

**SUMMARY REPORT
BY
THE FOLLOW-UP TEAM
OF THE GROUP TRAINING COURSE
ON
DESIGNING AND IMPROVEMENT OF PRODUCTION SYSTEM**

ARAB REPUBLIC OF EGYPT

CONTENTS

- 1. OBJECTIVES**
- 2. PERIOD**
- 3. MEMBERS**
- 4. SCHEDULE OF THE FOLLOW-UP TEAM**
- 5. INSTITUTIONS THE TEAM VISITED**
- 6. SUMMARY IMPRESSION OF THE TEAM**

1. OBJECTIVES

The objectives of this follow-up team are as follows:

- (1) To evaluate the course by conducting the research on how much the result of the training is applied and how it affects to the field concerned in respective countries.
- (2) To research the overall of this training field in the countries the team will visit, thus to seize the problems and needs in respective countries.
- (3) To improve the JICA's future training program on designing and improvement of production system

2. PERIOD

From February 8 to 11, 1998 (EGYPT)

3. MEMBERS

- Team Leader:** **Mr. Naotaka SAWADA**
Senior Management Consultant
Chu-San-Ren Research Institute of Management
Central Japan Industries Association
- Technical Adviser:** **Mr. Tatsuya KAJIKAWA**
Senior Management Consultant
Chu-San-Ren Research Institute of Management
Central Japan Industries Association
- Coordinator:** **Mr. Mikiya SAITO**
Training Officer,
Nagoya International Training Center,
Japan International Cooperation Agency

4. SCHEDULE OF THE FOLLOW-UP TEAM (EGYPT)

Feb. 6, 1998 (Fri)	Arrival
Feb. 7, 1998 (Sat)	Summary and Preparation
Feb. 8, 1998 (Sun)	JICA Office PVTD, Ministry of Industry (Productivity and Vocational Training Department), Ministry of Foreign Affairs
Feb. 9, 1998 (Mon)	MICAR(Misr Engineering & Tool Co.) Industrial Design Development Center
Feb. 10, 1998 (Tue)	AOI, Aircraft Factory Mechanical Precision Co. Management Development Center For Business Sector, (Ministry of Public Enterprises)
Feb. 11, 1998 (Wed)	Technical Seminar Luncheon Party Embassy of Japan
Feb. 12, 1998 (Thu)	Departure for Japan

5. INSTITUTIONS IN EGYPT THE TEAM VISITED

- (1) PVTD(Productivity and Vocational Training Department),
Ministry of Industry
- (2) Ministry of Foreign Affairs
- (3) MICAR (Misr Engineering & Tool Co.)
- (4) Industrial Design Development Center
- (5) AOI, Aircraft Factory
- (6) Mechanical Precision Co.
- (7) Management Development Center For Business Sector,
Ministry of Public Enterprises

6. SUMMARY IMPRESSION OF THE TEAM

The follow-up team visited four governmental organizations (training, consultation, ministry), three state-owned enterprises. We were able to meet eleven ex-participants of this training course.

6-1. Current Situation and Problems of Manufacturing Industry in EGYPT

- (1) We visited state owned enterprises. In factories and workshops, there is still room for improvement in orderliness and cleanliness but,
- (2) The factors effecting quality and productivity are now well recognized in management and control system. Therefore, the potential for productivity and quality improvement is high.

6-2. Evaluation of the Training Course by the ex-participants. (Refer to attached detail summaries for detail evaluation)

- (1) Those who are teaching or consulting in their works, are utilizing what they had learnt in the training course. They have translated text materials into Egyptian language.
- (2) Other participants who attended this training course has applied for their works, for example, for TOOL course participants, they actually manufactured jigs and tools to increase productivity and quality.
- (3) The most difficult portion is to implement continuous improvement or new production system in company level.

6-3. Training Needs Identified

- (1) The implementation of production system or related subjects would be very beneficial to be included in the course.
- (2) Short training course (1-2 weeks) may be offered for the top managements to understand the importance of the Japanese approach of management for continuous improvement.

(3) For upgrading the training course, each respective subject in the course shall contain lectures, exercises, and company visits to help participants to understand the subjects.

6-4. Other Comments

(1) Personnel in the visited organizations mentioned that they need computer application for production management or other management control.

(2) In Egypt, people are willing to learn more advanced knowledge, but actual level of implementation may have to start from fundamentals.

(3) There are many organizations providing service for industry in Egypt, and their role in developing industry are increasing. In this sense, it would be effective for Egypt to make strenuous assistance to these organizations continuously.

Thank you very much.

Detail Impression of Visits in Egypt

Feb. 8, 1998 AM

**PVTD (Productivity and Vocational Training Department),
Ministry of Industry**

(1) Mr. Mohamed A. Ibrahim

(2) Mr. Samir Mohamed EL Shamy (1996 Ex-participant of PS)

**(3) Mr. Dawood Nazeem Dawood (Ex-Participant of Productivity
Management)**

1. Organization Profiles

- (1) Main operations, Vocational training and productivity improvement & management development
56 vocational training centers in Egypt,**
- (2) 5,000 workers (including 60 specialists)**
- (3) Up to 4 years ago, this organization was concentrated only on public sectors, but now including private sectors.**

2. What he transferred to Egypt from attending the training course in Japan.

- (1) He transferred about TQM, Kaizen, 5S, 7 tools by translating materials into Arabian language.**
- (2) He actually conducted lectures on these subjects.**
- (3) This implied that he could learn about those subjects through lectures, exercises and company visits.**

3. His suggestions for improvements of this training course:

- (1) To have more detail about JIT (Just in Time) and PM (Productive Maintenance). Especially he wanted to have more detail written material.**
- (2) More company visits or practical applications to must be included.**
- (3) More computer applications for control or management system.**

4. Other training needs

- (1) ISO 9000 and ISO 14000 related subjects**
- (2) Management training for SME.**

Feb. 9, 1998 AM

MICAR (Misr Engineering & Tool Co.)

- (1) Chairman, Mr. Ahmed Abd. Elghaffar Ismail
- (2) Member of the Board, Mr. El Sayed A. Abd El Hak
- (3) General Manager of design & development, Mr. Mokhtar Tawfik Saad (1987 Ex-participant of TOOL)
- (4) General Manager of Planning, Mr. Adel Ahd-El Moneim Ahmed (1983 Ex-participant of TOOL)

1. Company profiles

- (1) About 1,300 workers one month ago, but now about 1,100 workers
- (2) Four divisions, divided into Minibus & Fire-fighting vehicles, Trailer, Box & tanks, and Others.
- (3) Privatization is planned within 2 years.
- (4) Minibus production 2 per day, Fire-fighting vehicles 15 per month.

2. Factory observations

The following items or systems can be implemented or improved:

- (1) PM (Productive maintenance)
- (2) 5S and Layout efficiency (IE application)
- (3) Tools can be improved (even though participants improved by making important jigs for welding after he came back from Japan).
- (4) Set up improvement (Reduction of set-up time)
- (5) Work improvement (IE application)

3. Suggestions for Improvement, and Comments (TOOL)

- (1) The level of the participants should be the same. Some participants had difficulty of understanding what was covered in the course.
- (2) The course spent too much time for lectures, so more practical and company visits should be appropriate. (This problem had been solved to some extent.)
- (3) Participants improved jigs and tools for production such as welding jigs after they came back from Japan.

4. Training Needs

- (1) Computer application of planning and designing of the system
- (2) Technical trainings for foreman of welding, painting, etc.

5. Factory Observation

- (1) Overall factory conditions remains some improvements (dust, mess

procedures, orderly control).

--> visual management, 5S, work-in-process control to be improved.

- (2) Many workers are working in the factory, but not effective.
- (3) Processes can be reviewed and improved to eliminate waste and increase value added, for example, workers are painting after assembling, instead of assembling after painting.

Feb. 9, 1998 PM

Industrial Design Development Center

- (1) President, Mr. Fawzy Zein Eldien Elkahwagy**
- (2) General Manager, Mr. Mohamed Abd El-Bassir (1981 Ex-participant pf TOOL)**
- (3) General Manager, Mr. Samir Ahmed El Sayed**
- (4) General Mangeer, Mr. Mahamed Mazen**
- (5) Manager, Mr. El Melegue Anwar (1988 Ex-participant pf FM)**
- (6) Manager, Mr. Mohamed Tawfik Abd El Salam (1989 Ex-participant of FM),**
- (5) Manager, Mr. Hussein Ahmed Megahed (1990 Ex-participant of FM)**

1. Center Profiles

- (1) Established in 1968.**
- (2) About 450 workers (220 specialists, engineers and technicians)**
- (3) About 80 regular training programs per year.**
- (4) Three areas of activities, workshop, training, and consultation.**
- (5) Workshops are in tooling, heat treatment, general mechanical, welding, ceramics, carpentry, electroplating, and computer.**
- (6) This organization provides consultation on the subjects of layout planning, industrial design, material handling, preventive maintenance, quality system including ISO 9000 quality system.**

2. Workshop Observation

- (1) Have many kinds of facilities available**
- (2) Have an important role in developing industrial sector in Egypt, and it needs followings**
 - (i) Facilities are relatively old and needs well maintenance.**
 - (ii) Facilities are waiting for upgraded.**
 - (iii) Keep workshops in good condition.**

3. Participants' comments on the course

- (1) Mr. Mohamed, Factory visits were useful.**
- (2) Mr. El Meligi, more detail on heat treatment, measurement instruments.**
- (3) Mr. Abd El Salam, cost reduction was beneficial, so could have more time to learn in the course. He proposed to increase more on IE and productivity management. (These subjects had been improved.)**
- (4) Mr. Megahed, it was useful on the subjects of tooling, cost management, TQC, JIT, ZD, quick tool change.**
- (5) More practical applications and company visits are recommended.**

4. Training Needs

- (1) The subject of marketing, computer application for management.
- (2) Management seminar for the higher management for 1 to 2 weeks.

Feb. 10, 1998 AM

AOI, Aircraft Factory

- (1) R&D Director, Member of Board, Mr. Sami Girguis**
- (2) Planning Engineer of JIG & TOOL, Mr. Osman Saleh Aly, (1992 Ex-participant of FM)**
- (3) Design Engineer of JIG & TOOL, Mr. Tarek Abd Elnaby Eshmawy , (1992 Ex-participant of FM)**

1. Factory Profiles

- (1) About 3,200 workers.
- (2) ISO 9002 for production of aircraft fuel drop tank, was certified in Nov. 7, 1996 by Tuv.
- (3) This company is not assembling aircraft any more. Products are mobile medical vehicle, small truck assembling, industrial waste water treatment equipment, sewage plants, water distillation plant, and die & mould.
- (4) No standardized product except small truck.

2. Factory Observation

- (1) There is still room in improving working conditions.
- (2) Possible improvement area: Handling, place to put (5S), tool control, preventive maintenance, part control before assembling, work-in-process control, product or material identification control.
- (3) Tooling factory has some latest facilities, NC milling, EDM, wire cutting machine, NC boring machine, CAD system, which can produce high quality products.

3. Participants' Comments on the training course

- (1) More company visits were beneficial.
- (2) Some management system, TQM, handling, JIT were translated.
- (3) Handling was improved in Tool factory for die and mould after they came back from Japan.
- (4) More practices, simulation, exercise are helpful. Lecture itself is not sufficient.

4. Training Needs

- (1) More specific technical need in extrusion of aluminum. (押出成形)
- (2) Design and planning of die.

Feb. 10, 1998 PM

Egyptian Mechanical Precision Industries Co.

- (1) General Manager of Planning, Mr. Eisayed Ahmed Sif Al-Din, (1986 Ex-participant of TOOL),**
- (2) Director of Technical Office, Ms. Mariam El-Desouki**

1. Company Profiles

- (1) About 1,600 workers, sales of 30 million LE.
- (2) In next 2 years, privatization is planned.
- (3) Products: Abrasive paper, grinding wheels, carbide tips, crown cap, locks, pad locks, hinges, bath fittings, spark plugs, and printing metal sheets.
- (4) Sales of 30 million LE.
- (5) Spark plug factory is planning to be certified ISO 9002 by May 1998.

2. Factory Observation

- (1) There is still room in improving working conditions.
- (2) Some factory has no operations, because of sufficient finished product inventory.
- (3) Possible improvement areas are as follows:
 - Layout
 - Handling
 - 5S and visual management
 - Work efficiency
 - Standardization
 - WIP and inventory control

3. Participant's comments for the course.

- (1) Refer to questionnaires returned.

4. Training Needs

- (1) Marketing
- (2) New Product Development

Feb. 10, 1998 PM

**Management Development Center for Business Sector,
Ministry of Public Enterprises,**

- (1) First Undersecretary & MDCI Director, Dr. Ahmed Sabri Lasheen (1975 x-participant)**
- (2) Dr. Mossaad Hegazy**
- (3) Mr. Osama Abd El Aty Shendy**

1. The MDC Profiles

- (1) Role is not only industrial sector, but also for other business sectors as well.**
- (2) Training in the fields of production management, marketing, HRD, financial management, information system, etc. The duration of the trainings are from three weeks to nine months which is focused on top management.**
- (3) Consultation including ISO 9000 certification. One year ago, The center started TQM to teach, 17 companies are already certified. 28 more companies to be certified. It has been two years since applied for the sugar company. Many projects are incorporated with international countries through training courses.**
- (4) Research projects.**
- (5) 20 permanent experts, and other experts are based on the needs from professionals and professors.**
- (6) Public enterprises were reduced 317 companies to 250 companies. According to the Director, all the public sector business has more liberty to manage the operation, they are independent, the government is not controlling those organizations.**

2. Other findings

- (1) This center has trained higher management of each business sector. And let those managers to formulate the action plan for their organization, then the center is planning to follow up the action plan formulated by those managers. In this sense, the role of this organization is very important.**
- (2) There is a dispatching program for lecturer and expert in the center which is aiming to acquire overseas knowledge. In this connection, it must be fruitful for them to participate in JICA training course in management subject.**

How to Implement ISO14001 Standard

February 1998

CONTENTS

1. Definition and benefits of Environmental Management System
2. Key points in understanding and constructing EMS
3. Snapshot of ISO 14001 standard

Tatsuya KAJIKAWA

**CHU-SAN-REN, NAGOYA, JAPAN
JAPAN INTERNATIONAL COOPERATION AGENCY**

1. Definition and benefits of Environmental Management System

Definition of Environmental Management System

‘The part of the overall management system that includes organizational structure, planning activities, responsibilities, practices, procedures and resources for developing, implementing, achieving, reviewing and maintaining the environmental policy’

(ISO 14001 3. Definitions 3.5 environmental management system)

1

Major potential benefits of Environmental Management System

1. Lower risk of costly accidents through prevention measures
2. Exploring business opportunities for environment-related business
3. Protection of rare natural resources with reduced costs
4. Expediting process for certification of governmental regulation
5. Improving relationship between industries and government
6. Maintenance of access to environmentally-discerning customers
7. Increased acceptance of company by local community
8. Easier access to capital market

2

The ISO 14000 Series of Environmental Management Standards	
14001	Environmental Management Systems -Specification with Guidance for Use
14010	Environmental Auditing Standards (14011, 14012)
14020	Environmental Labelling Standards
14030	Environmental Performance Evaluation
14040	Life Cycle Assessment
14050	Terms and Definitions
14060	Product Standard Guide
14004	Environmental Management Systems - General Guidelines on Principles, Systems and Supporting Techniques

3

2. Key points in understanding and constructing EMS

Key points in understanding EMS
1.Continual Improvement through PDCA Cycle
2.Significance of Environmental Impacts Evaluation
3.Linkage of Significant Environmental Aspects to Targets & Objectives and Environmental Management Programs

4

Key points in constructing EMS

1. Extensive study on EMS prior to kick-off of the project
2. Full understanding of ISO 14001 standard
3. Integration of EMS documents into existing ISO 9000
4. Provision of training for employees' commitment
5. Carefully designed planning of the project

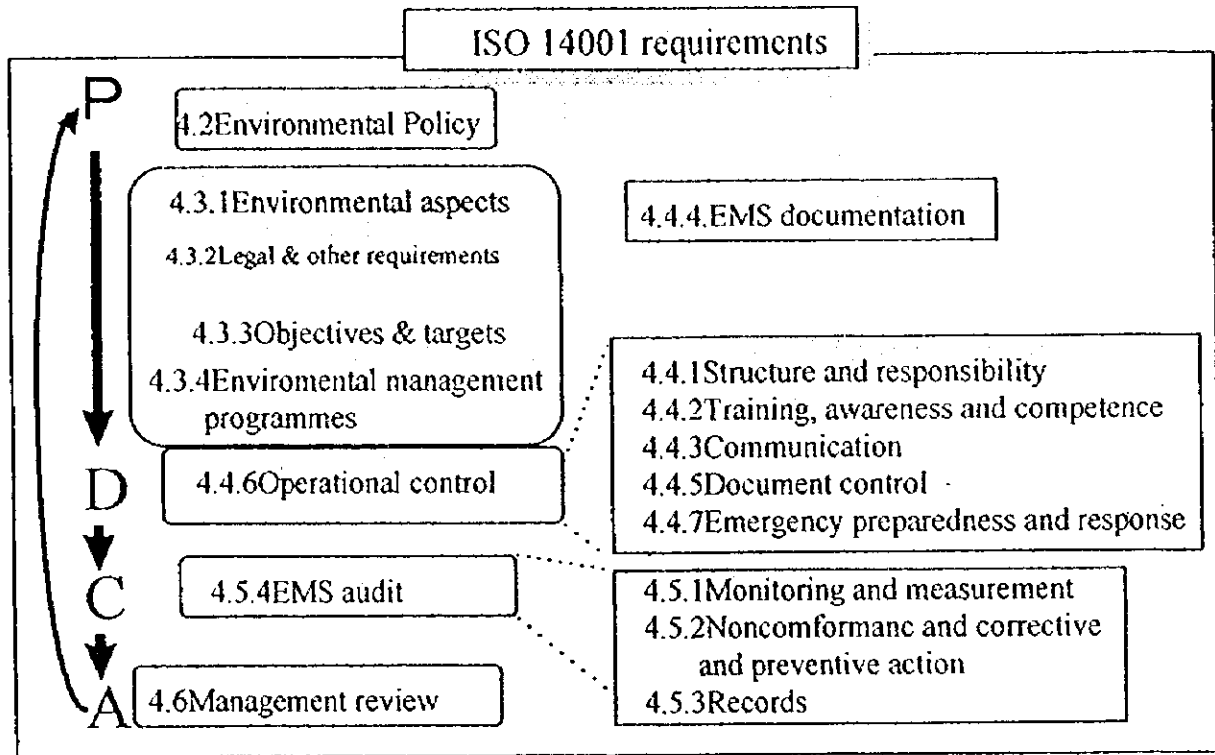
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Extensive study on EMS prior to kickoff of the project

1. Identifying benefits of EMS in strategical viewpoint
2. Integration of EMS into existing management system
3. Allocation of budget and personnel to the project
4. Enhancing motivation of people concerned

6

3. Snapshot of ISO 14001 standard

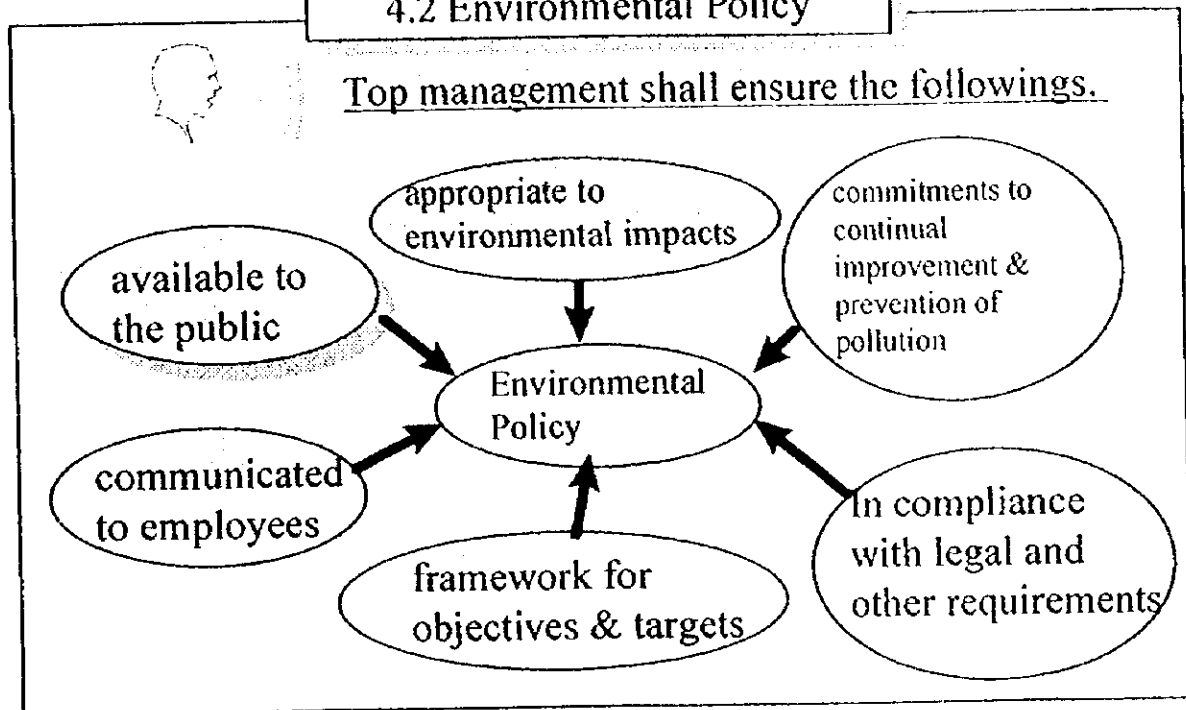


7

Hierarchy of ISO 14001 major requirements	
4.2 Env.policy	We will minimize waste.
4.3.1 Env. aspects	Waste identified as significant env. aspects
4.3.3 Objectives & targets	We will reduce our waste to less than 215t this year.
4.3.4 Programmes	Efficient use of materials and promotion of 5S [segregation between waste and recyclable materials]

8

4.2 Environmental Policy



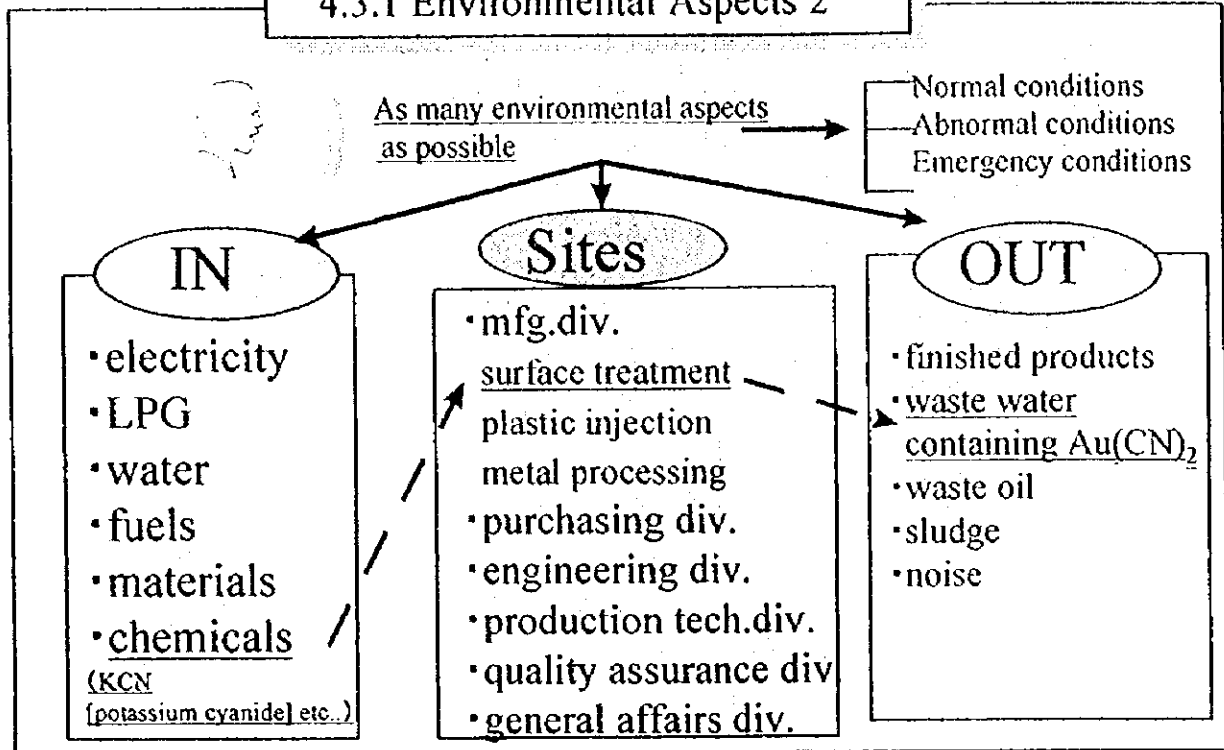
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4.3.1 Environmental Aspects 1

- 1.As many environmental aspects as possible
- 2.Normal & abnormal operating conditions and emergency conditions
- 3.Associations of environmental aspects with other requirements, such as environmental policy
- 4.Objective logics of significant environmental aspects identification procedure
- 5.Procedure for evaluating the environmental impacts of new projects

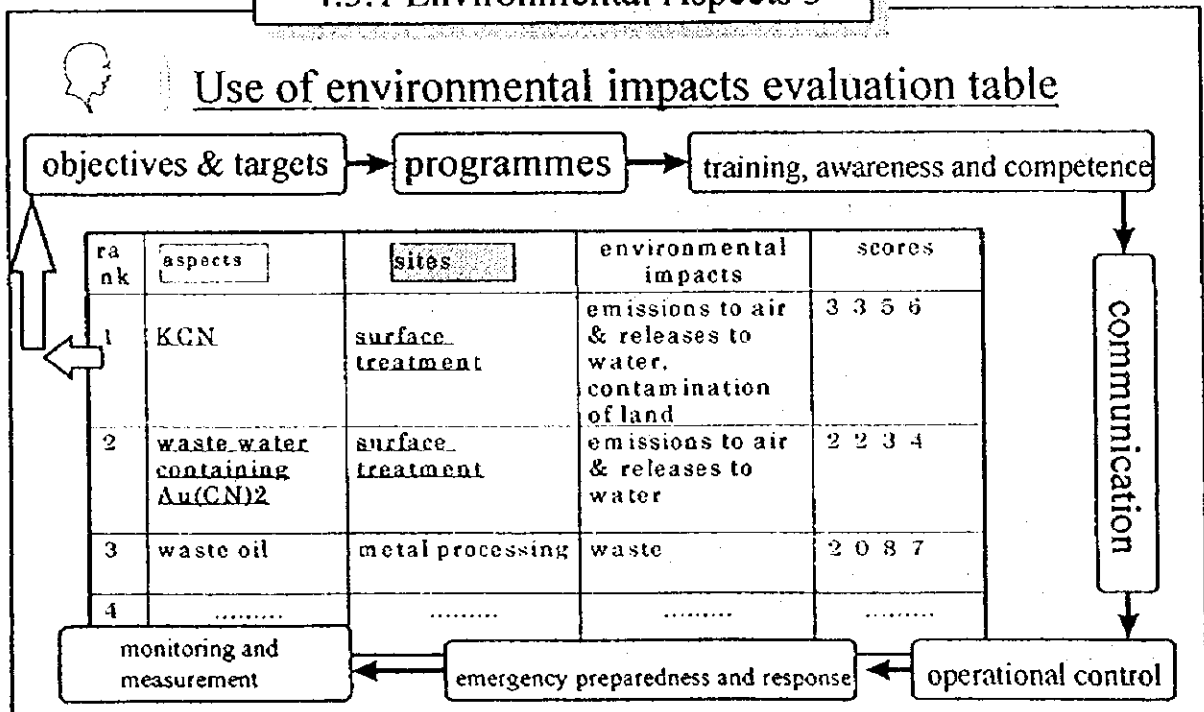
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4.3.1 Environmental Aspects 2



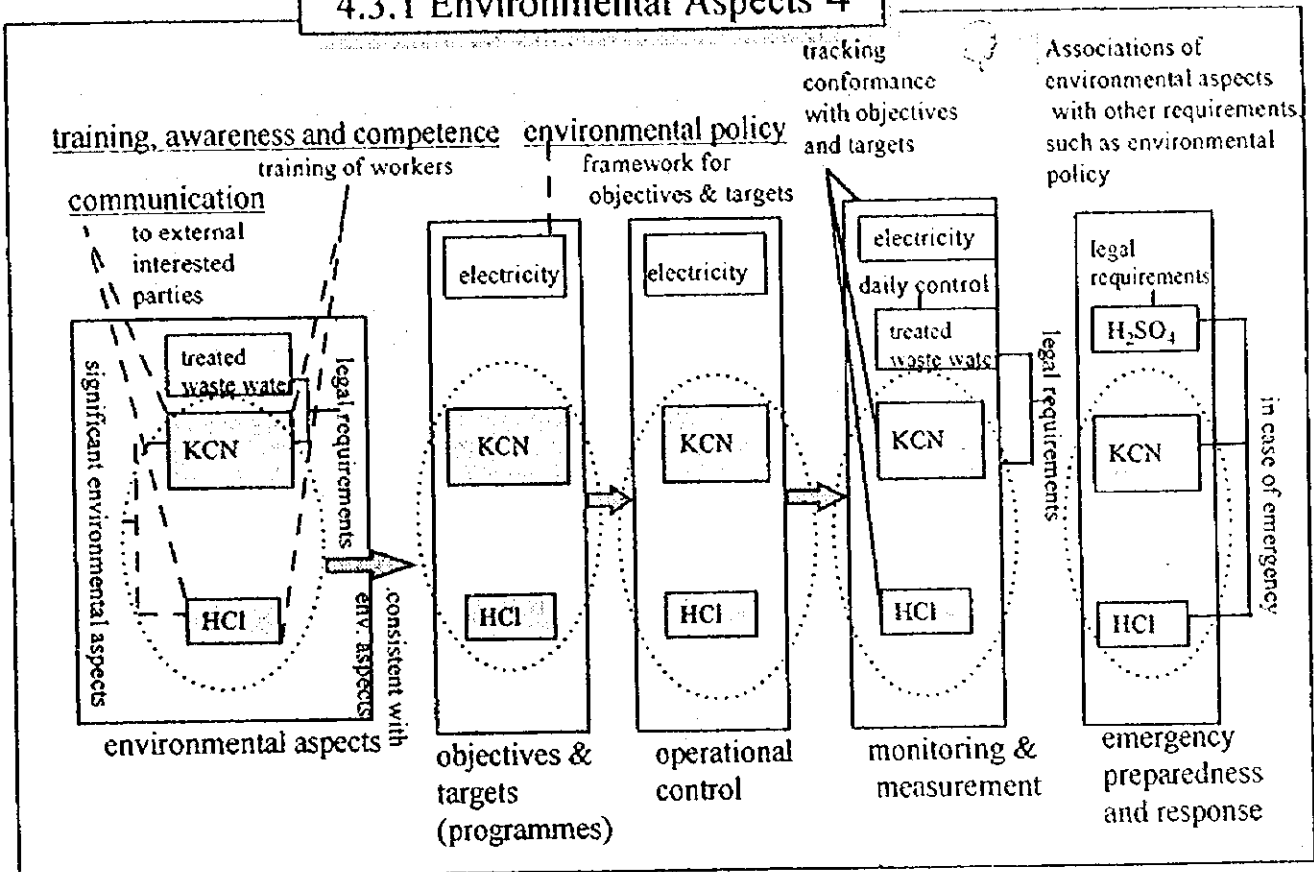
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4.3.1 Environmental Aspects 3



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4.3.1 Environmental Aspects 4



13

4.3.1 Environmental Aspects 5

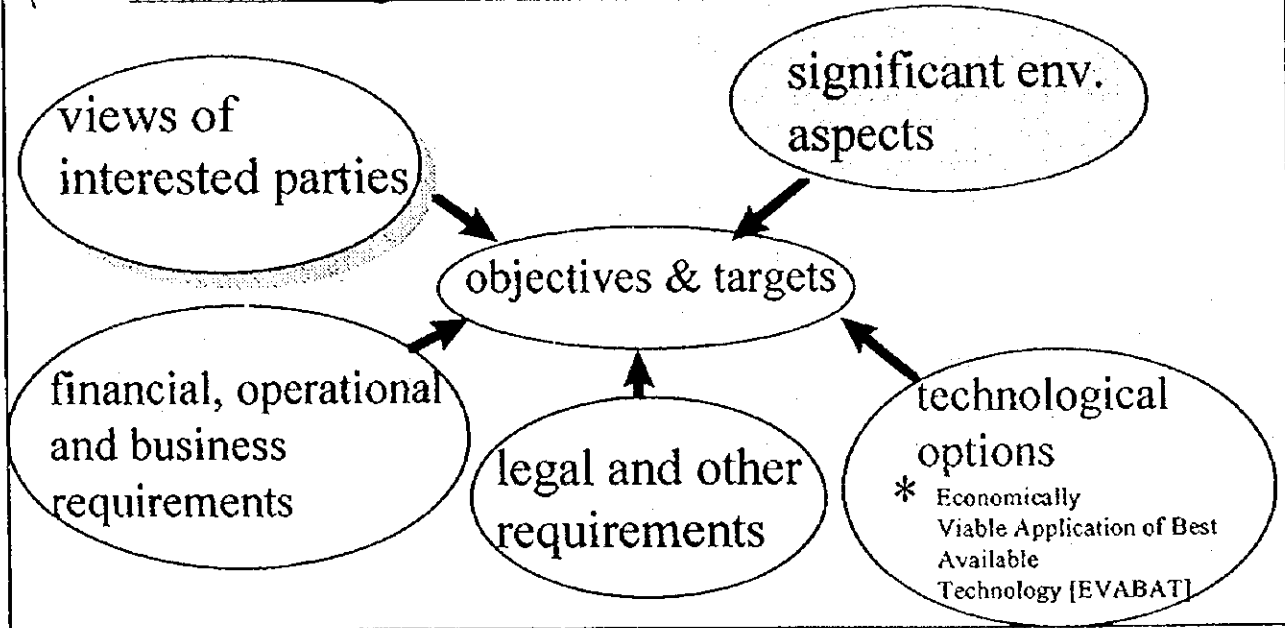
Objective logics of significant environmental aspects identification procedure

Evaluation yardstick			
	3 points (significant impact)	2 points (moderate)	1 point (minor impact)
exhaust emission	10,000m ³ /h or more	1,000m ³ /h or more, less than 10,000m ³ /h	less than 1,000m ³ /h
drainage	2,000m ³ /day or more	50m ³ /day or more, less than 2,000m ³ /day	less than 50m ³ /day
waste	5,000 kg /month or more	500 kg /month or more, less than 5,000 kg /month	less than 500 kg /month

14

4.3.3 Objectives & targets 1

The followings shall be considered.



15

4.3.3 Objectives & targets 2

Env.aspects are used to set objectives and targets

consideration	targets
Env.aspects	reducing waste to less than 215t this year
Env.aspects	3% improvement on energy consumption ratio (energy cost/total mfg. cost)
interested parties	reduction of vehicle NOX :vehicle mileage 52 thous. km

16

**ISO9000
and
Globalization of TQM**

February 1998

C O N T E N T S

1. TQM Influence in ISO9000 Modification
2. TQM Declaration
 - 2-1. TQM Model
 - 2-2. Environmental Background of Changes
3. Globalization of TQM
 - 3-1. International Environment Considerations
 - 3-2. Principles in Global Approach

NAOTAKA SAWADA

**CHU-SAN-REN, NAGOYA, JAPAN
JAPAN INTERNATIONAL COOPERATION AGENCY**

1. TQM Influence in ISO9000 Modification

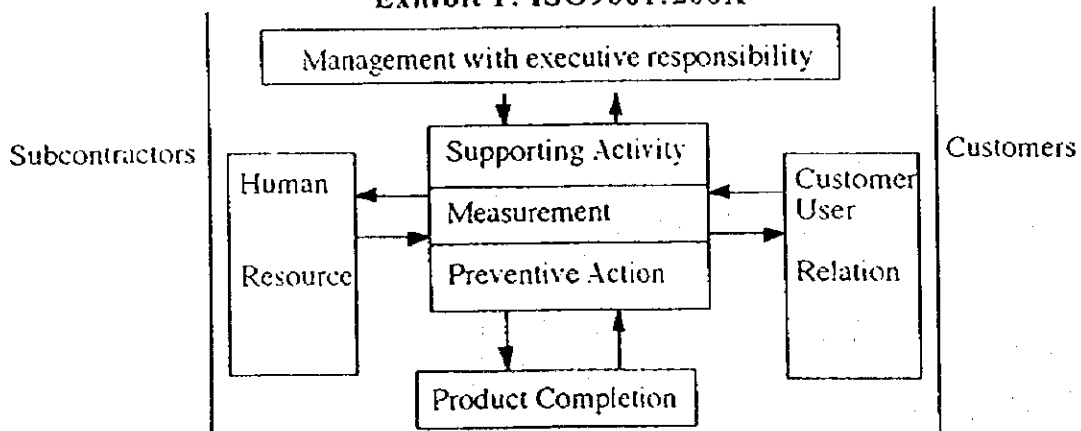
ISO9001:1994 Requirements

- 4.1 Management responsibility
- 4.2 Quality system
- 4.3 Contract review
- 4.4 Design control
- 4.5 Document and data control
- 4.6 Purchasing
- 4.7 Control of customer's supplied product & test equipment
- 4.8 Product identification and traceability
- 4.9 Process control
- 4.10 Inspection and testing
- 4.11 Control of inspection, measuring & test equipment
- 4.12 Inspection and test status
- 4.13 Control of nonconforming product
- 4.14 Corrective and preventive action
- 4.15 Handling, storage, packaging, preservation & delivery
- 4.16 Control of quality records
- 4.17 Training
- 4.18 Servicing
- 4.20 Statistical techniques

In 200X, ISO 9001 may become as such,

- 1. Management with executive responsibility
 - a) Policy
 - b) Purpose
 - c) Management representative
 - d) Management Review
- 2. Process Control
 - 2-1. Process and Document
 - a) Structure of process
 - b) Responsibility & authority
 - c) Document
 - 2-2. Human Resources
 - a) Ability
 - b) Education and qualification
 - c) Education and Training
 - 2-3. Customer Relation
 - a) Customer's needs & expectations
 - b) Review of contract items
 - c) Interface requirements
 - 2-4. Relation of process & product
 - a) Design and development
 - b) Purchase/Procurement
 - c) Production/Preparation
 - d) Handling and delivery
 - e) Set-up
 - f) Service
- 3. Measurement
 - a) Process
 - b) Product
 - c) System
 - d) Customer satisfaction
 - e) Measurement support & back-up
- 4. Evaluation and improvement
 - a) Analysis of the results
 - b) Corrective action
 - c) Improvement process
 - d) Preventive action

Exhibit 1. ISO9001:200X



2. Declaration of TQM from TQC by JUSE (Japanese Union of Science and Engineering)

2-1. TQM Model

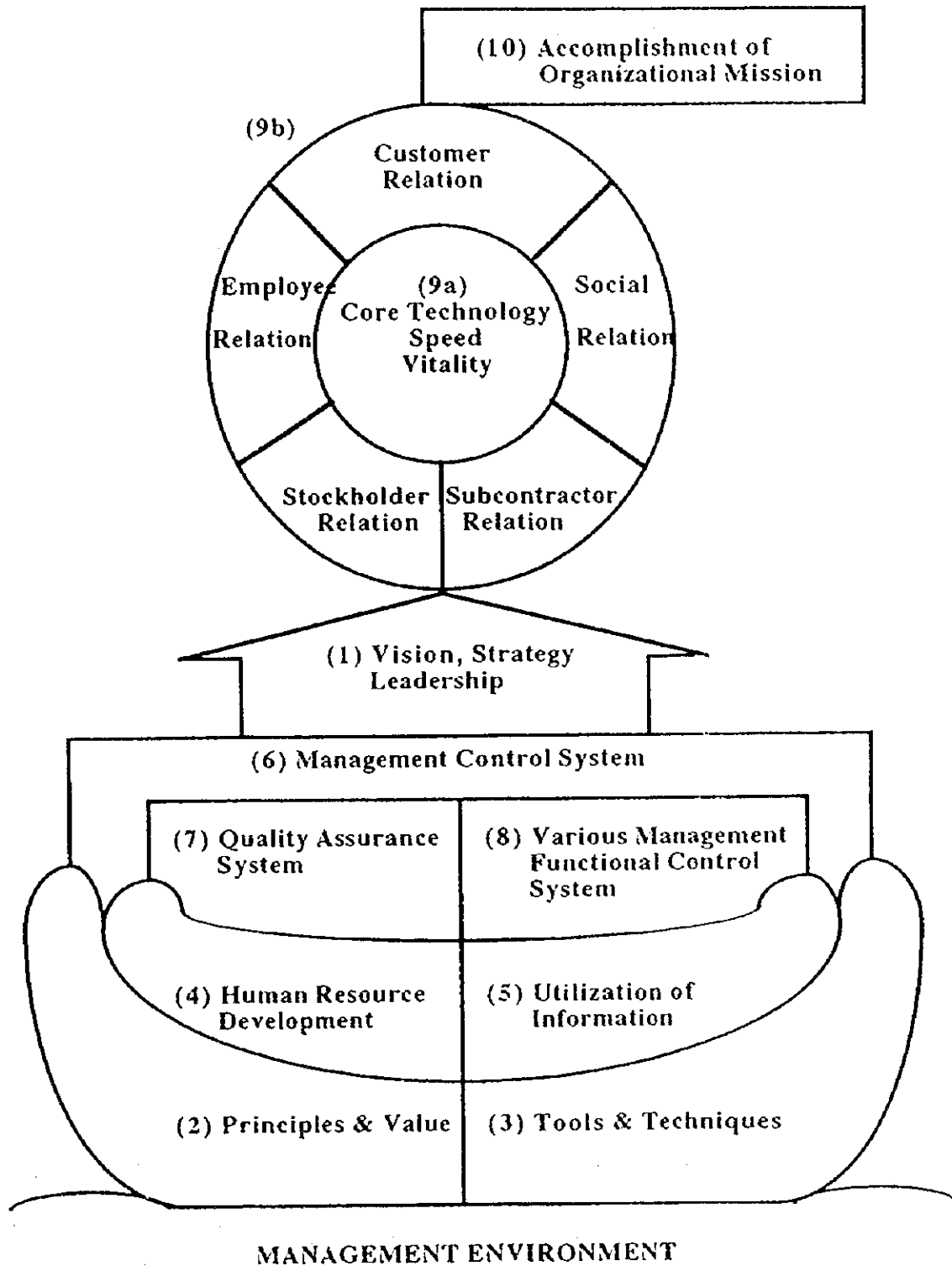


Exhibit 2. TQM Model (Resource: TQM Declaration, JUSE 1997)

2-2. Environmental Background of Changes

(1) Evolution of Management Needs

Providing goods ---> Seek quality and efficiency ---> Seek significance of existence

(2) Establishment of Management Infrastructure

Information Technology

(3) Change of Social System

Open policy

(4) Change of Labor Environment & Consciousness

Changing the way of thinking about humanity, labor, individual in the group, roles.

(5) Increase of Uncertainty

Speed of change in politics, economy, society, and technology.

3. Globalization of TQM

3-1. International Environment Considerations

(1) International Standard

Integration of TQM into ISO9001:200x.

(2) International Personnel

(3) International Regulations

(4) Cross Culture

(5) Social and Natural Environment

3-2. Principles in Global Approach

(1) Global Management Philosophy

(2) Global Management Strategy

(3) Global Product Strategy

- Development Strategy
- Service strategy after sales
- Technology Strategy
- Production Strategy

(4) Global Procurement Strategy

- Policy and management for subcontractors
- Global "out-sourcing" purchasing

(5) Global Information System Strategy

Questionnaire for Ex-Participants (帰国研修員用)

**NAGOYA INTERNATIONAL TRAINING CENTRE (NITC)
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)**

No.73, 2-chome, Kamenoi, Meito-ku, Nagoya 465 Japan

QUESTIONNAIRE

for the Ex-Participants of The Group Training Course in

- (1) Tooling and Production Facility Practical Engineering (TOOL) - 1988
- (2) Factory Management for Production Managers in Machining Industry (FM) 1989 - 1995
- (3) Designing and Improvement of Production System (PS) 1996 -

I. Personal Data :

1. Name in Full : _____, Date of Birth _____
(Please underline family name)

2. Name of institution where currently employed :

Address : _____
(Street and Number) (City) (State/Country)

(Zip code) (Telephone) (Fax)

(E-mail)

3. Your position at present: (Please attach a copy of organizational chart explaining your position.)

Your responsibility

4. Current home address :

(Street and Number) (City) (State/Country)

(Zip code) (Telephone) (Fax)

(E-mail)

5. Your professional career after finishing the Group Training Course (in chronological order).

From month / year	To month / year	Name of Organization	Exact title of your post

6. Education / Training (Degree / non-degree) after attending this training

Name, education/ training inst.	Years attended from ~ to	Certificate / Diploma / Degree & Major in

II. Present Work and Effect of Training

7. Have you found any improvement on your job by applying the knowledge/skill acquired through the Group Training Course?

Yes _____ No _____

If, yes, in which area? Please tick.

productivity of work professional recognition
 quality of work international contact
 pay rise for better job
 promotion others

Please elaborate it briefly;

8. Which part of the training was most useful to you in relation to your subsequent position and responsibility ?

Subject _____

Reason

III. Skill Transfer

9. Have you presented a report to your organization after you finished the training?

Yes _____ No _____

10. To what extent have you transferred the knowledge/skills etc. acquired through the training at your organization? (indicate by mark)

Full [4] 100 - 75%	Major [3] 75 - 50%	Partly [2] 50 - 25%	Slightly [1] 25 - 0%

11. What methods have you used to transfer the acquired skills at your organization ?

Please explain in detail on each category below.

(content, the number of people trained, duration e.t.c.)

	Used?	explanation
a) On the job training	Yes / No	
b) Formal training sessions	Yes / No	
c) Written material's of technology learnt	Yes / No	
d) Others (Please explain them).	Yes / No	

12. Which part of this training was difficult to transfer at your organization?

(subject, i.e., industrial engineering)

13. What are the main obstacles to be overcome in transferring the above mentioned techniques and knowledge to others at your organization ?

IV. Problems

14. What do you consider to be serious problems in the performance of your present job?
(Check 4 or less in each category below ;)

(1) Internal problems (at your organization)

Lack of

- | | |
|---------------------------|--|
| _____ trained personnel | _____ support of supervisor and management |
| _____ equipment | _____ technical literature |
| _____ funds | _____ opportunity for trainings |
| _____ foreign experts | _____ transport facilities |
| _____ research facilities | _____ career perspective |
| _____ your motivation | _____ others, please specify ; |
-

(2) External problems (national, governmental, or social problems)

- | | |
|----------------------------------|--|
| _____ brain drain | _____ economic situation |
| _____ pay structure | _____ government policy |
| _____ too much foreign influence | _____ no suitable national training institutes |
| _____ low educational level | _____ low social moral |
| _____ others, please specify ; | |
-

Please explain them briefly.

Your suggestion for finding solution to those problems.

15. In terms of training or technical improvement, do you have any idea of renewing the course curriculum drastically or creating a new course?

V. Post-training Services Programmes:

16. JICA provides the following post-training services in order to keep in contact with alumni (ex-participants), enhance friendly relations, and provide the latest technical information.

- 1) Dispatch of Follow-up Team
- 2) Support for Alumni Associations
- 3) Provision of 'KENSU-IN' and Technical Literatures

Do you think that the Alumni Association in your country is actively functioning?

Yes _____ No _____

Are you participating in the Alumni Association activities?

Yes _____ No _____

Do you think that your involvement in Alumni Association is helpful for yourself?

Yes _____ No _____

Does the Alumni Association have a specific program of activity in future?

Yes _____ No _____

17. Please make a comment if any on the JICA's post-training services?

Thank you very much for your cooperation.

Questionnaire for the Organization of the Ex-Participants

(所属機関用)

Nagoya International Training Centre (NITC)
 Japan International Cooperation Agency (JICA)
 2-73, Kamenoi, Meito-ku, Nagoya 465 Japan

Questionnaire

for the organization of the Ex-Participants of The Group Training Course in

- (1) Tooling and Production Facility Practical Engineering (TOOL) -1988
- (2) Factory Management for Production Managers in Machining Industry (FM) 1989-1995
- (3) Designing and Improvement of Production System (PS) 1995-

Name of Organization	
Name of Respondent	position:
E-mail	

I. Present Situation :

1. Could you describe briefly the work of your organization and the service it provides.
 (Please attach the pamphlet, or an organization chart which shows the activities of your organization.)

2. Please indicate the most serious problems which impede the improvement of productivity and quality (1) in your country (2) in your organization?

(1) _____

(2) _____

3. Please let us know your on-going project or future project in productivity and quality improvement.

4. Please describe the training programs and staff development systems inside your organization. (place, equipments, number of instructors and students, kinds of class, duration of training, e.t.c.)

On the job training: _____

Formal training sessions: _____

Others: _____

II. Nomination :

5. Please let us know the process of the nominating candidate after you receive the General Information (GI) of the training and the time requirement at each process.

6. Do you screen the candidate on the basis of GI, or your organization's criteria? Additionally, please let us know the screening policy of your organization.

III. Effect of training

7. What did you expect to the training before participants leave for Japan?

8. What extent do you think the training course correspond to the above mentioned expectation? (Indicate by mark)

Full [4] 100-75%	Major [3] 75-50%	Partly [2] 50-25%	Slightly [1] 25-0%

9. Is there a duty for participants to report to your organization after finishing the training in Japan? If yes, what kind of report are they?

Yes _____ No _____

10. In what specific area in your organization have you gotten the most beneficial effect from the training in Japan?

11. Please let us know the subject area or ideas of new training course considered to be important to your organization in production activity?

IV. Others

12. Please write down any requests or suggestions to Japan International Cooperation Agency (JICA)

Thank you very much for your cooperation.!

Japan International Cooperation Agency
Questionnaire on the Seminar
in Designing and Improvement of Production System

The Follow-up Team would appreciate it if you could kindly answer the following questions.

1. Name of attendant : _____

2. Name of organization : _____

3. Your position : _____

4. Have you ever attended any JICA training course ?

Yes _____ No _____

If yes, please write down the name of the course and the year.

Name of the course _____

Year _____

5 Was the seminar useful to you ?

Yes _____ Not much _____

Please explain more about your answer. And what kind of subject (or theme) are you most interested in among the field?

6. Please write down the name of subject you would like to have a training in Japan if you have such a chance.

Thank you very much for your cooperation.

