260		
2. Course Implementation Costs	<u>393,000</u>	245,000	148,000
3. Domestic Travel Allowance (Narita Airport - TKC)	<u>5,260</u>	5,260	
Total	<u>632,250</u>	<u>406,253</u>	<u>225,997</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 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	<u>251,990</u>	251,990	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	<u>120,700</u>		
(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 1 day(s) =	2,570		
c. Accommodation Allowance			
@ 10,080 x 1 day(s) =	10,080		
(3) Personal Allowance			
@ 1,020 x 13 days =	13,260		
2. Course Implementation Costs	<u>393,000</u>	245,000	148,000
3. Domestic Travel Allowance	<u>5,260</u>	5,260	
(Narita Airport - TKC)			
Total	<u>650,250</u>	<u>502,250</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. AOTS will subsidize the amount in accordance with its rules & regulations.

\* ■ : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

\* ■ : those amounts highlighted in yellow will be paid in cash to participants by AOTS [1.-(1) /1.-(2)-b. /1.-(3) /3.]

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

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

**[Table 2] Standard Airfare Limits (FY 2018)**

\*Mark indicates the countries of category 2.

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		
North east Asia	Mongolia	Ulaanbaatar	Tokyo	126,900	
			Osaka	113,700	
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		
Sri Lanka	Colombo	Tokyo	55,000		
		Osaka	55,000		
		Nagoya	60,300		
*Nepal	Kathmandu	Tokyo/Osaka	118,800		
		Nagoya	118,800		
South Asia	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	
Paraguay		Asuncion	Tokyo/Osaka/Nagoya	167,300	
Brazil		Sao Paulo	Tokyo/Osaka/Nagoya	248,000	
		Brasilia	Tokyo/Osaka/Nagoya	362,600	
Venezuela		Caracas	Tokyo/Osaka/Nagoya	222,900	
Peru		Lima	Tokyo/Osaka/Nagoya	172,000	
Bolivia		La Paz	Tokyo/Osaka/Nagoya	245,200	
Mexico		Mexico City	Tokyo/Osaka/Nagoya	180,300	
		Guadalajara	Tokyo/Osaka/Nagoya	162,500	
		Cancun	Tokyo/Osaka/Nagoya	163,400	
	San Luis Potosi	Tokyo/Osaka/Nagoya	162,500		
	Leon	Tokyo/Osaka/Nagoya	162,500		
	Mazatlan	Tokyo/Osaka/Nagoya	162,500		
	Morelia	Tokyo/Osaka/Nagoya	162,500		
Monterrey	Tokyo/Osaka/Nagoya	162,500			
Africa	Egypt	Alexandria	Tokyo/Osaka/Nagoya	61,600	
		Cairo	Tokyo/Osaka/Nagoya	81,400	
	*Ethiopia	Addis Ababa	Tokyo/Osaka/Nagoya	150,800	
	Ghana	Accra	Tokyo/Osaka/Nagoya	171,300	
	Cameroon	Douala	Tokyo/Osaka/Nagoya	222,700	
		Yaounde	Tokyo/Osaka/Nagoya	225,400	
	Kenya	Nairobi	Tokyo/Osaka/Nagoya	179,500	
	*Sudan	Khartoum	Tokyo/Osaka/Nagoya	146,900	
	Nigeria	Lagos	Tokyo/Osaka/Nagoya	228,400	
	Namibia	Windhoek	Tokyo/Osaka/Nagoya	172,800	
Mauritius	Mauritius	Tokyo/Osaka/Nagoya	154,000		
Middle East	Iran	Tehran	Tokyo/Osaka/Nagoya	131,900	
		Tabriz	Tokyo/Osaka/Nagoya	134,900	
Europe	Serbia	Belgrade	Tokyo/Osaka/Nagoya	146,800	
	Kosovo	Pristina	Tokyo/Osaka/Nagoya	148,500	
	Turkey	Istanbul	Tokyo/Osaka/Nagoya	98,700	
		Antalya	Tokyo/Osaka/Nagoya	105,600	
		Ankara	Tokyo/Osaka/Nagoya	103,900	
	Izmir	Tokyo/Osaka/Nagoya	103,900		
Macedonia	Skopje	Tokyo/Osaka/Nagoya	113,600		

**[Table 3] List of Target Countries and Regions**

Trainees should be residing in the following countries/regions.

<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 for reporting on 2018, 2019 and 2020 flows, these are developing countries and regions other than the “Least Developed Countries”, and thus have been recognized by the Japanese government as target countries for ODA.

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

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

1. Arrival and Departure Dates:

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

2. Method of Reimbursement:

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

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

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

3. Official Receipts:

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

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

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

***Visa Acquisition Procedures:***

1. **Status of Residence:**

The status required for your training in Japan is "Trainee."

2. **Visa Acquisition:**

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

3. **Notes:**

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

## 9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

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

<b>Training Administration Department of AOTS</b>
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<b>Application from overseas countries:</b>	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Overseas Cooperation Group	Tel: 81-3-3549-3052
	Fax: 81-3-3549-3055
	E-mail: <a href="mailto:shouhei-au@aots.jp">shouhei-au@aots.jp</a>

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

<b>OVERSEAS OFFICES</b>
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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: <a href="mailto:information@aots.or.th">information@aots.or.th</a>

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: <a href="mailto:information@aots.or.id">information@aots.or.id</a>

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: <a href="mailto:info@aots.org.in">info@aots.org.in</a>

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: <a href="mailto:info@aots.org.mm">info@aots.org.mm</a>

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.**

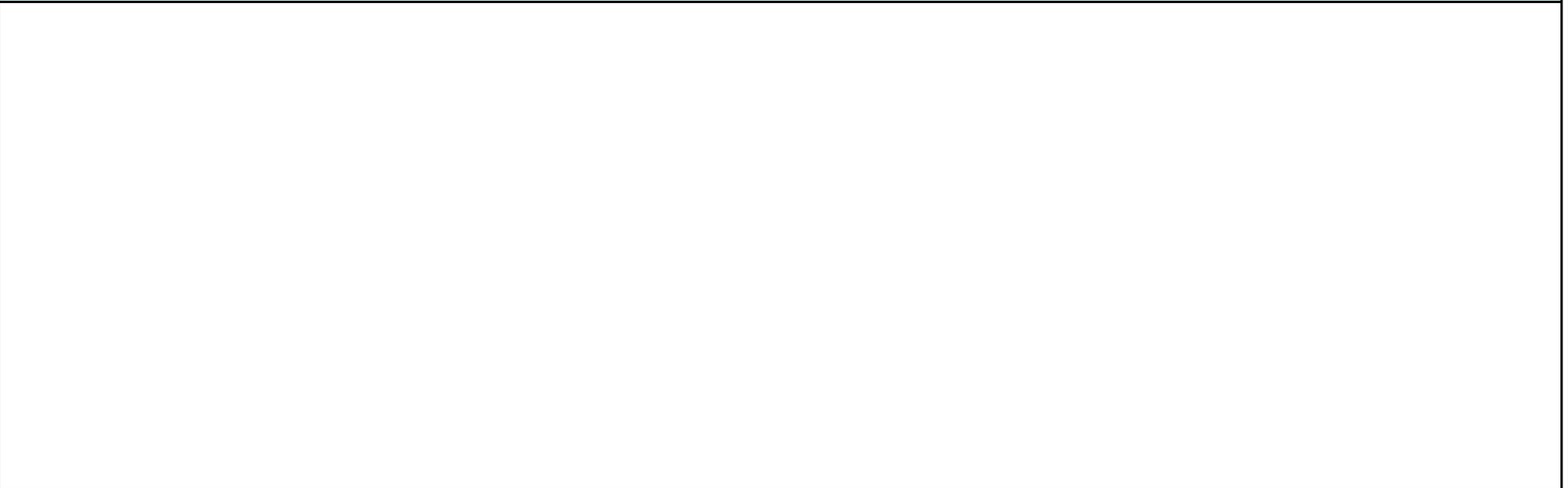
The report form is available here in an MS-Word format. ( <http://www.aots.jp/jp/ikusei/management/files/18pqm-e.doc> )

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

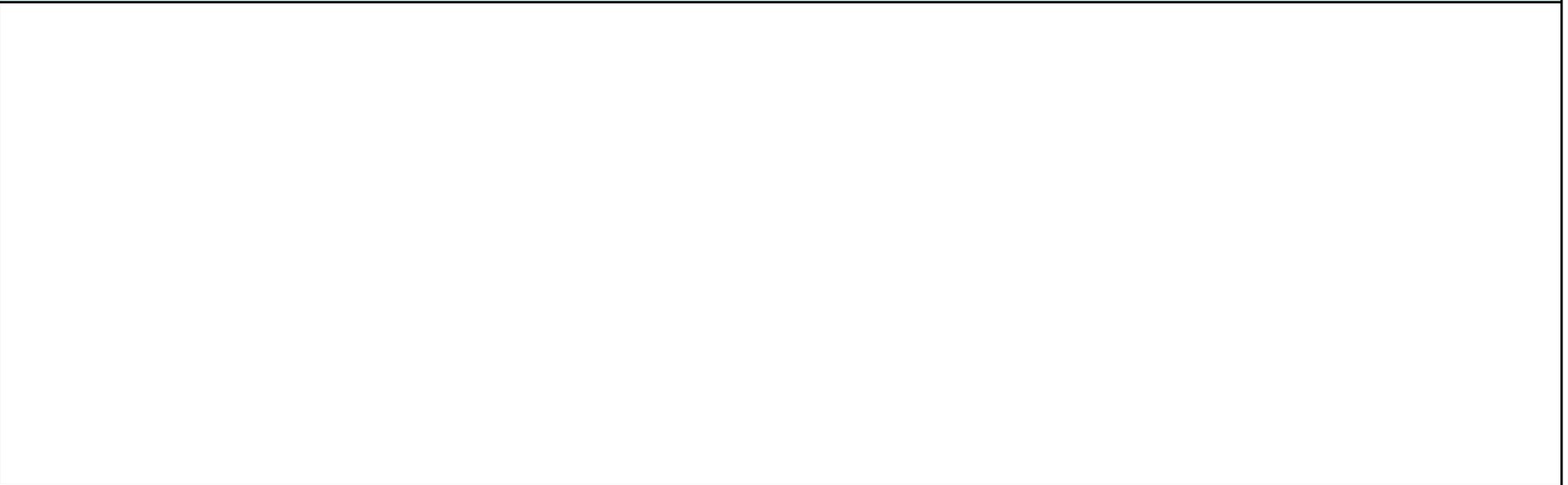
**Note: Applicants who pass the screening will be required to submit 'Pre-Work' which is similar to the Pre-Training Report, but asks more detailed information.**

<b>1. Your Name</b>			
<b>2. Country</b>			
<b>3-1. Name of Your Organization</b>			
<b>3-2. Year of Establishment</b>		<b>3-3. Number of Employees</b>	
<b>3-4. Annual Sales</b>			
<b>3-5. Your Products and Services (Including Major Customers or Markets)</b>			
<b>4-1. Your Position</b>			
<b>4-2. Number of Subordinates</b>			
<b>4-3. Your Responsibility / Division You Are Responsible For</b>			

**4-4. Organization Chart (Add \*\* to Highlight Your Position)**



**4-5. Production or Business Process (Add \*\* to Highlight the Process that You Are Involved In)**



**5. Present Managerial Activities for Quality Improvement in Your Organization**

**6. Your Current “Challenge”\* in Your Quality Management Activities, Indicating their Causes from Your Viewpoint**

**\* 6-1. “Challenge” means a problem that needs to be solved or task that needs to be achieved within 1-2 years from now.**

e.g. Problem that needs to be solved:

- (A) Too many complaints from customers
- (B) Too high rates of rejections, reworks, mistakes in the process
- (C) Too big variations and/or instability of process parameters or key performance indicators (length, weight, PH, dB, etc.)
- (D) Too low success rate of new product/technology development

e.g. Task that needs to be achieved:

- (E) New business and/or market development
- (F) Accelerated business expansion
- (G) Introduction and/or enhancement of QC Circle activities

**6-2. List of any supporting information and data related to your current “Challenge” that you will bring to this course.**

<b>7. The Stage of TQM Promotion in Your Organization</b>	
Please Check (x) as Appropriate.	The Stage of TQM Promotion
	1. Planning to Introduce TQM
	2. Under Preparation to Introduce TQM
	3. Within 2 Years After the Introduction of TQM
	4. More than 2 Years After the Introduction of TQM
	5. Before Planning of the Introduction of TQM, or No Plan
<p><b>If you check 1, 2, 3 or 4, please answer the following question:</b>  <b>What is the particular objective of the adoption of TQM?</b></p>	



Question 3:

(For a representative)

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

About \_\_\_\_\_ people

Question 4:

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

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

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [\_\_\_\_\_] USD \* 1 USD = 107 JPY

Estimated sales for this fiscal year [\_\_\_\_\_] USD \* 1 USD = 107 JPY

Question 6:

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

- Yes
- No

Question 7:

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

- Below 1.0 => Provide a specific value [\_\_\_\_\_]
- 1.0 or above and below 1.5
- 1.5 or above and below 2.0
- 2.0 or above and below 2.5
- 2.5 or above and below 3.0
- 3.0 or above => Provide a specific value [\_\_\_\_\_]

End of document