



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

October 2023

Program Outline
&
Participation Requirements
of
The Quality Control Training Course for South Asia
[SAQC]

29 February – 15 March 2024

1. BACKGROUND OF THE PROGRAMS:

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 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2021 exceeded 230,000.

AOTS organizes and develops a various range of training courses based on requests from returning participants and industry in developing countries.

This course will focus on Total Quality Management (TQM), a business management method to maintain and improve the quality of corporate activities. The purpose of this course is to deepen understanding of TQM as practiced by Japanese companies, to understand the proper way to promote TQM and quality management activities and the roles of company owners or managers, and to improve problem-solving skills from a QC perspective.

2. COUNTRY:

Please refer to “[Appendix 4] List of Target Countries and Regions” of this program outline.

Those who are residing in the country which is listed in the table who can be interviewed by AOTS Alumni Societies are welcome to apply.

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

- (1) Participants should be, in principle, managers and supervisors involved in the promotion of TQM/quality control activities in the manufacturing companies who have basic knowledge of the Seven QC Tools.
- (2) Participants should be, in principle, more than 20 years old and over and have, in principle, three years or more of business experience.
- (3) Participants should have a sufficient working knowledge of English.
- (4) Participants should be university graduates and/or have equivalent professional experience.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in South Asia.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS 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 have returned home countries 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 countries soon after the completion of the program.

Preferential Selection:

- (1) Participants from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies are most desirable. (In the case of applications from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies, the priority for selection becomes higher.)
- (2) In the case of applications from non- Japanese affiliated companies that do not have any business relations with Japanese companies, the priority for selection becomes lower.
- (3) In addition, applications from companies with capital from developed countries will be given lower priority in the selection process than applications from local companies that hold local capital.
- (4) Those who work in the national government (agency) or the local government (agency) have lower priority to participate in this training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
- (4) 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. OUTLINE OF THE PROGRAM:

- OBJECTIVES

This course will focus on Total Quality Management (TQM), a business management method to maintain and improve the quality of corporate activities. The purpose of this course is to deepen understanding of TQM as practiced by Japanese companies, to understand the proper way to promote TQM and quality management activities and the roles of company owners or managers, and to improve problem-solving skills from a QC perspective.

- DURATION

Thursday 29 February – Friday 15 March 2024 (16 days)

- KEY BENEFITS

- (1) Gain an accurate understanding of the fundamentals of TQM activities practiced by Japanese companies.
- (2) Develop a clear awareness of the roles of managers in promoting TQM activities.
- (3) Develop the ability to make practical use of the mechanisms and techniques required in promoting TQM.

- CONTENTS

[First Step]

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

[Second Step]

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

[Third Step]

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

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

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

Refer to the Tentative Schedule for further details.

- LANGUAGE

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

- PROGRAM DIRECTOR

Dr. Toshiaki Nishi

Dean of the Faculty of Business Administration and Professor of the Department of Business Administration at Okayama Shoka University

Has completed doctoral course work at Osaka City University Graduate School of Science. A guest researcher at the University of Cincinnati. Has specialized in Quality Control and Management in organizations and companies. Has authored many books including “Basics and Procedures of TQM for Sustainable Growth (co-authored, available in Japanese only)” published by JUSE Press. Ltd in 2019.

-TRAINING LOCATION AND ACCOMMODATION

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

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

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

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

**Tentative Schedule
of
The Quality Control Training Course for South Asia [SAQC]**

29 February – 15 March 2024

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

L: Lecture, E: Exercise, V: Visit

| Date | Morning | Afternoon |
|-------------------|--|---|
| Feb. 28 (Wed.) | Arrival in Japan | |
| 29 (Thu.) | Orientation Opening Ceremony | 【Lecture】Basics of TQM Activities • Basic Concept and Historical Transition of TQM • Definition of Quality, Difference from Management • Organization for TQM Promotion • Effects and New challenges of TQM |
| Mar. 1 (Fri.) | 【Lecture】TQM Promotional Methodology and QC Viewpoints / Mindset • Significance of QC Story • Method for utilizing QC Story | 【Exercise】TQM Promotional Methodology and QC Viewpoints / Mindset • Exercise of QC Story for New Product Development using Case Studies • Exercises of Mapping, SWOT Analysis and Making and Analyzing Cross-Tabulation table. |
| 2 (Sat.) | Day off | |
| 3 (Sun.) | Day off | |
| 4 (Mon.) | 【Lecture】Management by Policy and Daily Management • How to Proceed with Management by Policy and its Procedures • How to Proceed with Daily Management and Necessary Management Items • Structure of Cross-Functional Management and How to Proceed with It • Relation between Management by Policy, Daily Management and Cross-Functional Management. | 【Exercise】Formulation and Development of Policy • Understanding of Policy Statements, Implementation Plans and Formulation and Development of Policy through Exercises using Case Examples. |
| 5 (Tue.) | 【Lecture】Human Resource Development by QC Circles • Significance of Improvement Activities from Management Perspective • Understanding Human Resource Development by QC Circles • Methods and procedures of problem solving | 【Exercise】Creating Activation Plans of QC Circles. • Exercise of Characteristic Diagram・System on the Theme of Activation of QC Circle Activities. |

| Date | Morning | Afternoon |
|--------------|---|--|
| 6 (Wed.) | 【Lecture】Process Control and Improvement • Understanding each Seven QC Tools and how to summarize data • Understanding of Process Control by PDCA • Process Improvement Activities, Problem Solving Procedures and Methods | |
| 7 (Thu.) | 【Lecture】Establishing Production Systems • Basics of Production System • Basics of Material Requirements Planning (MRP) • Basics of JIT (just-in-time delivery system / Kanban System) • How to integrate MRP and JIT | 【Lecture】Case Study of Production System • Understanding of How to Configure a Production System using MRP and How to Give Production Instructions to Factories • Understanding the Essentials of incorporating JIT (kanban system) |
| 8 (Fri.) | 【Visit】Cases of QC Circle Activities | 【Visit】Cases of QC Circle Promotion |
| 9 (Sat.) | Day off | |
| 10 (Sun.) | Day off | |
| 11 (Mon.) | 【Lecture】Promotion Procedures of Quality Assurance • Significance and Transition of QA • Understanding of QA activities at each step of the process • ISO 9000 Basics • Various Evaluation Criteria and Methods of QA | 【Exercise】Formulation of QC Process Charts • Exercise in creating QC Process Charts |
| 12 (Tue.) | 【Exercise】Presentation on Exercise on Problem Solving and Continuous Improvement (QC game) • Exercise of Problem Solving and Continuous Improvement to Improve the Accuracy of the Stop Position of a Golf Ball Launched from the Launch Pad by using Techniques according to the QC Story • Data Collection | |
| 13 (Wed.) | 【Exercise】Presentation on Exercise on Problem Solving and Continuous Improvement (QC game) • Ditto / Data Analysis | |
| 14 (Thu.) | 【Exercise】Presentation on Exercise on Problem Solving and Continuous Improvement (QC game) • Ditto / Problem Solving | |
| 15 (Fri.) | Final Presentation | Overall Question & Answer Session / Closing Ceremony |
| 16 (Sat.) | (Departure from Japan) | |

Remarks: (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.

(2) Several group discussion sessions will be arranged in the evening.

(3) Though Saturdays and Sundays are day off in general, lectures may be scheduled if deemed necessary.

6. APPLICATION PROCEDURE:

(Application from host companies in Japan)

(1) Advance application: The Japanese host company should contact the Training and Expert Dispatch Administration Group of AOTS, the address of which appears in Appendix 1, by telephone or e-mail with an outline of the training plan (e.g., duties and background of the participants, whether practical training is required or not, etc.).

Please submit the following application documents to the Training and Expert Dispatch Administration Group by the deadline.

1. AOTS Training Application Form (outline)
2. The trainee's personal record and enquiry into training contract
3. Pre-training report

(2) Formal application: After receiving notification of acceptance of the advance application, the host company will be informed about the preparation of the necessary documents and arrangements for the formal application.

*If you have any questions, please contact the Training and Expert Dispatch Administration Group (see Appendix 1).

*The above-mentioned AOTS prescribed forms can be downloaded from the website below.

<https://www.aots.jp/hrd/technology-transfer/download/#kanri-shinkokoku> (Japanese).

(Application from overseas countries)

Individual applicants should ensure the delivery of the following application documents in both PDF and Excel format through Overseas Collaborating Organizations to the Overseas Cooperation Group of AOTS listed in Appendix 1 by the deadline.

As the deadline for the submission of the application documents differs for each organization, please ask the Overseas Collaborating Organizations. Please contact the Overseas Cooperation Group of AOTS listed in Appendix 1 for the contact address of the Overseas Collaborating Organization.

Applicants will be interviewed by the Overseas Collaborating Organizations.

[Application Documents]

- (1) AOTS Training Application Form and Applicant's Personal Record (AOTS official form: Handwriting should be avoided.)
*Soft copies of both PDF and Excel file will be required to submit.
- (2) Enquiry about your Interest in doing business with Japanese companies and/or Entry into Japanese market
*Excel file
- (3) Medical Check Sheet (AOTS official form: Handwriting should be avoided.) *PDF file
- (4) About the handling of Personal Information Concerning Trainees (AOTS official form) *PDF file
- (5) Overseas Travel Insurance Consent Form *PDF file
- (6) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises) *PDF file
*For application forms (1) and (3) and (4) to (6) above 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.
- (7) A brochure of the applicant's company/organization *PDF file
- (8) Digital image of face photo (Please enter your name in the data title.)
- (9) Photocopy of the applicant's passport *JPEG or PDF file
*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 letters) and date of birth should be submitted instead.
- (10) Pre-Training Report *Word

Notes:

**AOTS may ask the applicants to submit additional documents such as an official registration document and

the latest financial statement of the company/organization, etc., other than the above listed, if necessary.

** The formats are available from the Overseas Collaborating Organizations. Please ask them.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee for official approval of participation. Those who successfully pass the screening process will be notified when they receive the invitation documents.

Notes: If the number of applicants is less than the number of participants by the application deadline, AOTS may cancel or postpone this program.

Deadline of applications for SAQC to reach AOTS, Japan: **no later than 15 December 2023.**

Screening Committee for SAQC: **25 January 2024**

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.

Current Japanese Boarder Measures are as follows. Please check.

<https://www.mhlw.go.jp/stf/covid-19/bordercontrol.html>

8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for their settlement differ depending on whether an overseas company makes the application via the Overseas 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 a Collaborating Organization.

8-1) Outline

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

- The Training Costs will vary in accordance with the actual airfare and participants’ staying days.
- Participants shall purchase their air tickets by themselves. For information on how to purchase tickets, please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” on Appendix 2.
- In principle, the subsidy from the Japanese Government applies from the day before the start of the training until the last day of the training.
- Please refer to “List of Target Countries and Regions” on Appendix 4 for the classification of Category 1 and Category 2.
- Sample estimates of the Participation Fee for the countries of Category 1 and Category 2 are shown in Appendix 3-1, 3-2 “Estimate of the Fees and Costs”.
- Participants are encouraged to enter the round-trip amount of the airline ticket they intend to purchase in order to ascertain the approximate amount of the participation fee when applying for training.
- For Category 1, the participation fee is the sum of 1/3 of 1. Allowance Costs and 192,000 yen, 2. Course Implementation Costs minus ODA subsidies on Appendix 3-1.

- For Category 2, the participation fee is 133,000 yen, after subsidy for 2. Course Implementation Costs minus ODA Subsidies on Appendix 3-2. (1. Allowance Costs are fully subsidized.)
- Participants will pay the participation fee upon arrival in Japan.
- AOTS will reimburse the international travel expenses to the participant (the amount will be finalized based on the AOTS rules and regulations after checking the evidence documents for the purchase of the ticket submitted by the participant when he/she arrives in Japan).
- The amount the participant actually pays after arrival in Japan is the participation fee minus the international travel expenses.
- In principle, payment is accepted by credit card.
AOTS Kansai Kenshu Center (Osaka): Visa, Mastercard, JCB, American Express, Diners Club, and Discover can be accepted.
- If it is difficult to pay by credit card, payment by cash will be accepted. In such case, please contact AOTS before coming to Japan.

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 and 2. Course Implementation Costs. The Participation Fee, the amount that participants should bear, consists of “Contribution to Allowance Costs” and “Contribution to Course Implementation Costs” [A].

1. Allowance Cost

The 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

- International travel expenses are provided if an air ticket and its evidence document for purchase of the air ticket 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 round-trip air tickets by themselves. Please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” listed on Appendix 2 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 the participant’s home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥9,900 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 ¥9,020 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 ¥2,750 in cash per day for meals to cover the days of closure.

(3) Personal Allowance

- AOTS will pay ¥1,040 per day in cash to a participant.

(4) Domestic Travel Allowance

- AOTS will arrange for the participants a chartered bus or other means of transport from the international airport to the AOTS training center on arrival in Japan, or provide part of the transport costs in cash, as per the table below.

【Train】

| Airport of arrival in Japan | Training Center | Standard Amount (Round trip) | Standard Route |
|--------------------------------------|--------------------------|------------------------------|--|
| Kansai International Airport (Osaka) | AOTS Kanshu Center (KKC) | 1,800JPY | Kansai International Airport (Osaka) – AOTS Kansai Kenshu Center (KKC) |

【Bus】

| Airport of arrival in Japan | Training Center | Standard Amount (One way) | Standard Route |
|--------------------------------------|--------------------------|---------------------------|--|
| Kansai International Airport (Osaka) | AOTS Kanshu Center (KKC) | 3,000JPY | Kansai International Airport (Osaka) – AOTS Kansai Kenshu Center (KKC) |

- In either case, AOTS will arrange a meeting service at the arrival airport in Japan for ¥4,500.

(5) Welfare costs (Overseas Travel Insurance premiums)

- These are the costs of overseas travel insurance insured by AOTS for the participants.

2. Course Implementation Costs

The Contribution to Course Implementation Costs for a two-week course (the amount participants should bear) is ¥192,000 for those participating from Category 1 countries and ¥133,000 for those participating from Category 2 countries.

Contribution to AOTS's Administration Cost

AOTS would like to ask the participants to support us by offering ¥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. AOTS will issue the receipt for the participants.

9. VISA ACQUISITION PROCEDURES:

(1) Status of Residence:

The status required for your training in Japan is a “Trainee.”

(2) Visa Acquisition

A participant shall apply for and obtain a “Trainee” visa at a Japanese embassy or a 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. Please note that it is strongly recommended to apply well in advance as the application documents may be referred to the ministry in Japan, which can take time.

(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.

10. OVERSEAS TRAVEL INSURANCE COVERAGE:

AOTS provides participants with travel insurance from the time of departure from their home country until the time of return to their home country. The cover consists of medical expenses for medical treatment at a medical institution for injuries and illnesses, as well as liability and rescue costs. Please refer to “Overseas Travel Insurance Consent Form” and submit a signed agreement to confirm your agreement with the overseas travel insurance coverage when you apply for the training.

11. 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 and Personnel 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>

PRE-TRAINING REPORT

The Quality Control Training Course for South Asia [SAQC]

This document will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants. Therefore, the applicant is requested to fill in all of the items clearly and concretely.

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

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

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

| | |
|--|--|
| 7-1. Present activities for quality improvement in your organization | |
| 7-2. Does your organization organize any QC circle activities? <input type="checkbox"/> Yes <input type="checkbox"/> No | |
| 8. Most critical problem you are now facing in your quality improvement activities | |
| 9. Has the spread of coronavirus infection affected your company's quality control activities? If so, how? | |
| 10. How have the depreciation of the Japanese yen, high oil prices, and high material prices affected your company's quality control activities? | |

| | |
|--|--|
| 11. Your expectations of the program in relation to the described problems | |
|--|--|

| | |
|------|---------|
| Name | Country |
|------|---------|

Questionnaire 1
Level of Comprehension

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

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

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

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

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

Appendix 1:

| | |
|---------------------|--|
| AOTS (Japan) | |
|---------------------|--|

| | | |
|---|--|--------------------|
| Application from overseas countries: | 30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan | |
| Overseas Cooperation Group, Operations Management Department | Tel: | 81-3-3888-8256 |
| | Fax: | 81-3-3888-8242 |
| | E-mail: | shouhei-au@aots.jp |

| | | |
|--|--|--------------------------|
| Application from host companies in Japan: | 30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan | |
| Training & Expert Dispatch Administration Group, Corporate Liaison Department | Tel: | 81-3-3888-8221 |
| | Fax: | 81-3-3888-8428 |
| | E-mail: | kigyo-inquiry-az@aots.jp |

*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group.

| | | |
|---|--|------------------|
| Application from overseas countries: | Office Unit 12A, Rectangle One, D-4 Saket District Center, New Delhi 110017, India | |
| New Delhi Office | Tel: | 91-11-41054504 |
| | Fax: | |
| | E-mail: | info@aots.org.in |

Appendix 2:

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

1. Arrival and Departure Dates:

In principle, arriving in Japan **on the day before** the commencement of the program and departing on the day after the closing day of the program.

2. Method of Reimbursement:

When purchasing an air ticket, participants are requested to submit purchase evidence documents to show that participants have **purchased a discount economy air ticket.**

(1) International Travel Expenses eligible to be Subsidized (Reimbursement)

During the training program in Japan, participants should present to AOTS their air tickets and submit purchase evidence documents (2) (i) to (iii) below. AOTS finalizes the travel expenses based on these documents and will reimburse the participant in cash (JPY) the amount eligible for subsidy out of the sum of the following items (i) and (ii).

- (i) In principle, the actual round-trip airfare for a discounted economy class flight on a direct flight or a connecting flight on a reasonable route.
 - * The round-trip airfare arranged up to a ceiling of the amount listed on the following page will be eligible for subsidy.
 - * If the participant purchases a ticket that does not satisfy the above (i) required conditions, such as business class, the subsidized amount for travel expenses will not be reimbursed.
 - * A participant is not allowed to overstay at city(ies) of a third country between the participant's home country and Japan for any reason other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

- (ii) The departure tax, airport tax and security insurance fees, other taxes and actual costs of ticketing fees by travel agents indispensable to above (i) flight.

(2) Evidence Documents of Purchasing of Air Ticket

When purchasing air tickets, participants are requested to arrange an air ticket that meets the conditions in (1) (i) above, then obtain an quotation issued by travel agents or obtained via an Internet service for purchasing air tickets. The participants should then submit the payment evidence documents in (i) to (iii) below.

| Purchase Evidence Documents | Details | |
|---|---|---|
| (i) Evidence Documents confirming the amount quoted at the time of ticket purchase. | -Estimate obtained by any of the methods a) to c) listed on the right must be submitted. | a) Quotation issued by the travel agency. b) An email with the quoted price sent by the travel agency (copy) c) A screenshot of website displaying the prices of the air ticket on the Internet. *The quotations in a) to c) above, (quotation) or a screenshot of a price on the Internet shall contain the following information. (The conditions such as date of travel and seat classes (e.g., economy class)) |
| (ii) Receipt | -Receipts issued by travel agencies. -If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable. -E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable). | |
| (iii) E ticket | | |

< Upper limit for round-trip airfare to Japan eligible for subsidy >

| Departing from | | Upper Limit for Round-trip (JPY) |
|----------------|------------|----------------------------------|
| South Asia | Bangladesh | 283,120 |
| | India | 225,810 |
| | Nepal | 225,930 |
| | Pakistan | 343,330 |
| | Sri Lanka | 235,330 |

Notes: This table is applicable to participants in training programs **starting between November 1, 2023 and March 31, 2024.**

[Appendix 3-1] Estimate of the Fees and Costs [Category 1 Country]

Country: **India**
International Travel Expenses: **India ⇄ Japan, Roundtrip**
Management Training Course: **SAQC (16-day Course)**

| <i>Training Costs</i> | Total Amount | ODA Subsidy | | |
|--|----------------|----------------|----------------|------------|
| 1. Allowance Costs <Breakdown of Allowance Cost> | <Breakdown> | | | |
| (1) International Travel Expenses | 225,810 [B] | | | |
| (2) Accommodation and Meal Allowances | | | | |
| a. [at the AOTS Kenshu Center] | | | | |
| @ 9,020 x 1 day (Arrival Day) = | 9,020 | | | |
| @ 9,900 x 16 days = [during the study tour] | 158,400 | | | |
| b. Meal Allowance | | | | |
| @ 2,750 x 0 day(s) = | 0 | | | |
| c. Accommodation Allowance | | | | |
| @ 12,100 x 0 day(s) = | 0 | | | |
| (3) Personal Allowance | | | | |
| @ 1,040 x 17 days = | 17,680 | | | |
| (4) Domestic Travel Allowance (Kansai Airport - KKC) (Meeting Service) | 1,800 4,500 | | | |
| (5) Welfare Costs Overseas Travel Insurance | 1,940 | | | |
| Subtotal (1)~(5) | 419,150 | 279,433 [2/3] | 139,717 [1/3] | |
| 2. Course Implementation Costs <Breakdown of Course Implementation Costs> | <Breakdown> | | | |
| (1) Direct Course Implementation Cost | 176,300 | 117,533 | 58,767 | |
| (2) Personnel expenses, Miscellaneous costs | 369,700 | 236,467 | 133,233 | |
| Subtotal (1)~(2) | 546,000 | 354,000 | 192,000 | |
| Total | 965,150 | 633,433 | 331,717 | [A] |

The amount of International Travel Expenses shown here is for reference only. Please put the airfare you plan to purchase and make calculation by yourself. Please also see 3. Notes at the bottom of the page.

Grey colored column = The amount paid in kind to participant by AOTS.

Yellow colored column = The amount paid in cash to participant by AOTS during the training.

2. Settlement Method and Breakdown

After arrival in Japan, the participant and AOTS shall make a settlement [C]=[A]-[B] shown below.
If the difference [C] is negative (-), it means that the amount will be paid from AOTS to the participant.

| | Item | Amount (Japanese Yen) | Note |
|-----|--|--------------------------|--|
| [A] | Participation Fee (Participation Fee consists of 1. Allowance Costs and 2. Course Implementation Costs minus ODA Subsidies) | 331,717 | This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days, etc. |
| [B] | International Travel Expenses paid back from AOTS to participant during the training. | 225,810 | The amount of International Travel Expenses shown here is for reference only. |
| [C] | Amount to be settled after coming to Japan [C]=[A]-[B] | 105,907 | - |

(Japanese Yen)

| | | | |
|--|---|--------|---|
| | Amount paid to participants from AOTS to participant in cash during the training. | 19,480 | Total amount of yellow colored column in the table. |
|--|---|--------|---|

*In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

3. Notes

Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

International travel expenses subsidy will be provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

In case 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 be changing accordingly.

[Appendix 3-2] Estimate of the Fees and Costs [Category 2 Country]

Country: **Bangladesh**
 International Travel Expenses: **Bangladesh ⇄ Japan, Roundtrip**
 Management Training Course: **SAQC (16-day Course)**

1. Overview of the Estimate of the Training Costs (Japanese Yen)

| Training Costs | Total Amount | ODA Subsidies | Participation Fee |
|--|--------------|---------------|-------------------|
| 1. Allowance Costs <Breakdown of Allowance Cost> | <Breakdown> | | |
| (1) International Travel Expenses | 283,120 [B] | | |
| (2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 9,020 x 1 day (Arrival Day) = | 9,020 | | |
| @ 9,900 x 16 days = [during the study tour] | 158,400 | | |
| b. Meal Allowance @ 2,750 x 0 day(s) = | 0 | | |
| c. Accommodation Allowance @ 12,100 x 0 day(s) = | 0 | | |
| (3) Personal Allowance @ 1,040 x 17 days = | 17,680 | | |
| (4) Domestic Travel Allowance (Kansai Airport - KKC) | 1,800 | | |
| (Meeting Service) | 4,500 | | |
| (5) Welfare Costs Overseas Travel Insurance | 1,940 | | |
| Subtotal (1)~(5) | 476,460 | 476,460 [3/3] | [NONE] 0 |
| 2. Course Implementation Costs <Breakdown of Course Implementation Costs> | <Breakdown> | | |
| (1) Direct Course Implementation Cost | 176,300 | 176,300 | 0 |
| (2) Personnel expenses, Miscellaneous costs | 368,700 | 235,700 | 133,000 |
| Subtotal (1)~(2) | 545,000 | 412,000 | 133,000 |
| Total | 1,021,460 | 888,460 | 133,000 [A] |

The amount of International Travel Expenses shown here is for reference only. Please put the airfare you plan to purchase and make calculation by yourself. Please also see 3. Notes at the bottom of the page.

Grey colored column = The amount paid in kind to participant by AOTS.

Yellow colored column = The amount paid in cash to participant by AOTS during the training.

2. Settlement Method and Breakdown

After arrival in Japan, the participant and AOTS shall make a settlement $[C]=[A]-[B]$ shown below.

If the difference $[C]$ is negative (-), it means that the amount will be paid from AOTS to the participant.

| | Item | Amount (Japanese Yen) | Note |
|-----|--|-----------------------|---|
| [A] | Participation Fee (Participation Fee consists of 2. Course Implementation Costs minus ODA Subsidies.) | 133,000 | This is the amount participants should bear. |
| [B] | International Travel Expenses paid back from AOTS to participant during the training. | 283,120 | The amount of International Travel Expenses shown here is for reference only. |
| [C] | Amount to be settled after coming to Japan $[C]=[A]-[B]$ | -150,120 | - |

(Japanese Yen)

| | | |
|---|--------|---|
| Amount paid to participants from AOTS to participant in cash during the training. | 19,480 | Total amount of yellow colored column in the table. |
|---|--------|---|

*In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

3. Notes

Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

International travel expenses subsidy will be provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

In case 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 be changing accordingly.

[Appendix 4] List of Target Countries and Regions (2023-2024)

Trainees should be residing in the following countries/regions.

| <i>Category 1*</i> | | |
|--------------------|----------|----------|
| India | Maldives | Pakistan |
| Sri Lanka | | |
| <i>Category 2*</i> | | |
| Bangladesh | Bhutan | Nepal |
| | | |

1. The list above is in alphabetical order, with the generic name for the country being used.
2. These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).

*Low/Lower Middle/Upper Middle Income Countries (Category 1):

According to the DAC list of ODA recipients effective for reporting on 2022 and 2023 flows, these are Low/Lower Middle/Upper Middle Income Countries and regions which are not “Least Developed Countries”, and thus have been recognized by the Japanese government as target countries for ODA.

*Least Developed Countries (Category 2):

These are mainly the least developed countries on the DAC list, which the Japanese government has identified as target countries to especially support through ODA.