

質問表—研修員所属機関

1. 最初にこの機関の組織図とそれぞれの関連部署の主要業務について説明してください
2. この機関に「工業開発計画実務集団研修コース」の研修実施に関する情報が流れて来てから候補者の人選に至る全体のプロセスと各プロセスの所要期間を教えてください。
3. この機関における候補者の人選は、本コースの研修応募要項（G I : Information on Group Training Course in Business Feasibility Study & Management Practice）に基づき選考されているのでしょうか。
あるいは独自の基準で選考されているのでしょうか。
この機関における候補者選考方針とも併せてお教えてください。
4. この「工業開発計画実務集団研修コース」には既に、貴国からは何人かの研修員が以前に参加していますが、候補者の人選前にコースの内容・レベル・実施方法等に関する情報を把握していたでしょうか。
5. 研修の受入が決定した後、出発前に研修参加者とその上司または関係幹部はこの研修に期待することについて、どんな話し合いをしたでしょうか。
6. 研修を終了して帰国した後、研修参加者は上司または機関に対してどのような方法でどんな内容の報告をしましたか。
それは、研修のねらいにほぼ合致したものであったでしょうか。
7. 研修を終了して帰国した研修参加者に対し、この機関として研修に参加した実績を将来的に人事上（昇進等）考慮されるでしょうか。
8. 研修を終了して帰国した研修員から各種の報告を受け、この機関として研修期間、内容、レベル等をふまえこのコースをどのように位置づけされているでしょうか。
本コースに対するご意見、ご希望並びに評価をお教えてください。

9. 研修参加者は帰国後その業務において「工業開発計画実務集団研修コース」で習得した技法や知識を活用していると判断しますか。
もし、充分活用していないと判断するなら、それは何故でしょうか。
10. 工業開発振興、中小企業開発振興、経営開発振興の分野で、こんな研修コースがあれば良いという意見、希望があったら教えてください。
11. 帰国した研修員に対し、JICAとしてアフターケア事業の一環として、
- ・ 帰国研修員の実体把握
 - ・ 研修コースの向上改善を目的に派遣された我々のチームのような巡回指導班の派遣
 - ・ 技術文献等の供与による技術情報等の提供（当方が提供先を選定）
 - ・ 冊子「KENSU-IN」誌の送付（2年間のみ）
 - ・ 同窓会育成強化

を行っていますが、

研修員の所属機関として、この種の事業に対しなにかご意見・ご希望がありましたらお教えください。

以上ご協力有難うございました。

質問表—研修受入窓口機関

1. 「工業開発計画実務集団研修コース」の研修応募要項（G I : Information on Group Training Course in Business Feasibility Study & Management Practice）を日本側から入手してから研修員の人選決定に至る全体のプロセスと各プロセスの所要期間を教えてください。
2. このプロセスは毎年同じでしょうか、その年によって違うのでしょうか。
もし、違うのならそれは何故ですか。
3. 各機関から推薦のあった候補者に対する貴機関での最終人選は、本コースのG Iに基づき選考されているのでしょうか。あるいは独自の基準で選考されているのでしょうか。この機関における選考方針とも併せてお教えください。
4. 「工業開発計画実務集団研修コース」のG Iを見て、そのねらい・内容はよく理解できるように書かれていると思いますか。もし不十分な点があれば、指摘して下さい。また、G Iが送られてくる時期・タイミング等についても意見をお聞かせ下さい。
5. 研修員の受入確認を受付てから研修員が出国する迄の手續と所要期間を教えてください。また、受入確認の入手に関する時期・タイミング等に関して意見があればお聞かせ下さい。
6. 研修員は研修を終了して帰国した後、受入窓口に対してどのような報告をしますか。その報告方法・内容について簡単に教えてください。
もし、報告がないとすれば、どのようにして研修終了を確認していますか。
7. 日本のみならず、他国、各種機関でも「工業開発計画実務集団研修コース」に類したコースを実施しており、参加の照会があると思います。
それらと「工業開発計画実務集団研修コース」を内容的に比較して意見を聞かせ下さい。
8. 工業開発振興、中小企業開発振興、経営開発振興の分野で、こんな研修コースがあれば良いという意見、希望があったら教えてください。

以上ご協力有難うございました

Questionnaire (A): To Ex-Participant

Sept., 1984

BUSINESS FEASIBILITY STUDY & MANAGEMENT PRACTICE

Country	
Name	
Year of training	

1. Have the contents of studies you have completed been useful for your job performance, after finishing "Group Training Course in Business Feasibility Study & Management Practice" (hereinafter referred to as "Japanese training") and return to your country?

Which fields of studies have been useful? Please give "x" mark hereunder.

A. quite useful B. more or less useful C. not at all useful

Major contents of studies	A	B	C
1. approach of planning and rationalized thinking			
2. knowledge of business management and the techniques			
3. total framework of business feasibility study			
4. reality of Japanese enterprise operations			
5. small business assistant measures of Japanese Government			
6. knowledge of personal computer			
7. others*			

* If you have marked "7. others", please describe.

2. If the contents of studies in Japanese training have not been useful, why? Please give "x" mark hereunder.

- A. Your job has nothing to do with the study contents in Japanese training.
- B. The study contents in Japanese training so much different from your country's situation.
- C. The study contents in Japanese training are so much theoretical.
- D. Too high level of the study contents in Japanese training.
- E. Too low level of the study contents in Japanese training.
- F. others*

	A
	B
	C
	D
	E
	F

* If you have marked "F. others", please describe.

3. Have you taken up, used, and referred to the training text materials, after finishing the Japanese training and return to your country?

Please give "x" mark hereunder.

- A. Quite frequently
- B. Sometimes
- C. Not at all

	A
	B
	C

4. If you have marked in either A or B in Question 3, please write which text materials taken up, used and referred to for what occasions.

title of training text materials	for what occasions as examples

5. Have you shown the training text materials to others; have you given guidances/ teachings in reference to the training text materials? If so, which text materials are they, for what occasions?

title of training text materials	for what occasions as examples

6. Please give us your opinions to improve the Group Training Course in Business Feasibility Study & Management Practice.

Furthermore, if you have such subject matter, you think, you would have studied more during your stay in Japan, please add your description concerning such.

A large, empty rectangular box with a thin black border, intended for the respondent to provide their opinions and descriptions as requested in the text above. The box is currently blank.

*Please use the appended ANSWER SHEET for Question 7, 8 and 9.

7. Please write the Organization you worked for before the Japanese training, the Organization you are currently working for, the Official Address, your Designation before and in your current assignment, your Major Job Duties, and your current Home Address.

8. To which categories your Job Duties may belong? Please select symbol codes from the list hereunder.

- A. industrial infrastructure development planning and administration,
- B-1. government administration for development and promotion of mining and manufacturing industries,
- B-2. government administration for development and promotion of commercial and service industries,
- C-1. government administration for development and promotion of small industries,
- C-2. guidance and extension services for development and promotion of small industries,
- D-1. government administration for manpower development and training,
- D-2. guidance and classroom instruction in manpower development and training,
- E-1. government administration for financing,
- E-2. financing operations,
- F. management of government or private enterprise,
- G. others

9. Which fields of studies in the Japanese training have been useful, and relevant to the category of your Job Duties? Please select symbol codes from the list hereunder.

- 1. approach of planning and rationalized thinking,
- 2. knowledge of business management and the techniques
 - (1) financial management and accounting, (2) marketing,
 - (3) production management aspects, (4) personnel management,
 - (5) organization and systems
- 3. total framework of business feasibility study,
- 4. reality of Japanese enterprise operations,
- 5. small business assistant measures of Japanese Government,
- 6. knowledge of personal computer
- 7. others

ANSWER SHEET for Question 7, 8 and 9

	Question 7.	Question 8.	Question 9.		
	Organization you worked before/ currently working; Official Address; your Designation	Your Major Job Duties	symbol codes of job duties category	symbol codes of useful fields of studies	your Home Address
before the Japanese training					
your current position					

10. Please give us your opinions concerning your living in Japan, the general orientation session, and the Japanese language session.

Please give "x" hereunder

Your living in Japan

A. Very good

B. Just fair

C. Very bad

	A
	B
	C

If "Very bad", please describe the reasons:

General Orientation Session

A. Very useful

B. Not useful

	A
	B

If "Not useful", please describe the reasons:

Japanese Language Session length of training

- A. Session in reasonable length
- B. Too long
- C. Too short

	A
	B
	C

If "Too long" or "Too short", please tell us the length you consider most reasonable.

Japanese Language Session usefulness

- A. Quite useful
- B. Not useful

	A
	B

If "Not useful", please tell us the reasons:

Thank you very much for your cooperation!

Sept., 1984

Questionnaire(B): To Organization the Ex-Participant belongs to

BUSINESS FEASIBILITY STUDY & MANAGEMENT PRACTICE

Name of organization	
Name of respondent	
Designation	

1. Could you kindly give us the overall picture of your organizational setup, with explanation of major operations and functions of the setup?

2. Please tell us the processes of nominating the candidate participants, from your receipt of the information about the Group Training Course in Business Feasibility Study & Management Practice (GT); and the time requirement at each process.

3. Do you screen the candidate participants, on the basis of the Information on Group Training Course in Business Feasibility Study & Management Practice (GT), or on the basis of your organization's criteria? Additionally please tell us the screening policies of your organization.

4. There have been several no. of participants sent to this Group Training Course from your country. Before your organization's screening, are you informed of the contents of training, the methods and level of training?

5. Once the candidate participant is accepted, what kind of discussion, and meetings are held between the participant and his superiors concerning the expectations on the training, before leaving the country for Japan?

6. What reporting will be done to your organization, to the direct superior, when the participant finishes the training in Japan and return to your country? In what method of reporting and content? Do what have been reported meet the objective of your organization despatching the participant?

7. Do you consider the participation in this Group Training Course as contributive career of participant's personnel appraisal and promotion in future, at your organization?

8. With reporting made by participants after finishing this Group Training and return to your country, how does your organization look at the position of this training opportunity in view of the length of training, contents and level of training? Please give us your opinions, requests and evaluation of this Group Training Course.

9. Does your organization consider that the participant after finishing this training and return to your country, makes use of what have been studied, of the knowledge and techniques learned? If not, what would be the reasons?

10. Please give us your opinions,--requests about the training opportunities, which your organization wants to nominate your participants to, specifically in the field of industrial development and promotion, small business development and promotion, and corporate management development.

11. As after-care services, Japan International Cooperation Agency conducts to ex-participants:

- training effects survey to ex-participants,
- despatch of itinerant guidance teams for the purpose of further improving this Group Training Course, as our team of this time,
- provision of technical information, literatures (addressees are selected by JICA)
- mailing magazine "KEN-SHU-IN" (only for 2 years)
- assistances to organizing alumni associations.

Please give us opinions, requests, as the organization sending participants, concerning such services and operations.

Thank you very much for your cooperation!

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Sept., 1984

Questionnaire (C): To Participants-Nominating Organization

BUSINESS FEASIBILITY STUDY & MANAGEMENT PRACTICE

Name of organization	
Name of respondent	
Designation	

1. Please tell us the processes of nominating the participants, from your receipt of the Information on Group Training Course in Business Feasibility Study & Management Practice (GI) sent from the Embassy of Japan; and the time requirement at each process.

2. Are the above processes subject to change from year to year or the same over the years? If subject to change, why?

3. Your Organization may finalize the nomination of candidate participants recommended by various channels. Do you finalize the nomination, on the basis of GI or on the basis of your organization's criteria? Additionally please tell us the screening policies of your organization.

4. Do you think the GI of the Group Training Course in Business Feasibility Study & Management Practice clearly describes the objectives, target of the training and the content of the program? If you consider the information not clear, could you point them out? Could you tell us your opinions also concerning the timing that the GI is sent to your organization?

5. Please tell us the procedures until a participant will leave your country for Japan, from the time your organization receives the notice of participant's acceptance, and the time requirement? Please tell us also your opinions about the timing that your participant's nomination is accepted.

6. What reporting will be done to your organization, when the participant finishes the training in Japan; and return to your country? Please tell us the methods and content of that reporting. If no reporting will be done, how does your organization confirm the accomplishment of training?

7. In addition to this particular training program of Japan, possibly similar training programs sponsored by other countries and organizations may be inviting your country's participation. Please give us your opinions of the Group Training Course in Business Feasibility Study & Management Practice, to compare to other similar training programs.

8. Please give us your opinions, requests about the training opportunities, which your organization wants to nominate your participants to, specifically in the field of industrial development and promotion, small business development and promotion, and corporate management development.

Thank you very much for your cooperation!

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Ⅶ-2. 帰国研修員現在業務就業状況一個人別明細

業務内容	スリランカ															バングラデシュ						エジプト						3ヶ国合計					
	①エディリ	②ジャヤ	③モホタラ	④パドマシーラ	⑤フルガレ	⑥デ・シルバ	⑦コンダシゲ	⑧シリセナ	⑨ジャヤラトネ	⑩フェルナンド	⑪ウィーラハンディ	⑫ダヤ	⑬マイケル	⑭パンダラ	⑮リラセナ	スリランカ合計	①フセイン	②ラーマン	③ラーマン・ミア	④アザド	⑤シデク・ラーマン	⑥マストゥール	バングラデシュ合計	①ロックマン	②ムスタフア	③カファギー	④モハメッド	⑤タイシール	⑥メギ・カファギー	エジプト合計	人	%	
	人	%														人	%					人	%										
A. インフラストラクチャー開発計画の行政	○	○						○					○		4	27	○			○	○	3	50							—	—	7	26
B. 商工業開発促進：工鉱業開発促進の行政	○		○	○		○	○					○	○	○	9	60				○		1	17			○	○	○	3	50	13	48	
商業、サービス業開発促進の行政			○									○	○		3	20	○					1	17						—	—	4	15	
C. 中小企業開発：中小企業開発促進の行政	○		○	○		○	○	○	○					○	9	60		○	○	○	○	4	67			○	○	○	3	50	16	59	
中小企業開発促進のための指導実務	○	○			○		○	○	○				○		8	54	○		○	○	○	4	67				○	○	2	33	14	52	
D. マンパワー開発：人材育成教育訓練の行政		○	○		○					○					4	27				○		1	17	○	○			○	3	50	8	30	
人材育成教育訓練の指導実務仕事		○	○					○						○	4	27						—		○	○	○	○	○	5	83	9	33	
E. 経営指導：行政機関、公私企業等の経営及び業務改善指導	○			○	○	○	○	○	○	○				○	10	67	○		○	○	○	4	67	○	○			○	○	4	67	18	67
F. 金融：金融行政				○	○					○	○				4	27													○	1	17	5	19
金融実務				○	○										2	14	○					1	17					○	1	17	4	15	
G. 企業体経営実務：公営企業																		○		○		2	33								2	7	
私営企業																																	
面談研修員数合計															15	—						6	—						6	—	27	—	

(複数回答方式)

Ⅶ-8. --その1-- J I C A 現地事務所作成提供の「指導班行動計画」〔スリランカ〕

FOLLOW-UP TEAM ON GROUP TRAINING COURSE IN BUSINESS

FEASIBILITY STUDY & MANAGEMENT PRACTICE

LIST OF EX-PARTICIPANTS

- 26.11.84 (Mon) 11.00 hrs. DEPT. OF CO-OPERATIVE DEVELOPMENT
1) Mr. Austin Fernando - Commissioner
2) Mr. W.P.S. Jayawardene - Deputy Director
- 14.00 hrs. MINISTRY OF PLAN IMPLEMENTATION - POPULATION DIV.
1) Mr. S. Hulugalle - Deputy Director -
Population Div. (m/Plan Implementation)
2) Mr. Wilson Raymond -
3) Mr. P. Weerahandi - Acting G.A., Matale
4) Mr. E. Bandara - Deputy Director - Ku
Kurunegala Integrated Development
Project
5) Mr. B. Leelasena - Planning Officer - F
Food & Nutrition Div., Ministry
of Plan Implementation
6) Mr. C. Jayaratne - Deputy Director - Dept.
of Small Industries
- 15.30 hrs. MINISTRY OF INDUSTRIES & SCIENTIFIC AFFAIRS
1) Mr. S. Ediriwickreme - Deputy Director
2) Mrs. N. Mohottala - Deputy Commissioner -
Dept. of Motor Traffic
3) Mr. R. Kondasinghe - Asst. Director
4) Mr. J. Sirisena - Development Officer
- 27.11.84 (Tues) 09.00 hrs. MINISTRY OF TEXTILE INDUSTRIES
1) Mr. Y.R. De Silva - Deputy Director
2) Mr. Padmaseela De Silva - Deputy Director
(Handlooms)
Dept. of Textile Industries
- 10.30 hrs. MINISTRY OF COCONUT INDUSTRIES
1) Mr. D.Y. Liyanage - Asst. Secretary
2) Mr. K.A. Warnakulasooriya - Asst. Secretary

FOLLOW-UP TEAM ON GROUP TRAINING COURSE IN BUSINESS
FEASIBILITY STUDY & MANAGEMENT PRACTICE

DATE	TIME	PLACE OF VISIT	REMARKS
25.11.84 (Sun)	12.15 hrs.	Arrival at Katunayake by TG 307	Hotel Taj (Tel: 546622, 548027)
26.11.84 (Mon)	09.00 hrs.	JICA Office	
	10.00 hrs.	Embassy	
	10.30 hrs.	Director & Mrs. C. Amerasekera, Dept. of External Resources, 15th Floor, Inland Revenue Building, Sir Chittampalam Gardiner Mawatha, Colombo 2. (Tel: 26511)	
	11.00 hrs.	Mr. W.P.S. Jayawardene Deputy Director (Administration) Dept. of Co-Operative Develop- ment, 9, DUKE STREET, Colombo 1. Tel: 23340)	
	14.00 hrs.	Mr. S. Hulugalle, Deputy Director, Ministry of Plan Implementation, Population Div., 220/4, Havelock Road, Colombo 5 (Tel: 589633)	
27.11.84 (Tues)	15.30 hrs.	Mr. S. Ediriwickreme, Deputy Director, Ministry of Industries & Scient- ific Affairs, 48, Sri Jinaratana Road, Colombo 2. (Tel: 27553-4)	
	09.00 hrs.	Mr. Y.R. De Silva - Deputy Director, Mr. Padmaseela De Silva, Ministry of Textile Industries, Torrington Square, Colombo 7. (Tel: 91676, 596675)	
	10.30 hrs.	Mr. D.Y. Liyanage-Asst. Secretary, Mr. M.A. Warnakulasooriya - Asst. Secy. Ministry of Coconut Industries, 320, T.B. Jayah Mawatha, Colombo 10. (Tel: 598289 & 598290)	
	15.00 hrs.	Seminar for all ex-participants at JICA Office, Colombo, 49, Flower Road, Colombo 7, (Tel: 597285)	

DATE	TIME	PLACE OF VISIT	REMARKS
27.11.84 (Tues)	19.00 hrs.	Dinner hosted by the team for all ex-participants at Hotel Taj Samudra (Chinese Restaurant)	
28.11.84 (Wed)	08.30 hrs.	JICA Office	
	09.00 hrs.	Embassy	
	13.15 hrs.	Departure by TG 308	
MEMBERS OF TEAM - Mr. Isamu Ohara - Director in Charge of International Affairs, Central Japan Industries Assn.			<u>VEHICLES</u>
Mr. Noriyuki Murata - Senior Researcher of International Affairs Dept. Central Japan Industries Assn.			
Mr. Noriaki Tateno - Deputy Head of Training Div., Nagoya Int. Training Centre, JICA			

Ⅵ-3. 1-その2- JICA 現地事務所作成提供の「指導班行動計画」(バングラデシュ)

JICA DHAKA OFFICE
 (JAPAN INTERNATIONAL COOPERATION AGENCY)
 DIT PLOT NO.70, BLOCK-B
 ROAD NO.21, BANANI, DHAKA-13
 BANGLADESH
 PHONE: 304285, 300062

SCHEDULE OF THE FOLLOW-UP TEAM FOR THE EX-PARTICIPANTS
 OF THE GROUP TRAINING COURSE IN BUSINESS FEASIBILITY
 STUDY AND MANAGEMENT PRACTICE.

November 29 (Thu)	18:35	Arrive Dhaka by BG 081
December 1 (Sat)	8:30	JICA DHAKA OFFICE
	9:30	Embassy of Japan.
	10:00	Mr. A. H. Muhiuddin Assistant Chief (TAP) External Resources Division Ministry of Finance, Dhaka.
	11:00	Mr. Baharuddin Ahmed Deputy Secretary Ministry of Industry Khaka.
	11:40	Mr. Mushfequr Rahman Chairman Bangladesh Bangladesh Small and Cottage Industries Cor- poration. Dhaka Dinner by General Manager, KGI.
2 (Sun)	8:30	Eastern Tubes
	10:00	Kohinoor Group of Industries (KGI)
	11:30	Tabani Beverage Sirco Soap
	13:00	Mimi Chocklate
	20:00	Dinner by Mr. Waseq Al-Azad Director (Commercial) Bangladesh Steel Engineering Corpn. Dhaka.
3 (Mon)	9:00	Seminar at Hotel Sonargaon
	12:00	
	19:30	Dinner by the team at Hotel Sonargaon

Ⅶ-3. -その3- JICA 現地事務所作成提供の「指導班行動計画」(エジプト)

TENTATIVE SCHEDULE

December

- 5 (Wed) Arrival at Cairo (8:00) by JL-473 Holiday
- 6 (Thu) Visit to: JICA Office
 Japanese Embassy Ministry of Foreign Affairs
- 7 (Fri) Free
- 8 (Sat) Visit to: Central Agency for Organization and Administration,
- 9 (Sun) Visit to: General Organization for Industrialization,
 Ministry of Industry
 Seminar at Aman Hotel (6:00 - 9:00 P.M.)
- 10 (Mon) LV. Cairo (8:15) by OA-326

SUMMARY REPORT BY THE FOLLOW-UP TEAM FOR JICA
EX-PARTICIPANTS OF THE GROUP TRAINING COURSE IN
BUSINESS FEASIBILITY STUDY & MANAGEMENT PRACTICE

I. Introduction

Being dispatched by the Japan International Cooperation Agency as part of its follow-up program for the ex-participants of the group training course in business feasibility study & management practise, the team consisting of three members, headed by Mr. Isamu OHARA, Director for international operations, Chu-San-Ren (Central Japan Industries Association) as mentioned below, arrived at Colombo on November 25, 1984, and conducted its follow-up activities for a period of 3 days.

The team has the pleasure to submit a summary report on the results of its studies, for the purpose of reference to be made by the authorities concerned in the Government of Sri Lanka.

II. Team Members

- (1) Team Leader: Mr. Isamu OHARA
Director, International Operations,
Chu-San-Ren (Central Japan Industries Association)
- (2) Member: Mr. Noriyuki Murata
Senior Management Consultant,
Chu-San-Ren (Central Japan Industries Association)
- (3) Member: Mr. Noriaki Tateno
Deputy Head of Training Div.,
Nagoya International Training Center,
Japan International Cooperation Agency

III. Objectives

The dispatch of this team is primarily aimed at the necessary reviews and assessments, and at its evaluation on the fruits of the training conducted in Japan, by visiting the organizations from which the ex-participants were sent, as well as by personal interviews with ex-participants and with their superiors.

Through such visits and interviews, it is intended that discussion

be conducted for the reviews, assessment and the evaluation, with participation of ex-participants, to clarify any evaluations/effectiveness of the training program, and for the search of further/newer training needs so far unrecognized, to make improvements possible for this training program that is still on its way of future continuation.

IV. Result of the follow-up activities conducted in Sri Lanka

This group training course has started its first batch in 1974. Ever since then, the program has been implemented in Japan, once a year, and we have completed the 11th batch this year. Over this period of 11 years, we have counted the participating countries as many as 31, with the total no. of participants having reached as many as 148.

The enrollment of participants from Sri Lanka has begun since 1976 from the 3rd batch, with as many as 16 participated in this training until now. During the visit of our team in Sri Lanka, this time, we have successfully met and interviewed all the ex-participants, except for only one, who is now on his tour out of the country.

We have acknowledged, through this series of interviews, that all the ex-participants not only apply the knowledge and techniques they have obtained, to their day-to-day work duties for their higher level of performance and efficiency in quite a large measure, but also successfully perform their role of multiplier effect in their association with the concerned parties/personnel and with their subordinates, through their efforts of training and education, such as giving lectures and discussion meetings. In other words, quite an extensive dissemination of whatever they have obtained from this group training has been confirmed in our interviews and visits.

In addition to the confirmation of this training effect, we could, on the other hand, obtain quite a number of valuable and appropriate enough opinions from the ex-participants, in view of their accumulated experiences built up after their accomplishment of their studies in the training in Japan. From our side, too, in our capacity of expertise, we have provided our advices to some numbers of problems with which they are currently faced up, so as to facilitate their performance in the day-to-day operations. Through this mutual discussions, we believe, we could promote our friendship, significantly into the depth.

V. Opinions expressed by the ex-participants

This group training course has been implemented with the basic policy as such that the participants can attain any skills and techniques that are readily applicable to the real world situations in their day-to-day work situations and operations. In other words, the approach of this training has been solely based upon this policy, being highly practical and that of micro-economy based one, with the training methods concentrated mostly on exercise sessions, case studies, rather than such approaches of purely academic and macro-economy based training by nature.

All the ex-participants of Sri Lanka, whom we have interviewed, understand this basic policy of this particular training of ours, with full agreement to the training methods we have been employing in the past years. They, in fact, have produced a series of successful results out of their real-world applications with the techniques they have obtained from this training course. Let me cite some of the examples which the ex-participants successfully have applied:

- general approach steps and techniques of business feasibility study,
- technique of time scheduling in program planning,
- methods & techniques of financial control for small business operations,
- techniques of system designing in corporate operations,
- practice of personal computer applications *(the obtainment of supervisory part of computer applications over the operations of computer-specialized expert personnel; not meant for acquiring the programming skills)

*The study of computer applications in this group training course started in 1981, with the objective of training the participants who can make a senior officer, able enough to design necessary system of operations, to control the operation performance, with the proper applications of computer; not at all meant for training the computer specialists in the program. This particular objective has been well understood by all the exparticipants.

Also, ex-participants' opinions have been expressed about the high utility of our company visits programmed in the training. Especially useful, as being expressed, have been the discussion with the corporate executives of the Japanese companies, to have touched upon their entrepre-

neurship that is really at work in companies visited.

Ex-participants' opinions for further possible improvement of this group training course have been as follows in the main:

--possible pursuance of the current practicality of this training, at a higher level up in the future batches,

---studies of Japanese society, and the functions of it in cultural perspectives, and in historical development perspectives, to get to know more in depth the interrelationship with the business management and operations, as background understanding and further as the comparative basis for applications in Sri Lanka.

--request of conducting short-term follow-up seminar/training in Japan, with participation exclusively of the ex-participants of this group training.

--others.

All in all, we have been given to understand that any opinions, requests, whatsoever being expressed have been based upon the consistent and ardent desires of ex-participants themselves to put up a strong ground-floor of Sri Lankan type of business operations, readily workable in their country for higher level of industrialization.

VI. The impression obtained by the team

The fact that we could interview all the ex-participants, that we could collect the filled out questionnaires from all the ex-participants, and from the participants-related organizations, we believe, is all due to the high level of interests being shown to the conduct of this particular group training course, by all the concerned Sri Lankan people, for which we are very much thankful. Our particular gritudes are due to the valuable cooperations of the ex-participants, their superior officers at authority, and all other government offices, in addition to the special cooperation of JICA Colombo Office, supporting our team operations physically and mentally.

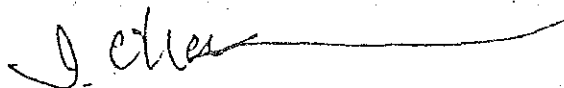
In view of all the opinions expressed verbally as well as in questionnaires, and of the cooperations afforded to our team, we highly evaluate the interests being shown to us. The way the candidate participants

are being screened is quite just and fair, having resulted so far in dispatching the participants of good qualifications. In other words, the target of this particular training has correctly met the requirements of the participants-sending organizations.

Participants of Sri Lanka, who have been sent to this training, exercise in most cases a good leadership in the training in Japan, taking always a leading position in case exercises and discussion sessions, which the faculty of the training highly appreciate, in the light of the training effect accomplishment. Upon completion of the training and of the return to Sri Lanka, they report the contents of training to the concerned organizations for purpose of feeding back the information properly, in view of good participants selection and in view of knowledge dissemination. Some participants naturally change their former work position, because of rotation and placement policy of the government, yet sometimes the new position has brought the participants into a real application of what they have obtained in the training course.

We have confirmed that the result of our training course is really bringing up the fruits quite extensively in Sri Lanka, and we extend our appreciation to the understanding of Sri Lanka Government for the implementation of this particular training course.

November 28, 1984



Isamu OHARA, Leader of the team

APPENDIX I

List of personnel interviewed

Dept. of External Resources

Mr. S. Weerapana, Assist. Director

Dept. of Co-operative Development

* Mr. Austin Fernando Commissioner

* Mr. W.P.S. Jayawardene Deputy Commissioner

Ministry of Plan Implementation

Mr. D.P. Wijegoonsekera Director

* Mr. S. Hulugalle Deputy Director, Population Div.

* Mr. P. Weerahandi Acting G.A., Mmatale

* Mr. E. Bandara Deputy Director, Kurunegala Integrated Dev.
Project

* Mr. B. Leelasena Planning Officer, Food & Nutrition Div.

* Mr. C. Jayaratne Deputy Director, Dept. of Small Industries

Ministry of Industries & Scientific Affairs

* Mr. S. Ediriwickreme Deputy Director

* Mr. R. Kondasinghe Asst. Director

* Mr. J. Sirisena Development Officer

Ministry of Textile Industries

* Mr. Y. R. De Silva Deputy Director

* Mr. Padmaseela De Silva Deputy Director (handlooms)

Ministry of Coconut Industries

Mr. D. Wijeyesinghe Director

* Mr. D. Y. Liyanage Asst. Secretary

* Mr. M. A. Warnakulasooriya Asst. Secretary

Ministry of Lands and Land Development

* Mrs. N. Mohottala Director, P.A.S.E.

* Ex-participant

APPENDIX 2

Itinerary

- Nov. 25th, Sun. p.m. Arrival at Sri Lanka, from Bangkok
Received at Katunayake International Airport
Welcome by Mr. Ikeda, Director of JICA Colombo
- 26th, Mon. a.m. Meeting at JICA Office
Courtesy visit to the Embassy of Japan
Courtesy visit to the Dept. of External Resources,
Ministry of Finance & Planning

Visit to Dept. of Co-operative Development and
interview with ex-participants, and discussions
- p.m. Visit to Population Div., Ministry of Plan Implemen-
tation Interview with ex-participants, and discus-
sions

Visit to Ministry of Industries & Scientific Affairs
Interview with ex-participants, and discussion-
sipantsx
- 27th, Tue. a.m. Visit to the Ministry of Textile Industries

Visit to the Ministry of Coconut Industries
Interview with ex-participants, and discussions
- p.m. SEMINAR for all ex-participants
RECEPTION hosted by the team for all ex-participants,
at Oberoi Hotel.
- 28th, Wed. a.m. Reported to JICA Office, Colombo
- p.m. Leave Sri Lanka for Bangladesh

SUMMARY REPORT BY THE FOLLOW-UP TEAM FOR JICA
EX-PARTICIPANTS OF THE GROUP TRAINING COURSE IN
BUSINESS FEASIBILITY STUDY & MANAGEMENT PRACTICE

I. Introduction

Being dispatched by the Japan International Cooperation Agency as part of its follow-up program for the ex-participants of the group training course in Business Feasibility Study & Management Practice, the team consisting of three members, headed by Mr Isamu OHARA, Director for International Operations, Chu-San-Ren (Central Japan Industries Association) as mentioned below, arrived at Dhaka on November 29, 1984, and left Dhaka on December 4, 1984, after completing the follow-up activities.

The team has the pleasure to submit a summary report on the results of its study activities, for the purpose of reference to be made by the authorities concerned in the Government of Bangladesh.

II. Team Members

- (1) Team Leader: Mr. Isamu OHARA
Director, International Operations,
Chu-San-Ren (Central Japan Industries Association)
- (2) Member: Mr. Noriyuki MURATA
Senior Management Consultant,
Chu-San-Ren (Central Japan Industries Association)
- (3) Member: Mr. Noriaki TATENO
Deputy Head of Training Div.,
Nagaya International Training Center,
Japan International Cooperation Agency

III. Objective

The dispatch of this team is primarily aimed at the necessary reviews and assessments, and at its evaluation on the fruits of the training conducted in Japan, by visiting the organization from which the ex-participants were sent, as well as by personal interviews with ex-participants and with their superiors.

Through such visits and interviews, it is intended that discussion be conducted for the reviews, assessment and the evaluation, with participation of ex-participants, to clarify any evaluations/effectiveness of the training program, and for the search of further/newer training needs so far unrecognized, to make improvements possible for this training program that is still on its way of future continuation.

IV. Result of the follow-up activities conducted in Bangladesh

This group training course has started its first batch in 1974. Ever since then, the program has been implemented in Japan, once a year, and we have completed the 11th batch this year. Over this period of 11 years, we have counted the participating countries as many as 31, with the total no. of participants having reached as many as 148.

The enrollment of participants from Bangladesh has begun since 1974 in the first batch, with as many as 10 participated in this training until now. During the visit of our team in Bangladesh, this time, we have successfully met and interviewed 6 participants who currently live in Khaka city. It is reported to us that out of the remaining 4 ex-participants whom we couldn't meet, two are currently out of Dhaka city, and the other two are not confirmed as to their whereabouts and their current work placements.

We have acknowledged, through this series of interviews, that all the ex-participants not only apply the knowledge and techniques they have obtained in the training, to their day-to-day work duties for their higher level of performance and efficiency in quite a large measure, but also successfully perform their role of multiplier effects in their association with the concerned parties/personnel and with their subordinates, through their efforts of training and education, such as giving lectures and discussion meetings. In other words, quite an extensive dissemination of whatever they have obtained from this group training has been confirmed in our interviews and visits.

In addition to the confirmation of this training effect, we could, on the other hand, obtain quite a number of valuable and appropriate enough opinions from the ex-participants, in view of their accumulated experiences built up after their accomplishment of their studies in the training in Japan. From our side, too, in our capacity of expertise, we have provided our advices to some numbers of problems with which they are currently faced up, so as to facilitate their performance in the day-to-day opera-

tions. Through this mutual discussions, we believe, we could promote our friendship, significantly into the depth.

Following the programs prepared by the Bangladesh side, we visited the follow 5 factories, observed their operations of production, got the opportunities of having discussions with businessmen at the first line, so that we could touch upon the business problems they are suffering from. This is quite informative and inspiring for building up the curriculum of this group training in a large measure.:

- Tejgaon factory of Kohinoor Group of Industries,
- Eastern Tubes, Ltd., Bangladesh Steel Engineering Corp.,
- Tabani Beverage Co., Ltd., BFFWT,
- Mimi Chocolate Co., Ltd., BFFWT,
- Sirco Soap & Chemical Industries, Ltd., BFFWT.

V. Opinions expressed by the ex-participants

This group training course has been implemented with the basic policy as such that the participants can attain any skills and techniques that are readily applicable to the real world situations in their day-to-day work operations. In other words, the approach of this training has been solely based upon this policy, being highly practical and that of micro-economy based one, with the training methods concentrated mostly on exercise sessions, case studies, rather than such approaches of purely academic and macro-economy based training by nature.

All the ex-participants of Bangladesh, whom we have interviewed, understand this basic policy of this particular training of ours, with full agreement to the training methods we have been employing in the past years. They, in fact, have produced a series of successful results out of their real-world applications with the techniques they have obtained from this training course. Let me cite some of the examples which the ex-participants successfully have applied:

- general approach steps and techniques of business feasibility study,
- technique of time scheduling in program planning,
- methods & techniques of financial management & costing
- techniques of marketing management,
- techniques of subcontract systems designing & implementation,
- applications of prevalent Japanese business management,

Also, ex-participants' opinions have been expressed about the high utility of our company visits programmed in the training. Especially useful, as being expressed, have been the discussion with the corporate executives of the Japanese companies, to have touched upon their entrepreneurship that is really at work in companies visited.

Ex-participants' opinions for further possible improvement of this group training course have been as follows in the main:

- possible pursuance of the current practicality of this training,
- higher frequency of company visits and discussion with companies executives,
- studies of Japanese society, and the functions of it in cultural perspectives, and in historical development perspectives, to get to know more in depth the interrelationship with the business management and operations, as background understanding and further as the comparative basis for applications in Bangladesh,
- request of conducting short-term follow-up seminar/training in Japan, with participation exclusively of the ex-participants of this group training,
- provision of text materials newly written and developed to ex-participants,
- others.

All in all, we have been given to understand that any opinions, requests, whatsoever being expressed have been based upon the consistent and ardent desires of ex-participants themselves to put up a strong groundfloor of Bangladesh type of business operations, readily workable in their country for higher level of industrialization.

VI. The impression obtained by the team

The fact that we could interview all the ex-participants, that we could collect the filled out questionnaires from the concerned ex-participants, and from the participants-related organizations in such a meticulous deliberations, we believe, is all due to the high level of interests being shown to the conduct of this particular training course by all the concerned Bangladesh people, for which we are very much thankful. Our particular gratitudes are due to the valuable cooperations of the ex-participants, their superior officers at authority, and all other government offices, in addition to the special cooperation of JICA Dhaka Office,

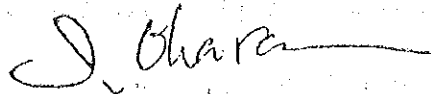
supporting our team-operations physically and mentally.

In view of all the opinions expressed verbally as well as in questionnaires, and of the cooperations afforded to our team, we highly evaluate the interests being shown to us. The way the candidate participants are being screened is quite just and fair, having resulted so far in dispatching the participants of all good qualifications. In other words, the target of this particular training has correctly met the requirements of the participants-sending organizations. At the same time, we recognize the requested needs of providing the GI (General Information) of the training with ample lead time, and also of communicating the approval of the selected participants as much earlier timing as possible. Definitely this is what we are going to communicate to the concerned authority of Japan, but at the same time, it is desired that the concerned parties in Bangladesh would make timely processing, with due regards to the specified timing of documentation by which all the training opportunities are being offered from the Japanese side.

Participants of Bangladesh, who have been sent to this training, exercise in most cases a good leadership in the training in Japan, taking always a leading position in case exercises and discussion sessions, which the faculty of the training highly appreciate, in the light of the training effect accomplishment. Upon completion of the training and of the return to Bangladesh, they report the contents of training to the concerned organizations for purpose of feeding back the information properly, in view of good participants selection and in view of knowledge dissemination. Some participants naturally change their former work position, because of rotation and placement policy of the government, yet sometimes the new position has brought the participants into a real application of what they have obtained in the training course.

We have confirmed that the result of our training course is really bringing up the fruits quite extensively in Bangladesh, and we extend our appreciation to the understanding of Bangladesh Government, for the implementation of this particular training course.

December 4, 1984



ISAMU OHARA

Leader of the Follow-up Team
for JICA Ex-Participants of the Group
Training in Business Feasibility Study &
Management Practice

APPENDIX 1

List of Personnel interviewed

External Resources Div., Ministry of Finance

Mr. A.H. Mohiuddin, Asst. Chief, Technical Assistance Program,
Mr. Didarul Anwar, Section Officer

Ministry of Industry

Mr. Baharuddin Ahmed, Deputy Secretary,
Mr. Matiur Rahman, Joint Secretary

Bangladesh Small & Cottage Industry Corporation, Ministry of Industry

Mr. Quazi Muhammad Abdullah, Secretary
*Mr. Md. Masudur Rahman Masud, Deputy Manager

Eastern Tubes, Ltd., Bangladesh Steel Engineering Corp., Ministry of Industry

Mr. A.K.M.R.H. Sarker, General Manager,
Mr. N.G. Dar, Deputy General Manager,
Mr. Mir Murshed Ali, Production Manager,
Mr. Mahmud Sadjat, Senior Protocol Officer

Kohinoor Group of Industries, Bangladesh Chemical Industry Corporation, Ministry of Industry

Mr. Mohammad Masudur Rahman, Executive Director,
*Mr. Capt, A.B.M. Nowsher Alam, Manager, administration,
Deputy General Manager, Chief Accountant, Managers for Quality Control Purchasing, and Marketing.

Tabani Beverage Co., Ltd., Bangladesh Freedom Fighters Welfare Trust, Ministry of Defense

Mr. Abdur Rabb, General Manager,
Mr. Abdur Latif, Administrative Officer,
Mr. Fazlur Rahman, Stores Officer,
Mr. M.M. Faruk Ahmed, Security Officer

Mimi Chocolate Co., Ltd., BFFWT, Min. of Defense

Mr. M.A. Raheem, Manager,
Mr. Syed Mejbahuddin, Asst. Store Officer,
Mr. A.B.M. Shariful Haque, Sales Officer,
Mr. Alauddin Miha, Purchase Officer

Sirco Soap & Chemical Industries, Ltd., BFFWT, Min. of Defense

Mr. A.J. Mahmudur Rahman, Sales Officer,

Mr. M. Abu Tahur, Administration Officer

Seminar at Hotel Sonargaon for ex-participants

*Mr. Ahmad Husain, Consultant, Trade & Industry Policy Project with Arthur D. Little & Harvard Institute of Industrial Development, USA (Financed by World Bank), IACB, Dhaka

*Mr. Mohammad Masudur Rahman, Executive Director, K.G.I., B.C.I.C., Min. of Ind.

*Mr. Shafiqur Rahman Miah, General Manager (Industries), Head Office, Bangladesh Freedom Fighters Welfare Trust, Min. of Defense

*Mr. Syed Siddiqur Rahman, Deputy Secretary, Ministry of Local Government & Rural Development

*Mr. Md. Masudur Rahman Masud, Deputy Manager, Bangladesh Small & Cottage Industry Corporation, Ministry of Industry

Mr. Md. Tohurul Islam, Senior Economic Analyst, Investment Advisory Center of Bangladesh

Bangladesh Steel Engineering Corporation, Ministry of Industry

*Mr. Waseq Al-Azad, Director (Commercial)

* denotes ex-participant

APPENDIX 2

Itinerary (Dhaka)

- Nov. 29th (Thu.) night
Arrival at Dhaka, from Bangkok
Received by Mr. Saito, Embassy of Japan,
Mr. Ezaki, Representative, Dhaka
Office, JICA
*Mr. M. Masudur Rahman, Exec. Director,
K.G.I.,
Mr. Md. Tohurul Islam, Sr. Econ.
Analyst, I.A.C.B.
- Nov. 30th (Fri.) a.m.
-holiday-
Paid homage to Shahid Minnar, Savar, accom-
panied by Mr. Masudur Rahman and Mr. Md. T.
Islam
- p.m.
City Observation, accompanied by Mr. Ezaki, and
Mr. Ishida, Deputy Representative, Dhaka Office,
JICA
- night
Reception, hosted by Mr. Ezaki, Representative,
Dhaka Office JICA, with attendance of Mr. Ishi-
da, Deputy Representative, Dhaka Office, JICA,
and Mr. Ohashi, First Secretary, Embassy of
Japan
- Dec. 1st (Sat.) a.m.
Meeting at JICA Dhaka Office
Mr. Ezaki, Mr. Ishida, and Mr. Mamun
Courtesy call to the Embassy of Japan
Mr. Ohashi, First Secretary
Visit the External Resources Div., Ministry of
Finance
Mr. A.H. Mohiuddin, Asst. Chief, Technical
Assistance Program, and Mr. Didarul Anwar,
Section Officer
Visit the Ministry of Industry
Mr. Baharuddin Ahmed, Deputy Secretary, and
Mr. Matiur Rahman, Joint Secretary
Visit the BSCIC (Bangladesh Small & Cottage

Industry Corporation), Ministry of Industry
Mr. Abdullah, Secretary,
*Mr. Md. Masudur Rahman Masud, Deputy Manager

night Reception hosted by Mr. and Mrs. M. Masudur
Rahman-attended by Mr. Ezaki

Dec. 2nd (Sun.) a.m. & p.m. Visit Eastern Tubes, Ltd., Bangladesh Steel
Engineering Corp Ministry of Industry, Tejgaon
Ind. Area

K.G.I. (Kohinoor Group of Industries), Bangla-
desh Chemical Industries Corporation, Ministry
of Industry, Tejgaon Ind. Area

Tabani Beverage Co., Ltd., BFFWT (Bangladesh
Freedom Fighters Welfare Trust), Ministry of
Defense, Tejgaon Ind. Area

Mimi Chocolate Co., Ltd., BFFWT, Tejgaon Ind.
Area

Sirco Soap & Chemical Industries, Ltd., BFFWT,
Tejgaon Ind. Area

Luncheon hosted by BFFWT, General Manager,
Tabani Beverage Co., Ltd.

night Reception hosted by Mr. & Mrs. Waseq Al-Azad,
Director (Commercial), Bangladesh Steel Engi-
neering Corp.

Dec. 3rd (Mon.) a.m. Seminar for ex-participants, at Hotel Sonargaon

night Reception hosted by the team for all the ex-
participants at Hotel Sonargaon

Dec. 4th (Tue.) a.m. Reported to JICA Dhaka Office

p.m. Leave Dhaka for Cairo

**SUMMARY REPORT BY THE FOLLOW-UP TEAM
FOR JICA EX-PARTICIPANTS OF THE GROUP TRAINING COURSE
IN BUSINESS FEASIBILITY STUDY & MANAGEMENT PRACTICE**

1. Introduction

Being dispatched by the Japan International Cooperation Agency as part of its follow-up program for the ex-participants of the group training course in Business Feasibility Study & Management Practice, the team comprising three members, headed by Mr. Isamu OHARA, Director for International Operations, Chu-San-Ren (Central Japan Industries Association) as mentioned below, arrived at Cairo on December 5, 1984, and left Cairo on December 10, 1984, after completing the follow-up activities.

The team has the pleasure to submit a summary report on the results of its study activities, for the purpose of reference to be made by the authorities concerned in the Government of Egypt.

2. Team Members

- (1) Team Leader: Mr. Isamu OHARA
Director, International Operations,
Chu-San-Ren (Central Japan Industries Association)
- (2) Member: Mr. Noriyuki MURATA
Senior Management Consultant,
Chu-San-Ren (Central Japan Industries Association)
- (3) Member: Mr. Noriaki TATENO
Deputy Head of Training Division,
Nagoya International Training Center,
Japan International Cooperation Agency

3. Objective

The dispatch of this team is primarily aimed at the necessary reviews and assessments, and at its evaluation on the fruits of the training conducted in Japan, by visiting the organizations from which the ex-participants were sent, as well as by personal interviews with ex-participants and with their superiors.

Through such visits and interviews, it is intended that discussion be conducted for the reviews, assessment and the evaluation, with participation of ex-participants to clarify any evaluations/effectiveness of the training program, and for the search of further/newer training needs so far unrecognized, to make improvements possible for this training program that is still on its way of future continuation.

4. Summary of the Follow-Up Activities & the General Impression

While we stayed in Egypt, we conducted;

- interviews with managers of the government organization for selection of participants-nominating departments and ministries,
- interviews with chief executives and managers of 3 participants-sending organizations,
- interviews with 6 ex-participants, individually,
- seminar with 6 ex-participants and their managers of participants-sending organizations.

Out of our discussions in the above, we confirmed the following points, including the requests and, opinions concerning the training program in Japan for its implementation from now onwards:

- (1) The concerned personnel interviewed highly evaluate the results of the training in Japan, expecting at the same time the possible further improvements of the training, and the participants' enrollement expansion to be realized.
- (2) Major reasons for this high evaluation of the training program are:
 - quite practical and application-oriented contents of the curriculum
 - participants are exposed to the reality of Japanese enterprise operations,
 - etc.
- (3) Basic policy of candidate participants' selection in Egypt has been to nominate:
 - 1) senior level officers of wide experiences in the relevant field,
 - 2) such personnel in the position of giving multiplier effect to others

On our part, we consider this selection method right and proper, being in full agreement to the above basic policy.

- (4) Ex-participants are requested, upon their return to Egypt, to report the contents of training to their sending organization. In other words, participants-sending organizations keep the movements of those ex-participants correctly, yet the organization selecting participants-nominating departments and ministries does not make a centralized analysis of the

ex-participants' movements.

The organization selecting participants-nominating departments and ministries confirms that the Follow-Up Team's activities of this time is quite significant, and further requests that brief reporting of ex-participants' current job duties' description is preferable.

- (5) All the ex-participants we interviewed note that they have tried the applications of the majority of training contents, resulting in a number of successful accomplishments.

Further, it has been confirmed that quite a good number of the text materials used in the training have been fully utilized in the performance of their job duties, as in their lecturing and other necessary occasions.

- (6) All the ex-participants acknowledge that this training course has been improved every year, as to its curriculum building, text materials, conduct of the sessions, visiting programs, etc., expecting that they can receive such text materials improved and newly developed. At the same time, they spoke of their strong expectation of getting literatures describing the reality of Japanese enterprise operations and management.

- (7) Those ex-participants who completed this training course, already several years ago, expressed their strong desire of participating any advanced/follow-up training program for 2-3 weeks, to be held in Japan.

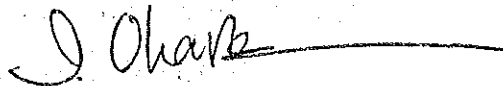
- (8) Concerning candidate participants' nomination, a request has been made to enable the direct communication and finalization between the training program implementation organization and the participants-sending organization, instead of the current Government-to-Government procedures.

Out of any of the above points of discussion, the Follow-Up Team of this time has no authority in its capacity to answer the above-recorded items of (6), (7), and (8). With our capacity, therefore, we will be reporting them as the requests of Egypt to JICA, upon our return to Japan.

The fact that we could interview the majority of the ex-participants, that we could collect the filled out questionnaires from the concerned ex-participants, and from the participants-related organizations, we believe, is all due to the high level of interest being shown to the conduct of this particular training course by all the concerned Egyptian

people, for which we are very much thankful. Our particular gratitudes are due to the valuable cooperations of the ex-participants, their superior officers at authority, and all other government offices, in addition to the special cooperation of JICA Cairo Office, supporting our team operations physically and mentally.

December 19, 1984



Isamu OHARA
Leader of the Follow-Up Team
for JICA Ex-Participants
of the Group Training in Business
Feasibility Study & Management
Practice

5. Brief Descriptions of Ex-Participants Interviewed (as requested)

Mr. Lockman Nour Eldin Helmi Shahin,
General Director, Central Department for Manpower Planning,
Central Agency for Organization & Administration

- ex-participants of Business Feasibility Study & Management
Practice, conducted in 1978, in Japan

He is currently heading the Central Department for Manpower Planning in the Central Agency for Organization & Administration, actively being involved in a series of researches primarily meant for the manpower requirement and its planning of the governmental administration organization, being invited as lecturer in a number of training programs, and in addition, being assigned as general secretary for the Federation of Management Development Associations for the purpose of enlightening the planning personnel in government/public and private sector industries operations specifically in the field of manpower development.

Before the participation of the training in Japan, his work had been the performance rating and staffing needs assessment of the local governments and administration services directorates. In other words, the present work duties being performed by him lie on the extension of the previous assignments, yet in the enlarged and advanced range, wherein the methods and techniques he has obtained from the Japanese training course have been quite useful and helpful in his performance of his work duties after return to Egypt, as he himself frankly admits they are. From time to time, when he appears as lecturer in training program and when he writes any papers in the magazines of the Federation of Manpower Development Associations, as well as in his day-to-day research works, he has been referring to the text materials used in the Japanese training course. In this connection, it can be concluded that he has been quite benefitted by the participation in this particular Japanese training program.

He wants to continue the above efforts, especially in introducing ideas and methods of Japanese management methods to Egypt, through the activities of his official duties and of the Federation of Management Development Associations.

Mr. Mustafa Kamal Mohamed Khamis,
General Director, Central Department for Management Evaluation,
Central Agency for Organization & Administration

- ex-participants of Business Feasibility Study & Management
Practice, conducted in 1979, in Japan

Currently he is heading the Central Department for Management Evaluation in the Central Agency for Organization & Administration, actively being in the seat of planning, co-ordinating, assessing and directing a series of management auditing researches for all the government and public sector operations.

Before the participation of the training in Japan, his work had been work measurement and simplification assessment of trading sector organizations. Upon completion of the training course in 1979 until now, he has fully utilized what he has acquired in the training, successfully having added to him the so far built-up experiences and the knowledge, resulting in the assignment of the current position. Further, he has co-authored the books: "Theory & Practices of Performance Rating", and "Work Performance Rating-Method of Evaluation", which are nothing but his continued interest in this particular field of management evaluation. At his present post, naturally the range of his work duties has expanded as in the above description.

At this moment, he is proposing his ideas of translating some useful papers and thesis of Japanese management practices into Arabic, so as to propagate the Japanese management methods to Egypt. It is expected that continuation of his interest in this particular efforts would greatly contribute to the further depth of his duties performance, consequently to the development of Egyptian operations of government and public sectors, and eventually to the private sectors, too.

Mr. Farouk Saad Khafagy,
Economic Expert, Central Department for Research & Economic Studies,
General Organization for Industrialization

- ex-participants of Business Feasibility Study & Management
Practice, conducted in 1981, in Japan

His current work duties as Economic Expert are quite extensive in the government administration for development and promotion of industrialization, especially for the preparation of industrial projects planning to be incorporated in the 5-Year Economic Plan of the country. They include his evaluation on the feasibility study papers, his involvements in the feasibility studies as well, and further in the formulation of industrialization policies in the Economic Plan.

After he completed his training in Japan in 1981 until now, he has accomplished the work of feasibility studies as many as 10 projects, wherein he has fully utilized the methods and techniques he has studied in Japan, to have added to his already built-up career of being a feasibility study expert. With such experiences further expanded, he was sent to Italy, for advanced studies in marketing and relevant subject matters of feasibility study. In other words, the training opportunities given to his expertise have been quite timely enough, both in Japan and recently in Italy, resulting in his energetic behavior, active enough in his work duties performance. In this sense, it is considered that his future is quite promising and that the training in Japan must have contributed greatly to his achievements in good numbers.

Mr. Mohammed Abd Allah Sayed Ahmad,
External Purchase Specialist, Purchase Department,
Central Department for Administrative & Financial Affairs,
General Organization for Industrialization

- ex-participants of Business Feasibility Study & Management
Practice, conducted in 1983, in Japan

His current job duties includes:

- preparing calls for international tender documents, including terms of payment and all that affects the costs of new project implementation,
- studying and evaluating the tenders, from financial point of view, in order to select the best,
- concluding contracts with the successful bidder,
- others as related to the above.

In other words, he is involved in the procedures of planning and executing the industrial programs for public sector companies and also for private sector projects, in the context of the above job duties.

In view of the subject matters taken up in the training course in Japan, he is positively on his way of applying whatever studied and obtained in Japan, for reason that his work environments and the job duties are by their nature such close to the contents of training. It is told that quite a number of achievements have been accomplished in his career, thus contributing to the performance of the General Organization for Industrialization, further to the planned industrialization of Egypt. It is expected that the build-up of his career as such will attain "multiplier effect" purpose of the training not only within the purchase department but also extensively in whole setup of the General Organization.

Mrs. Tayseer Mohamed Makhloof,
Manager for Financial Management Consultancy,
Institute of Management Consultancy, Productivity & Vocational
Training Department

- ex-participants of Business Feasibility Study & Management
Practice, conducted in 1983, in Japan

This Institute of Management Consultancy, Productivity & Vocational Training Department exclusively handles the management consultation and training activities in the whole fields of industrial management, i.e. marketing, financial control, production management and personnel administration. Currently she is heading the Financial Management Consultancy specialists in the expertise service operations of the Institute.

Upon completion of her training in Japan in 1983 until now, she has fully utilized what she has acquired in the training course, successfully having added to her the so far built-up experiences and the knowledge, resulting in the assignment of her current position.

At this moment, she is setting up the operation efficiency indicators for cost reduction by means of cost analysis and value analysis, to apply them to the services by her teams of specialists. It is in this way that the training opportunity in Japan have been contributing to the buildup of her career, with the promising future achievements being greatly expected.

Mr. Abdel Wahab Mohamed Abdel Meguid Khafagy,
Manager for Economic Research Administration,
Division of Productivity Affairs,
Productivity & Vocational Training Department

- ex-participants of Business Feasibility Study & Management Practice, conducted in 1984, in Japan

His current work duties includes:

- lecturing in training programs for financial control, costing, marketing, PERT application, budgeting, business feasibility studies, and management practices,
- joining management consulting operations to the industrial companies for solution of a number of operational/managerial problems in terms of financial liquidity, marketing, productivity,
- controlling and supervising the administration of research works in the Division,
- preparation of monthly report about the performance of the economic research administration,
- evaluating the subordinates work duties performance.

In 1971, he has completed a training by the ILO fellowship in Turin, Italy, for the study of Systems Analysis and Computer Applications. This time of participation in the training in Japan is the 2nd. In view of the subject matters taken up in the training course in Japan, he is now under contemplation of applying whatever studied in Japan, for reason that his work duties are close enough to the training contents. It is expected that quite a number of achievements will be accomplished in his research administration, taking advantage of the opportunity given to him for training in Japan.

Appendix 1

List of Personnel Interviewed (marked * are ex-participants)

Ministry of Foreign Affairs

Mr. Syed Kandil Mohamad,
Head of Asia Section, Cultural & Technical Cooperation

Mr. Monir Hamdy,
Asian Section

Ministry of Industry

Mr. Mahmoud Sami Darwish Elyazi,
Undersecretary of State, Foreign Affairs Department

Mrs. Fatma Abdel Kader,
Director, Foreign Affairs Department

Central Agency for Organization & Administration

Dr. Hassan Tewfik,
President

*Mr. Lokman Nour Eldin Helmi Shahin,
General Director, Central Department for Manpower Planning

*Mr. Mustafa Kamal Mohamed Khamis,
General Director, Central Department for Management Evaluation

Mrs. Bahiga Bahgat Helmi,
General Director, Foreign Relations Department

Mr. Muftah Galal,
Assistant to the President

Productivity & Vocational Training Department, Ministry of Industry

Mr. Mohamed Ahmed Roushdy,
Undersecretary of State, Chairman

Mr. Ali, Shalabi,
General Manager

*Mrs. Tayseer Mohamed Makhloof,
Manager for Financial Management Consultancy,
Institute of Management Consultancy

*Mr. Abdel Wahab Mohamed Abdel Maguid Khafagy,
Manager, for Economic Research Administration,
Division of Productivity Affairs

Mr. Maher Mahmoud Elsherif,
Financial Consultant, Insitute of Management Consultancy

General Organization for Industrialization

Mr. Hamed Shawky,
Chief Manager, Central Department for Research & Economic Studies

*Mr. Farouk S. Khafagy,
Economic Expert, Central Department for Research & Economic
Studies

Mr. Mostafa Safwat El-Asaly,
Undersecretary of State, Central Department for Administrative &
Financial Affairs

*Mr. Mohammed Abd Allah Sayed Ahmad,
External Purchase Specialist, Purchase Department,
Central Department for Administrative & Financial Affairs

Mr. Saad E. I. Imam,
Undersecretary of State, Central Department for Foreign Agreements

Mrs. Faika Sedky,
Chief Manager, Implementation & Agreement Department,
Central Department for Foreign Agreemtn

Mr. Shaker Sherif,
Chief Manager, Training

Mrs. Samiha Osman Ahmed,
Manager, Training

Appendix 2

Itinerary (Cairo)

December 5 (Wed.) Arrival at Cairo, from Dhaka

Received by Mr. Mohamed Diaa EL Din, Cairo Office, JICA
Mr. Lokman, Central Agency for Organization
& Administration
Mr. Mustafa Kamal, Central Agency for
Organization & Administration
Mr. Abdel Wahab Mohamed Abdel Meguid Khafagy
Productivity & Vocational Training Department
Ministry of Industry

Itinerary Orientation given by,
Mr. Matsuura, Cairo Office, JICA
Mr. MohamedDiaa, Cairo Office, JICA

December 6 (Thu.) Visited - Ministry of Foreign Affairs
Asian Section, Cultural & Technical
Cooperation Department

- Embassy of Japan
Mr. Masaaki Noguchi, Minister
Mr. Hironobu Yasumura, First Secretary

- Cairo Office, JICA
Mr. Junsau Koizumi, Representative of
JICA in Egypt
Mr. Matsuura

December 7 (Fri.) Holiday

December 8 (Sat.) Visited - Ministry of Industry
Foreign Affairs Department

- Central Agency for Organization &
Administration, Nasr City

December 9 (Sun.) Visited - Productivity & Vocational Training,
Ministry of Industry, Dokky

- Institute of Management Consultancy,
Productivity & Vocational Training
Department, Aguza

- General Organization for Industrialization,
Ministry of Industry, Garden City

Seminar held at Aman Hotel
Reception hosted by the team at Aman Hotel

December 10 (Mon.) Left Cairo for Tokyo

報告書後記

「工業開発計画実務集団研修コース」の第一回が国際協力事業団名古屋国際研修センターにおいて実施されたのは昭和49年のことである。

それから11年の年月が流れ、この間31ヶ国から148人の研修員を迎い入れた。

本コースはこの間一貫して、マネジメント団体である社団法人中部産業連盟がこれを受託し実施して来たが、受託者としては唯ひたすら誠意をもって実施するだけで、研修受入側がこれをどのように評価し、研修修得事項を業務に有効適用しているかは、皆目分からず若干の帰国研修員が気まぐれに書き送ってくれる手紙が唯一の情報源であった。

より良い研修を実施するには何と言ってもまず「情報」が必要である。主要講師陣が現地を体で感じておくことが必要である。しかし、これは長い間満たされない願いであった。だから私達は、名古屋国際研修センターの推薦で本コースの現地フォローアップ調査の件が決定したと知った時狂喜した。

現地指導調査は思いもかけぬ歓迎に恵まれ誠にスムーズ、効果的に進めることができた。ここにその成果を報告をできたことは、研修コース受託者/現地指導・調査者として望外の慶びとするところである。

本指導・調査に関しては、初期の計画段階から報告書作成完了に至るまで、名古屋国際研修センターの多くの方々のご指導ご協力を頂き、また現地調査実施に際しては、JICA現地事務所の皆様方のご親切なコーディネーションとご案内を賜った。

ここに紙面を借りて関係者の皆様方に厚く御礼申し上げる次第です。

特にご指導・ご協力いただいた皆様方

国際協力事業団 名古屋国際研修センター	所長	杉山 亨 造
	研修課長	河西 孝 信
	研修担当	鯨 秀 信
コロンボ事務所	所長	池田 嘉 弥 Mr. ルシアン
ダッカ事務所	所長	江崎 政 久 石田 幸 男 Mr. マムーン
カイロ事務所	所長	小泉 純 作 松浦 正 三 Mr. デイア
研修事業部	管理課	神谷 克 彦

(大原 記)

JICA